

New Zealand Blood and Organ Service

1 July 2020 - 30 June 2024

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Note: From 1 July 2020, New Zealand Blood Service (NZBS) become New Zealand Blood and Organ Service (NZBOS) but will continue all company trading as NZBS until full organisational rebrand takes effect.

Introduction

Purpose

This four year Statement of Intent (SOI) has been prepared in accordance with the Crown Entities Act 2004 and should be read in conjunction with each year's Annual Statement of Performance Expectations. It sets out the strategic direction for New Zealand Blood Service (NZBS) for four financial years through to June 2024 and outlines how NZBS will organise itself, prudently deploying resources to ensure transparency, collaboration and value for money in the support of New Zealand's healthcare sector.

The SOI informs Parliament and the New Zealand public about the organisation, the strategic issues it faces and its response to those issues. Objectives and performance measures for each financial year will be updated annually in the Annual Statement of Performance Expectations, and will be reported on in the Annual Report.

About New Zealand Blood Service

NZBS is a Crown entity established under the New Zealand Public Health and Disability Act 2000. Its primary purpose and core activity is the safe, timely, high quality and efficient provision of blood and blood products and services to clinicians for the people of New Zealand. In addition to this, NZBS provides services for matching patients and donors prior to organ/tissue transplantation, tissue banking (skin and bone) and stem cell services. These activities, which are provided without charge to all people in New Zealand, contribute to achievement of the organisation's single enduring Output Class and Outcome:

Health needs of people in New Zealand are supported by the availability of safe and appropriate blood and tissue products and related services.

Blood is a special kind of medical resource. The altruistic nature and unique attributes of the "gift" of blood is unlike most other therapeutic modalities. This requires that NZBS, as a trusted partner in New Zealand's healthcare system, has in place a comprehensive donor recruitment programme and an integrated risk and safety management framework. Safety is at the heart of everything that NZBS does.

Government Expectations

NZBS is a Crown agent for the purposes of the Crown Entities Act 2004 and its 2013 Amendment. Pursuant to section 7 of the Act, NZBS will give effect to Government policy when directed by the Responsible Minister, the Minister of Health. Each year the Minister provides NZBS with a Letter of Expectation, which will be reflected in the Annual Statement of Performance Expectations

Financial and Management Constraints

NZBS receives payment for its products and services on a fee-for-service basis from the DHBs, who are its principle customers. The financial plan each year will be included in the Annual Statement of Performance Expectations and will be prepared in line with the Minister's annual Letter of Expectations, ensuring:

- Management of safety and surety of supply at all times;
- Mitigation of risks related to the biological nature of blood products and variable product demand;
- The ability to review and address key infrastructure requirements;
- Adherence to existing banking credit facility and covenant obligations; and
- Maintenance of long term financial sustainability

NZBS in the context of the New Zealand Health and Disability sector

NZBS is the only provider of blood and blood products and tissue typing services in New Zealand.

A collaborative relationship with both the prescribing clinicians in the DHBs and more than 110,000 loyal donors is at the heart of the organisation's success. Strong relationships also exist with DHB management; the Ministry of Health; CSL Behring in Australia; recipient organisations (in particular Leukaemia and Blood Cancer New Zealand, Immune Deficiencies Foundation of New Zealand and the Haemophilia Foundation of New Zealand); and international partners in the blood sector. Collectively our shared aim is to ensure that New Zealand continues to enjoy a safe and secure supply of blood and blood products and related services now and into the future.

The New Zealand Health Strategy

NZBS adheres to the fundamental principles contained in the New Zealand Health Strategy. In particular:

- NZBS provides blood, blood products, organs, tissues and services to healthcare providers, thus contributing to the good health and well-being of all New Zealanders throughout their lives;
- NZBS delivers timely and equitable access to blood and tissue products and related services to all New Zealanders;
- NZBS maintains a high level of public confidence;
- NZBS involves consumers through liaison with hospitals and recipient groups;
- The special relationship between Māori and the Crown under the Treaty of Waitangi is recognised through the NZBS Māori Responsiveness Strategy; and
- As a national entity NZBS seeks community involvement on key issues through consultative processes.

Sector Relationships

The critical relationship for NZBS is that with the District Health Boards. Over the term of this SOI, NZBS aims to work more closely with the DHBs to collaboratively develop a strategy for blood management in New Zealand so providing a proactive response to changing demand patterns whilst ensuring prudent financial considerations. Addressing the overall cost to the sector will require NZBS to focus strongly on business improvement opportunities for cost containment, use technologies to drive efficiencies and ensure optimal skill mix models are in place in our workforce.

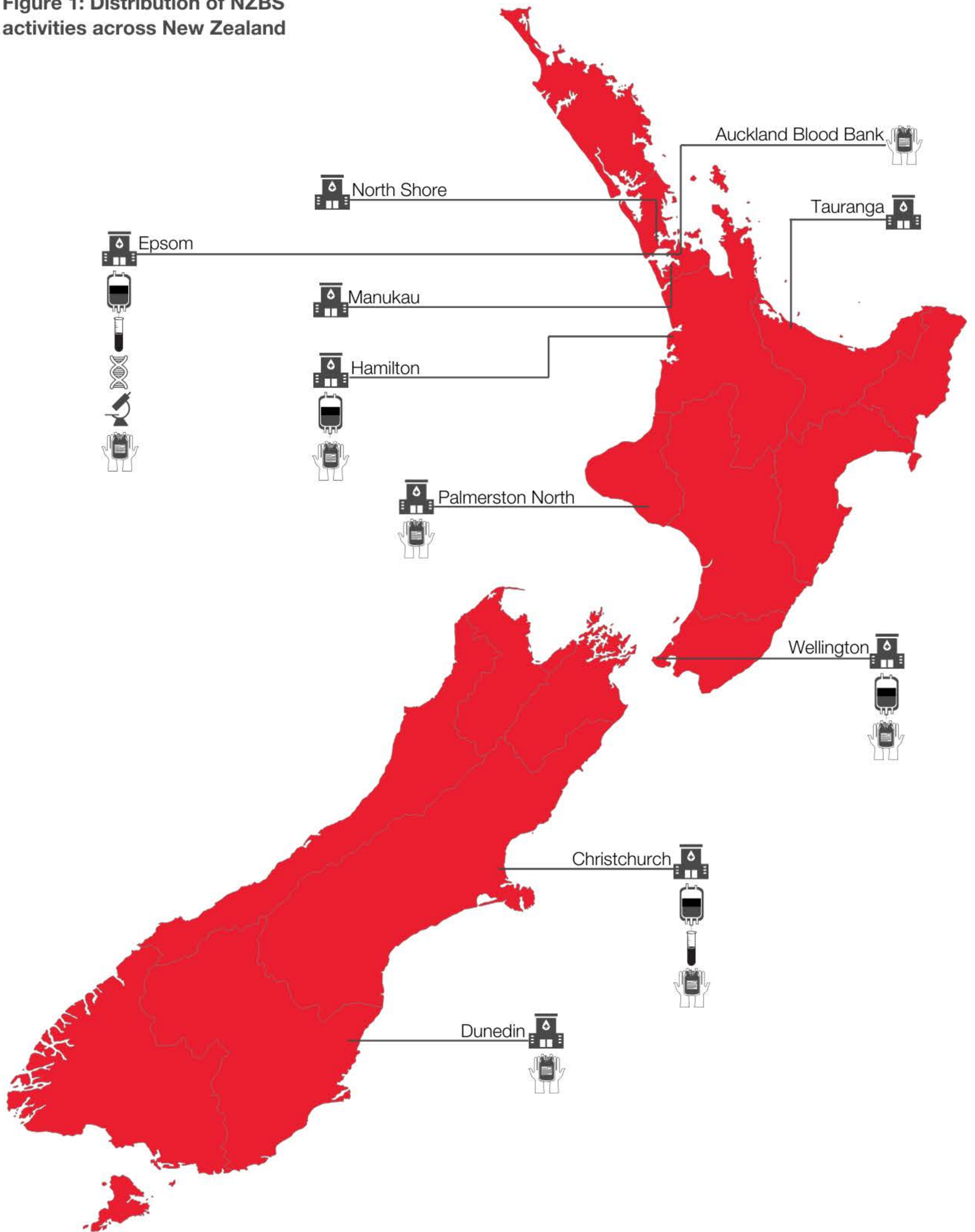
Our Locations

NZBS was established in 1998 to integrate the formerly fragmented hospital based blood services into a single national organisation.

NZBS facilities are structured in a “hub and spoke” model (see Figure 1), with four major collections and manufacturing sites in Auckland, Hamilton, Wellington and Christchurch; supported by two collection co-ordinating centres in Palmerston North and Dunedin and three regional static collection sites located in Manukau, Takapuna and Tauranga. Regular mobile collections are also made in multiple cities and towns across New Zealand. The national Tissue Typing, Component Development and Red Cell Reference Laboratories, and the administrative National Office are located in Auckland. NZBS also runs the hospital blood banks in Auckland, Hamilton, Palmerston North, Wellington, Christchurch and Dunedin Hospitals.

All other hospital blood banks are staffed and operated by local DHB staff; however NZBS maintains overall responsibility for blood banking services across the country and has an active DHB oversight programme in place to achieve this.

Figure 1: Distribution of NZBS activities across New Zealand



Governance

NZBS is governed by a board appointed by and responsible to the Minister of Health. Current Board members have a range of appropriate and complementary skills and experience to govern what is a very complex technical manufacturing entity. It forecasts and reports on performance to the Minister through the Ministry of Health. The NZBS Board performs the roles and responsibilities of a Crown Entity board as defined in the Crown Entities Act 2004.

Management

The NZBS Executive Management Structure came into effect in 2017 and acknowledges the highly specialist nature of the organisation and the need to future proof key senior capability.

Figure 2: NZBS Executive Management Structure



The Executive is supported by a number of key clinical and non-clinical roles including logistics, information services, health and safety, national/area management, transfusion medicine specialists and nurses.

Principle front-line activities can be described as being either donor, technical or clinically related as outlined in Figure 3.

Our values

Our values have been co-designed by staff, volunteers, donors and patients. Behind each value is a set of behaviours that define the way we treat each other and conduct our business.

Safety is our Cornerstone

Ko te haumarū tā mātau mātapono taketake

Everything that we do contributes to the safety of our staff, donors, products and recipients of the services that we provide to New Zealanders. In doing this we commit to the following values:



Striving for Excellence
Kia tau kite Tihi



Teamwork
Te Mahi Ngātahi



Integrity and Respect
Te Pono me Te Tika



Open Communication
Te Whakawhitiwhiti Whakaaro
i runga i te Māharahara



Safety for All
Te haumarū hoki
te katoa

What we do

Figure 3: Key activities and responsibilities of principle front-line activities.

	Key activities	Responsible for:
Donor Services	Marketing	Building brand awareness, increasing donor panels and understanding about donation through campaigns.
	Donor Relations	Maintaining a sustainable donor population and retaining existing donors through relationship development and scheduling appointments to achieve collection targets.
	Administration	Make our donors and patients feel welcome, book appointments and support the wider Donor Services team.
	Collections	Collecting whole blood, plasma and platelets whilst ensuring maintenance of good donor health.
Technical Services	Donation Accreditation and Testing	Blood grouping and screening every blood donation for infectious diseases.
	NZBS Processing	Separating whole blood into red cells, plasma and platelets through a range of manufacturing processes.
	Advanced Processing	The processing of blood into specialised products, bones and tissues.
	CSL Processing (Fractionation)	Frozen New Zealand plasma is sent to CSL Behring for fractionation into 11 lifesaving immunoglobulin products before being sent back to NZBS for distribution and dispensing.
	Tissue Bank	The national skin bank and bone banks.
	Blood Bank	Cross-matching and antibody screening to ensure compatibility between the donated blood and the patient before it is dispatched to the appropriate hospital staff for transfusion.
	National Red Cell Reference Laboratory	Undertakes complex, high incidence and difficult red cell antigen/antibody pre-transfusion testing and antibody identification.
Clinical Services	National Tissue Typing Laboratory	Key testing and assessment services to DHBs undertaking organ and haematopoietic stem cell transplantations.
	Clinical Support	24/7 medical and transfusion nursing support to both DHB and NZBS staff on all transfusion medicine related issues. Clinical oversight for all blood banks.
	Clinical Services	Provision of therapeutic services such as plasma exchanges, stem cell harvest and therapeutic venesections and dispensing of products direct to patients.

These operational functions are supported by a number of other critical business areas and teams. NZBS are one team working to save and enhance the lives of New Zealanders and achieve our goal of becoming the best little blood service in the world.

Business Improvement and Partnerships

This area is responsible for developing capability across the organisation in effective project management and business improvement practices. They also have responsibility for leading the development of partnerships with external organisations to create value for NZBS and the wider health sector.

Finance and Corporate Services

This function ensures NZBS meet our obligations and contributes to the strategic direction and overall performance of the organisation. With accountability for financial management, financial strategy, policy development and operational analysis, this area drives business improvement and enhanced performance through the use of analytics and business intelligence practices.

Human Resources and Organisational Development

This area holds responsibility for providing strategic human resource and people development leadership to enable a high-performing culture supportive of the organisation's enduring outcome, vision and values.

Information Services

In addition to maintaining the day-to-day equipment and systems, Information Services are responsible for the complex, bespoke blood management systems in use by all DHBs and private hospitals across New Zealand, enabling world standard vein-to-vein oversight of all products from donation to treatment.

Planning and Supply Chain

This function is responsible for providing a nationally-integrated planning, supply chain and logistics solution to enable the safe and timely delivery of the right blood products and services to the right places when needed. Additionally, this function leads organisational procurement activities.

Quality and Regulatory Affairs

In a highly-regulated environment, our Quality team ensure we are fully compliant with relevant statutory requirements and maintain world class standards of manufacturing and laboratory practices, consistent with delivering high quality, safe products and services. This team also manage our document systems and champion continual quality improvement.

Emerging Trends and Challenges

Demand for plasma-derived products

New Zealand demand for plasma-derived products continues to grow significantly as it becomes used as a treatment for more conditions, for example autoimmune compromised patients.

This trend is forecast to extend into the foreseeable future with the ability to meet demand continuing to be a significant challenge for blood services globally. While demand appears to be clearly upward, changes in clinical usage or new innovations could cause significant fluctuations. A small number of clinicians ultimately control all prescribing in New Zealand and while usage is governed by established protocols, the critical mass required to significantly increase or decrease usage is relatively small. Given international usage trends, the greatest likelihood is that demand will grow but that rate of growth may be faster or slower than the 12% currently forecast.

Addressing the effective collection of plasma to ensure national security of supply, remains a priority for NZBS. Whilst some countries are choosing to address this concern through restricting use of plasma-derived products, NZBS continues to meet demand. Unlike countries that pay plasma donors to encourage more frequent donations, NZBS relies entirely on voluntary donors. We have a proactive plasma strategy in place that allows us to constantly monitor demand, plan and implement actions to ensure we are able to continue to meet demand.

Our hybrid plasma collection model that includes both commercial and domestically-sourced product has worked and allowed NZBS to continue to consistently and cost-effectively satisfy immunoglobulin demand in New Zealand. New Zealand is primarily self-reliant for immunoglobulin products and must maintain confidence of supply in a volatile global market.

The changing shape of the organisation

Our accountabilities are growing and changing beyond blood and blood products. Since the formation of the organisation in 1998, our role within the New Zealand healthcare sector has changed substantially and will continue to do so as we embrace our increasing responsibilities around organs, tissues and cellular therapies. We are developing a broader tissue banking strategy with the opportunities presented by the increased capacity in Epsom. There may be potential for NZBS to expand our portfolio to include heart valves, corneal tissue and other tissues in the future.

This work aligns closely with developments in the organ donation and transplantation sector. During FY20-21 we will become the National Agency for Organ Donation and Transplantation with a full transfer of the current Organ Donation New Zealand team from Auckland District Health Board scheduled for 1 July 2020.

Fiscal Pressures

NZBS is facing fiscal challenges over the next 5-6 years as we do not own any of the sites in which we operate and face a number of unprecedented landlord notices to vacate existing premises. We will be required to establish new facilities in the affected areas whilst also having to assess the need for new centres to address the increasing pressure of maintaining New Zealand's self-reliance approach.

Strategic Direction

This four year Statement of Intent (SOI) sets out the strategic direction for NZBS for the next four financial years from July 2020 – June 2024. It has been prepared in accordance with the Crown Entities Act 2004 and should be read in conjunction with each year’s Annual Statement of Performance Expectations.

This SOI is our organisational promise to the nation and subsequently informs Parliament and the New Zealand public about our strategic objectives and how we plan to deliver and report on progress.


Our strategy is designed around three core objectives to enable us to build solid foundations, continuously improve our core business and provide exceptional service to our donors, patients and healthcare partners as we aspire to become the best little blood service in the world.

1. Building Foundations for Growth
2. Delivering Operational Effectiveness
3. Providing Exceptional Service

These strategic objectives inform this SOI and will guide NZBS over the next four years as it makes the step changes necessary to ensure the organisation is appropriately positioned to meet the ongoing need of New Zealand's health and disability sector.



Our vision is to be recognised for excellence in meeting the needs of donors, patients, our staff and the wider healthcare community.


David Chamberlain
Chair


Dr Jackie Blue
Deputy Chair


Sam Cliffe
Chief Executive

1. Building Foundations for Growth

Demand for plasma-derived products in New Zealand is increasing at over 12% per annum and this is forecasted to continue while trends in the use of red cells and platelets remain steady. Over the next four years we will increase our organisational capacity, capability and infrastructure to meet the increasing demand for immunoglobulin products and maintain surety of supply. Over the next 4 years, the global plasma market is forecast to become extremely tight with the ability to import plasma products becoming compromised and prices rising. The safest way to ensure patients in New Zealand receive plasma products ongoing is to supply them from domestically-collected plasma.

In addition to increasing our collection capacity at our current donor centres by adding more beds and making changes to opening hours, we will be looking at innovative ways of increasing collection potential geographically.

Building strong foundations by investing in our people and infrastructure is key to supporting this growth. Our people will have a positive working environment, fit-for-purpose and flexible facilities and be empowered as valued individuals working together to save lives.



1.1 People and Capability

NZBS has over 600 employees across New Zealand with 87% classified as front line (i.e. staff whose role is directly related to the collection and provision of blood, blood products, organs and tissues). Our talented team are highly skilled and dedicated individuals and are central to us achieving our core purpose and strategic objectives.

We are committed to establishing NZBS as an employer of choice by creating a safe and healthy work environment and empowering our people to be the best they can be. We embrace the principles of being a good employer and will continue to invest in the following key elements:

- Leadership, accountability and culture;
- Recruitment, selection and induction;
- Employee development and promotion;
- Flexibility and work design;
- Remuneration, recognition and conditions;
- Harassment and bullying prevention;
- Safe and healthy environment

As product demand increases we will manage staffing levels and balance our resources and skills mix to meet future business need.

We aim to create a positive employee experience throughout the entire employment lifecycle, starting with a robust recruitment, on boarding and training strategy to support our workforce.

Having introduced a people development function within NZBS, we are rolling out new staff and leadership development programmes which will enable us to effectively build capability and ensure we have the right people with the right skills in the right roles.

We will have a sustainable, capable and engaged workforce united as one team.

Measures for Success

- Successful rollout of staff and leadership development programme. This will ensure that we are developing and encouraging our future leaders and ensuring appropriate succession planning;
- Increase staff engagement from 67% to 75%. A highly engaged and enthusiastic workforce leads to higher productivity and in a period of growth this is essential;
- Maintain annual employee turnover of 12% or less to avoid costs associated with employing and training new staff and disruption to productivity;
- 25% reduction in recruitment agency spend by marketing ourselves as an employer of choice and standardising our in-house recruitment practices;
- 90% of people managers will complete 'Foundations of Management' training, ensuring consistency across business functions and create opportunities for personal and professional development;
- Implementation of activities contained within the Plasma Strategy:
 - A total net increase of 105 FTE across all NZBS functions to meet the target of 125,000 collections by FY23. Note: staffing increases will be staged and closely monitored and flexed to meet product demand.



1.2 Infrastructure

Our infrastructure portfolio will change rapidly over the next four years as we respond to landlord-initiated site relocations, necessary facility upgrades and implement recommendations outlined in our Plasma Strategy.

NZBS maintains a refurbishment programme for its collection and processing sites to ensure the network remains fit for purpose into the foreseeable future. As we do not own any of the property in which we operate, and have received an unprecedented number of notices to vacate, we are proactively managing a large programme of facility infrastructure builds, redevelopments and relocations to futureproof our organisation for the next twenty years. This programme of work will span the next 5 years and will ensure all our sites will be flexible to meet future business requirements.

We are harnessing the opportunities presented to review service provision, and engaging with staff to ensure we have the right services in the right places to meet the changing needs of the New Zealand healthcare system. During the period of this SOI we will constantly evaluate our mobile, plasma and fixed site facilities enabling us to achieve the greatest benefits from our collections network.

Our commitment to safety and quality will ensure that the new donor centres and laboratories are designed for a flexible future and are accredited with the highest regulatory standards to guarantee the best outcome for all patients. We will continue to ensure we are aligned with the expectations of regulatory bodies across all NZBS managed sites.

Measures for Success

- Completed redevelopment of Auckland hub site at 71 Great South Road, Epsom. This will mean we have two sites (one on each main island) capable of processing the entire country's blood supply to maintain surety of supply;
- Relocation and development of Hamilton, Tauranga and Palmerston North Donor Centres, giving us the opportunity to maximise capacity of our collection network;
- Relocation and fit out of Christchurch Blood Bank to align with the new hospital build and give a busy blood bank more space and enhanced functionality;
- Implementation of activities contained within the Plasma Strategy:
 - Addition of 19 beds at existing collection sites through planned infrastructure growth
 - Continue to investigate options for plasma-only collection centres. If plasma demand continues at the current rates it is likely we will need centres capable of collecting more plasma.
- Meeting regulatory standards and achieving accreditations for newly built or developed sites. Maintaining international best practice as laid down by Medsafe and IANZ accreditors.

2. Delivering Operational Effectiveness

Continuously improving our core business with a focus on end-to-end planning and alignment of processes will enable us to better serve and more easily respond to the changing needs of the healthcare sector.

Increasing demand for plasma coupled with an expanding portfolio of products and services, requires robust operational management and forecasting to enable us to fulfil our duty as the sole provider of blood, blood products, organs and tissues in New Zealand.



2.1 Clinical Excellence

Safety and quality are the overriding principles of highly regulated blood services across the globe. Our Clinical Team's primary role is to ensure the safety of every patient receiving blood, blood products, tissues and organs providing 24/7 clinical advice and guidance to all hospitals in New Zealand.

We have rigorous donation criteria and carry out testing on every single donor and donation to ensure the safest product is collected and transfused to our patients. We continue to monitor international developments in donation and testing to assure the safety of New Zealand's blood supply.

NZBS will continue to deliver the National Clinical Oversight Programme in which Transfusion Medicine Specialists visit all DHB Blood Banks not directly managed by NZBS to provide guidance and clinical oversight; ensuring that nationally consistent quality systems and processes are used in the provision of blood components and products to patients. DHB Blood Bank responsiveness to clinical oversight visits/audits enables them to meet the requirement for International Accreditation New Zealand (IANZ) accreditation.

To assure public confidence in the safety of New Zealand's blood supply, NZBS will ensure that the regulatory accreditation and compliance requirements are maintained at all times within each of the four years on this SOI and beyond.

NZBS holds the following accreditations/licences:

- Annual Manufacturing Licences in the six NZBS collection and manufacturing sites audited by Medsafe against the Code of Good Manufacturing Practice (GMP);
- IANZ accreditation in all NZBS diagnostic laboratories, including the six hospital blood banks run by NZBS;
- American Society for Histocompatibility and Immunogenetics (ASHI) accreditation in the National Tissue Typing Laboratory.

NZBS also complies with the requirements of:

- Foundation for the Accreditation of Cellular Therapy (FACT) for processing of haematopoietic progenitor cells in order to support the FACT accreditation held by NZBS hospitals.
- The Human Tissues Act 2008, as the supplier of human bone and tissues to DHBs and private healthcare providers.

Developments in international regulations around labelling of blood, blood products, tissues and organs requires NZBS to implement a new cellular tissues management database and change to ISBT 128 labelling system in order for Auckland and Christchurch DHBs to maintain their FACT accreditation.

Measures for Success

- Maintain a clinical oversight programme and provide guidance to DHB blood banks not directly managed by NZBS to ensure consistent quality systems and processes remain in place;
- Minimum of one annual clinical audit visit per blood bank not directly managed by NZBS to ensure consistency and opportunities for alignment and improvement across all DHBs;
- NZBS will maintain the following accreditations/licences:
 - Annual Manufacturing Licences
 - IANZ accreditation
 - ASHI accreditation
- Implementation of ISBT 128 to enable DHBs to continue to participate in certain international clinical trials for the benefit of patient health outcomes.



2.2 Products and Services Expansion

NZBS supports hospitals carrying out Therapeutic Apheresis procedures that improve patient health by removing unwanted cells or abnormal proteins from a patient's blood. These procedures are carried out by NZBS staff in a number of New Zealand's larger hospitals or at our fixed collection sites. We plan to review these services throughout the country ensuring more appropriate access to patients across New Zealand and consistency in service.

NZBS will become the National Agency responsible for Organ Donation and Transplantation with the current Organ Donation New Zealand team based within Auckland District Health Board (ADHB) joining NZBS on 1st July 2020 per the Organ Donors and Related Matters Act 2019. This change will see NZBS implementing the actions contained within the Increasing Deceased Organ Donation and Transplantation: A national strategy (2017) that are aimed at increasing New Zealand's deceased organ donation and transplantation rates.

The transfer of clinical expertise and supporting services enables NZBS to provide 24/7 support to hospitals within New Zealand on organ donation and transplantation.

As the National Agency we will have a role in:

- raising the profile of organ donation;
- supporting effective clinical governance;
- working with the health sector to coordinate donation and transplantation processes;
- providing expert advice and information to the sector, Government, media and public.

During FY20/21 we aim to integrate and embed the organ donation services with NZBS, develop terms of reference, define scope, accountability and responsibilities and determine funding arrangements and key performance indicators (KPIs). Year one of the National Agency will set the direction of travel for implementation across the term of this SOI.

NZBS is currently the main supplier of human bones (cranial bone flaps and femoral heads) and the sole supplier of human skin to DHBs and private hospitals (Note: as New Zealand is not currently self sufficient in skin collection, NZBS coordinates the importation of skin in order to meet demand). Our portfolio of tissues is likely to change throughout the period of this SOI and changes to product provision will be reported on in our Annual Report.

One of our key focus areas for the next four years is to increase the opportunity and ability to donate blood, blood products, organs and tissues to meet the increasing demand. Our donation eligibility criteria is very rigorous with patient safety being our core concern. Peer blood services throughout the world employ a reduced donation eligibility criteria and testing for plasma collected for immunoglobulin products, which NZBS will be investigating with a view to making the plasma donation and manufacturing process more efficient. Our commitment is to continue to monitor international best practice and improve the products and services offered to our patients and healthcare partners.

Measures for Success

- Review and update service agreements to more accurately reflect the work and services provided by NZBS in hospitals;
- Implement national process and quality standards for therapeutic procedures in alignment with other services offered by NZBS;
- Consistent therapeutic service provision throughout the country giving us a solid baseline to constantly improve services;
- Successful integration of Organ Donation New Zealand into the organisation to ensure a safe continuation of the service including:
 - national coordination and organ and tissue retrieval 24 hours a day, 7 days a week;
 - increasing support, coordination and education for staff in ICUs to improve their practice in facilitating organ and tissue donation;
 - providing information and ongoing support for donor families;
- Implement funded actions set out in "Increasing Deceased Organ Donation and Transplantation: a National Strategy (2017)" that are aimed at increasing New Zealand's deceased organ donation and transplantation rate.



2.3 Process Driven

Having introduced and bedded down a planning and supply chain function, we will leverage the knowledge and information available within our organisation to develop a more sophisticated end-to-end forecasting and planning process whilst ensuring organisational documentation is aligned with these processes.

Effective risk management is crucial to highly regulated environments. Our thorough risk management framework ensures all significant risks are identified, managed, mitigated and reported. This new approach to our end-to-end processes will allow us greater visibility and more efficient risk management.

NZBS operates a culture of continuous improvement. Staff members at all levels of the organisation are encouraged and provided with practical skills to identify, analyse and implement quality improvement initiatives, generate efficiencies and enhance working environments and experiences. We will work on further embedding this philosophy across the organisation so that all staff are empowered to take accountability for making NZBS a better place.

NZBS continues to identify emerging technology, monitor international opportunities for enhancing existing technology to streamline our processes and work smarter.

We have engaged with Toitū Envirocare to measure our carbon emissions, and implement an ongoing measurement framework that will enable NZBS to be Certified Emissions Measurement & Reduction Scheme (CEMARS) accredited. Additionally, an initiative has commenced to replace where appropriate our petrol vehicle with electric powered cars. As part of the redevelopment of our major site in Auckland, Rapid Charging Stations have been installed for use by our blood donors whilst donating and investigations are underway into the practicalities of installation at our other facilities. Our aim is to permanently embed an ethos of sustainability and vigilance within the organisation.

Measures for Success

- Capacity and productivity planning models implemented, giving us detailed planning metrics and improved financial visibility across core business processes;
- Implement an end-to-end Sales and Operations Planning model combining actual usage with forecasting, enabling more efficient planning;
- Develop and monitor an agreed set of organisational KPIs giving us a simple dashboard to monitor the health of the organisation and enable quicker response to trends;
- Achieve and maintain Certified Emissions Measurement and Reductions Scheme (CEMARS) certification in alignment with the government's priority of environmental sustainability and doing our part to ensure a greener future for New Zealanders.



2.4 Fiscal Responsibility

Blood and blood products are provided free-of-charge to patients in New Zealand. NZBS is funded on a fee for service basis by its customers, primarily DHBs. We will utilise our core capabilities of specialist transfusion medicine knowledge and expertise to support the sector with a safe and appropriate range of products and services to meet New Zealand's changing health needs and priorities.

NZBS's "vein-to-vein" business model is admired by many blood services around the world. The close relationship this model promotes between the DHBs and NZBS ensures a good alignment of priorities and on-going focus on cost control.

NZBS acknowledges the financial pressure on DHBs and the entire health sector and is committed to keeping costs as low as possible with a strong focus on supply planning and management. We will continue to invest in business improvement activities that add value to the organisation, reduce waste and unnecessary work. NZBS will provide to the DHBs, by way of rebate, the portion of any unbudgeted annual surplus delivered which is not required by NZBS in discharging its own financial obligations and responsibilities, in accordance with the NZBS Financial Guidelines Policy introduced in 2009.

The underlying principles of the business model will continue to be reviewed over the four years of this SOI to ensure that NZBS continues to meet the nation's requirement for a high quality, safe, cost effective and financially sustainable demand driven support service to the New Zealand health and disability sector.

Measures for Success

- Meeting budget each year whilst continuing to implement internal initiatives to ensure ongoing safety and surety of supply;
- Providing DHBs with monthly demand management reports outlining purchase volumes by key product line to assist them to manage local usage and costs.

3. Providing Exceptional Service

From donation to transfusion and transplantation, we are committed to providing the highest quality products and services to our donors, patients, healthcare partners and the wider healthcare community.

Over the next four years, our focus will be on increasing knowledge, improving the donor experience, increasing donor numbers and working closely with our healthcare partners to achieve better outcomes for patients and their families.



3.1 Donor Experience

New Zealand is primarily self-sufficient for blood and blood products. This requires us to maintain an active donor population and collect enough raw product to ensure we are able to manufacture the range of blood and blood products required to meet demand.

To achieve this, we commit to:

- Improving the donation experience, maintaining donor wellness and ensuring that everyone leaves feeling valued and appreciated;
- Taking a more tailored approach to donor preferences, making use of technology and streamlining the donation process to make it easier for more people to donate;
- Maintaining a sustainable number of active donors (people who have donated whole blood and/or apheresis plasma/platelets at least once in the last 24 months) to meet the ongoing demand for blood and blood products. The annual target will be updated each year in the Annual Statement of Performance Expectations and include:
 - Targeting initiatives contained within the NZBS Maori Responsiveness Strategy to improve engagement with Maori with the aim of increasing the number of active Maori donors;
 - Targeting initiatives to recruit and retain youth donors (in particular between the ages of 19-25) to ensure a sustainable population into the future;
 - Implementing initiatives outlined in the NZBS Plasma Strategy to drastically increase the number of plasma donors and regularity of donation.

Changing donor preferences are leading to expectations of experiences that are both more personalised and convenient. Understanding their needs and identifying opportunities to improve the donor experience will be an ongoing challenge as we aim to maintain and increase our donor register to meet the growing needs of the population.

Our responsibility as The National Agency for Organ Donation and Transplantation will ensure we maintain the high standards of care and ongoing support for organ donors and their families.

Measures for Success

- Maintain a sustainable number of active donors (people who have donated whole blood and/or apheresis plasma/platelets at least once in the last 24 months) to meet the ongoing demand for blood and blood products);
- 90% of donors give an 8 or higher score out of 10 for their experiences/satisfaction with the service. As blood donation is a special type of gift, it is important our donors have positive experiences and are encouraged to continue donating;
- Increase regional donor panels to 88 per 10,000 population or higher to achieve the volume increase that is needed over the duration of this SOI with a foundation for continued evolution should plasma requirements continue to rise;
- Implementation of activities contained within the Plasma Strategy:
 - Grow plasmapheresis collection to 107,000 units
 - Increase plasma donor panels to 17,000 in FY20
 - Continue to scale towards a target of 125,000 collects by FY23.
 - Portable plasma collection will allow us access to donors in locations other than our fixed sites and determine which locations correlate with high donor interest.



3.2 Working Closely with Healthcare Partners

We have a critical, mutually supportive relationship with District Health Boards (DHBs) who are the prescribers and purchasers of blood, blood products, tissues and organs. We aim to further develop our strategic relationship with DHBs to ensure the sector works collaboratively to align our strategies for blood management in New Zealand, providing a proactive response to changing demand patterns whilst ensuring prudent financial considerations.

As a clinically-demand driven service, we will continue to work in partnership with prescribing clinicians to review and manage the appropriate use of our products, simplify the prescribing processes and improve diagnostic clinical testing services.

We will continue collaborating and benchmarking with blood services and other healthcare organisations around the world to understand the future needs of the healthcare sector and develop services and technology to support change.

NZBS will continue to work with the Ministry of Health responding to and implementing recommendations of the New Zealand Health Strategy and the Health and Disability System Review as appropriate.

Measures for Success

- NZBS will demonstrate a productive and supportive relationship with the DHBs consistent with maintaining a strategic partnership, ensuring timely and relevant provision of information and issue resolution;
- Providing DHBs with monthly demand management reports outlining purchase volumes by key product line to assist them to manage local usage and costs;
- Using our internally-developed immunoglobulin demand management tool, iGo, we will work collaboratively with prescribing clinicians to appropriately manage demand.



3.3 Improving Patient Outcomes

To promote risk awareness and best practice in transfusion, NZBS will publish an annual clinical vigilance report for each calendar year and will share this information with all DHBs to assist them to reduce the incidence of adverse transfusion related events.

As part of our role as the National Agency for Organ Donation and Transplantation, we will be responsible for providing oversight and clinical governance of the Organ Donation system and providing support for the transplantation system and manage any related or incidental matters as outlined in the Organ Donors and Related Matters Act 2019. We will increase awareness of the importance of donation with the goal of saving and enhancing more patients' lives.

We will continue to identify trends in adverse outcomes and put strategies in place to minimise risk to patients and improve their experience. We will increase our use of molecular techniques and technology to match patients with difficult antibodies and enhance treatment options.

Measures for Success

- Monitoring and reporting of donor adverse events and implementation of strategies to minimise negative impact on donor health will be reported in the annual clinical vigilance report;
- To promote risk awareness and best practice in transfusion, NZBS will publish an annual clinical vigilance report for each calendar year and will share this information with all DHBs to assist them to reduce the incidence of adverse transfusion related events;
- Implement actions outlined in Increasing Deceased Organ Donation and Transplantation: A national strategy (2017) with an overall goal of increasing deceased organ donation rates and saving and enhancing the lives of more New Zealanders.