

New Zealand Blood and Organ Service



Statement of Intent 1 July 2023 – 30 June 2027

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20 June 2023

Statement from the Chief Executive

This document sets out New Zealand Blood Service's strategic intentions for how we will pursue our vision and deliver on our enduring outcome for all New Zealanders.



New Zealand Blood and Organ Service (NZBS)¹ is Aotearoa's sole provider of blood and blood products, organ donation coordination, and tissue typing services.

Now in our 26th year, our scope of responsibility has grown, with Organ Donation New Zealand (ODNZ), the New Zealand Bone Marrow Donor Registry (NZBMDR), and the National Heart Valve Bank all having joined the NZBS whānau over the past three years.

This growth in both our scope of work and the demand for our products and services - especially plasma, the 'liquid gold' we transform into 11 different treatments - means New Zealand Blood Service is at a pivotal time in its history.

Our key focus over the coming four years will be on continuing to upgrade, replace, develop, and plan for new infrastructure in key locations across the motu. This will allow us to increase capacity and keep pace with the increasing demand for blood and plasma. It will also enable us to meet the needs of New Zealand patients for critical stem cell and tissue treatments, as well as consider the introduction of new treatments.

This will, of course, occur in parallel with our everyday operational activity – work that helps to improve or save the lives of tens of thousands of people living in New Zealand every year.

We could not do our job without the generosity and consistency of our donors. Our commitment to retaining our whānau of lifesavers, and growing our blood and plasma donor panels, will therefore remain a key priority over the coming four years.

New Zealand Blood Service comprises a workforce of more than 800 staff across the country. They fill a diverse range of roles, from donor relations co-ordinators to medical laboratory scientists, from nurses to transfusion medicine specialists. In a challenging and competitive employment market, the next four years will also entail an ongoing effort to retain and attract the best people, and to ensure NZBS is an employer of choice.

And, as always, the safety of our staff, donors, products, and recipients will remain at the heart of all we do. Ko te haumarū tā mātau mātapono taketake; Safety is our cornerstone.

The coming four years promise to be both challenging and exciting, and we look forward to continuing to meet the needs of the healthcare sector and those who depend on our products and services.

A handwritten signature in black ink that reads "S Cliffe".

Sam Cliffe

Chief Executive Officer

New Zealand Blood and Organ Service

¹ During the 2020/21 financial year New Zealand Blood Service (NZBS) became New Zealand Blood and Organ Service (NZBOS) but will continue all company trading as NZBS until a full organisational rebrand takes effect. Where New Zealand Blood Service and NZBS appear in this document, they refer to the work of New Zealand Blood and Organ Service.

Introduction

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 (SPE). It sets out NZBS' strategic direction for the four financial years to June 2027, and explains how NZBS will prudently deploy resources to ensure transparency, collaboration, and value for money in support of New Zealand's healthcare sector.

This SOI informs Parliament and the New Zealand public about the organisation, the strategic issues it faces, and how it intends to respond to them. Objectives and performance measures for each financial year will be updated annually in the SPE and reported against in the Annual Report.



Our context

Who we are

Established in 1998, New Zealand Blood Service (NZBS) is Aotearoa New Zealand's sole provider of blood and blood products, organ donation coordination, and tissue typing services.

Our 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, NZBS provides services for matching patients and donors prior to organ or tissue transplantation, tissue banking (skin, bone and heart valves), and stem cell services. These activities are provided free to all people in New Zealand, and underpin NZBS' single enduring outcome:

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

New Zealand Blood Service comprises four major collection and manufacturing sites in Auckland, Hamilton, Wellington, and Christchurch. These are supported by two collections co-ordinating centres in Palmerston North and Dunedin, and four regional static collection sites in Manukau, Takapuna, and Tauranga. In mid-2023, Medsafe also granted approval for NZBS' 'mobile' site in Tuam Street, Christchurch, to also operate as a static site. Regular mobile collections are also made in multiple cities and towns across New Zealand.

NZBS is home to the New Zealand Transplantation and Immunogenetics Laboratory and the National Red Cell Reference Laboratory – the only two labs of their kind in the country. The Service also runs the hospital blood banks in Auckland, Hamilton, Palmerston North, Wellington, Christchurch, and Dunedin. All other hospital blood banks are resourced and run by Te Whatu Ora staff, though NZBS maintains overall responsibility for blood banking services across the country and has an active Clinical Oversight Programme in place to achieve this.



Our functions and responsibilities

New Zealand Blood Service 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 Expectations, which NZBS will address in its annual SPE. New Zealand Blood Services' roles and functions are well-established and unchanged under the Pae Ora (Healthy Futures) Act 2022.

However, wherever possible, NZBS will also contribute to the interim Government Policy Statement (iGPS) of:

1. Achieving equity in health outcomes
2. Embedding Te Tiriti o Waitangi across the health sector
3. Keeping people well in their communities
4. Developing the health workforce of the future
5. Ensuring a financially sustainable health sector
6. Laying the foundations for the ongoing success of the health sector.

NZBS receives payment for its products and services on a fee-for-service basis from Te Whatu Ora as its principal customer. The financial plan each year will be included in the Annual Statement of Performance Expectations and will also be prepared in line with the Minister's annual Letter of Expectations.



Governance

NZBS is governed by a board appointed by and responsible to the Associate 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.

The Board forecasts and reports on performance to the Minister via Manatū Hauora | The Ministry of Health. NZBS' Board performs the roles and responsibilities of a Crown Entity Board as defined in the Crown Entities Act 2004.

Management

New Zealand Blood Service's Management structure comprises eight directorates, reflecting the specialised functions carried out across the organisation. 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.



Our partners and stakeholders

Blood is a special kind of medical resource. The altruistic nature and unique attributes of the 'gift' of blood are unlike most other therapeutic modalities. This requires NZBS, as a trusted partner within New Zealand's healthcare system, to foster strong relationships with a number of key stakeholders, including:

Te Whatu Ora

Te Whatu Ora hospitals and its prescribing clinicians are NZBS' primary customers. As such, NZBS aims to work more closely with Te Whatu Ora, at all levels, over the coming four years. Emphasis will be placed on collaboratively developing a strategy for blood management in New Zealand. This will enable both Te Whatu Ora and NZBS to respond more proactively to changing demand patterns in a financially prudent manner.

NZBS also holds a key relationship with the Manatū Hauora | Ministry of Health as the government's key advisor on health policy.

Our donors

NZBS could not do its job without the selfless generosity of its more than 117,000 loyal donors. Retaining these donors, and attracting new donors is vital to maintaining and building donor panels, and to the organisation's overall success.

Recipient organisations

NZBS holds special relationships with several key recipient organisations, including Leukaemia and Blood Cancer New Zealand, Immune Deficiencies Foundation of New Zealand, and the Haemophilia Foundation of New Zealand.

International counterparts

NZBS has strong ties with other blood services internationally, particularly Lifeblood Australia. The organisation keeps abreast of global developments and changes and assesses their relevance and potential application in the New Zealand context.

Regulatory bodies

NZBS has a Quality and Regulatory Affairs Team that works alongside colleagues across the organisation to ensure safe services and products for donors, recipients, and patients. Compliance with various regulations and legislative requirements, including the *New Zealand Code of Good Manufacturing Practice for the Manufacture and Distribution of Therapeutic Goods*, is key to NZBS' operation. As such, the organisation holds key relationships with bodies such as International Accreditation New Zealand (IANZ) and Medsafe.


CSL Behring, Australia

NZBS contracts CSL Behring to fractionate its New Zealand-sourced plasma into 11 life-enhancing and life-saving products that are then returned to Aotearoa for use in patients here.



What we do

New Zealand Blood Service's principle frontline activities can be broadly grouped according to three categories: Donor Services, Technical Services, and Clinical Services.

	Key activities	Responsible for
<p style="text-align: center;">DONOR SERVICES</p> 	Marketing & Communications	Building brand awareness and increasing donor panels and understanding through campaigns and media relations.
	Donor Relations	Maintaining a sustainable donor population and retaining existing donors through relationship development and appointment scheduling to achieve collection targets.
	Administration	Making our donors and patients feel welcome, book appointments and support the wider Donor Services team.
	Collections	Collecting whole blood, plasma and platelets whilst ensuring donor health is protected and maintained.

TECHNICAL SERVICES




	Key activities	Responsible for
	Donation Accreditation and Testing	Blood grouping and screening every blood donation for infectious diseases.
	Component Processing	Separating whole blood into red cells, plasma and platelets through a range of manufacturing processes.
	Advanced Processing	The processing of specialised products such as bones and tissue.
	Tissue Bank	The national skin and bone banks.
	National Heart Valve Bank	Based at Starship Children's Hospital, the National Heart Valve Bank manufactures around 60-70 homografts per year from some 30-40 donated hearts. Homografts are used to repair congenital defects in new babies and small children. They are also used to replace diseased heart valves in children and teenagers with rheumatic heart disease.
	Blood Banks (Auckland, Hamilton, Palmerston North, Wellington, Christchurch, and Dunedin hospitals)	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.
	National Tissue Typing Laboratory	Key testing and assessment services for Te Whatu Ora hospitals and clinicians undertaking organ and haematopoietic stem cell transplantations.

CLINICAL SERVICES



	Key activities	Responsible for
	Clinical Support	24/7 medical and transfusion nursing support to both Te Whatu Ora 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 collections, and therapeutic venesections, and dispensing of products direct to patients.
	Organ Donation New Zealand (ODNZ)	Organ Donation New Zealand coordinates a 24/7, national organ and tissue donation service. ODNZ's primary responsibility is to coordinate the donation of organs and tissues from deceased donors in New Zealand for transplant units and tissue banks in New Zealand and sometimes Australia.
	New Zealand Bone Marrow Donor Registry (NZBMDR)	The NZBMDR is part of a worldwide network of registries containing more than 40 million unrelated volunteer donors and cord blood units. When a person in New Zealand requires a bone marrow transplant but doesn't have a suitable family donor, the NZBMDR team is responsible for searching all registries for an unrelated donor – anywhere in the world – who could be a match. The team is also responsible for managing volunteer blood donors, who are recruited through NZBS donor centres and mobile drives and are willing to donate their bone marrow.

Supporting these primary functions are the following essential national support services:

	<p style="text-align: center;">FINANCE AND CORPORATE SERVICES</p>
	<p>This function ensures NZBS meets its obligations and contributes to the strategic direction and overall performance of the organisation. Finance and Corporate Services is accountable for financial management, financial strategy, policy development, and operational analysis.</p>
	<p style="text-align: center;">HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT</p>
	<p>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.</p>
	<p style="text-align: center;">DIGITAL TECHNOLOGY AND INFORMATION MANAGEMENT</p>
	<p>In addition to maintaining day-to-day equipment and systems, Digital Technology and Information Management is responsible for the complex, bespoke blood management systems used by all Te Whatu Ora and private hospitals across New Zealand. These systems enable vein-to-vein oversight of all products, from donation to treatment.</p>
	<p style="text-align: center;">PLANNING AND SUPPLY CHAIN</p>
	<p>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, at the right time. Additionally, this function leads organisational procurement activities.</p>
	<p style="text-align: center;">QUALITY AND REGULATORY AFFAIRS</p>
	<p>In a highly regulated environment, NZBS’ QRA team ensures the service is fully compliant with relevant statutory requirements and maintaining world-class laboratory and manufacturing standards and practices. This team also manages the organisation’s document systems, champions continual quality improvement, and oversees NZBS’ privacy programme.</p>

In addition, a Business Improvement and Project Management team exists to develop capability in these areas across the organisation. This team also holds responsibility for leading the development of partnerships with external organisations and the wider health

sector. Ultimately, each directorate and service area is interdependent and working as one to enhance and save the lives of New Zealanders.

Our evolving operating context

Emerging trends and challenges

Plasma demand

New Zealand demand for plasma-derived products continues to grow significantly as it is increasingly used to treat more conditions. This trend is forecast to continue into the foreseeable future, with the ability to meet demand posing a significant challenge for blood services globally. Currently, demand in New Zealand is forecast to grow by some 10 per cent year-on-year.

While the demand trend is upward, changes in clinical use and application, or new innovations, could cause significant fluctuations. A small number of clinicians ultimately control all prescribing in Aotearoa and while usage is governed by established protocols, the critical mass required to significantly increase or decrease usage is relatively small.

It is against this backdrop that NZBS is prioritising its ability to collect sufficient plasma to ensure surety of national supply. While some countries are choosing to address this issue by restricting the use of plasma-derived products, NZBS continues to meet demand. Internationally, some countries elect to pay plasma donors to encourage more frequent donation. NZBS relies entirely on voluntary donors and will continue doing so, since significant safety, quality and ethical issues emerge when adopting a paid model.

NZBS has a proactive plasma strategy in place that enables us to constantly monitor demand and make plans and adjustments to meet that demand. Our hybrid plasma model includes both commercial and domestically sourced product that has allowed NZBS to consistently and cost effectively satisfy immunoglobulin demand.

New Zealand is currently in the privileged position of being primarily self-reliant for immunoglobulin products. Maintaining self-reliance will remain critically important over the period of this SOI given the capacity for volatility in the global immunoglobulin market.



Fiscal pressures

The financial forecasts below reflect the need for NZBS to build for the future while continuing to deliver on operational improvement and service delivery excellence.

Infrastructure investment, targeting both renewal and expansion, remains the significant driver of the financial forecasts referred to in this Statement of Intent, and detailed more fully in our Statement of Performance Expectations 2023-2024.

This investment is focused on modernising and expanding NZBS' collection and manufacturing infrastructure so that New Zealand's demand for blood and related products can continue to be met well into the future.

Total capital expenditure over the forecast period to 30 June 2027 is \$132.25m, of which \$71.98m (54.43%) is for long-term infrastructure investments. The balance, totalling \$60.27m, relates to day-to-day operating capital expenditure covering general equipment, as well as information technology (hardware and software) requirements.

This planned level of capital investment is being funded via:

- **Crown equity injection**
During the 2022/23 financial year NZBS received a \$45.0m equity injection that will be followed by \$15.0m in the 2023/24 financial year.
- **Three years of elevated pricing**
The Crown, electing for NZBS to operate in a low debt environment, has left the price-setting mechanism as the sole strategic tool available to ensure the service can maintain both its capital programme and its financial viability. Consequently the three financial years to 30 June, 2025 will see price-setting at levels that will enable NZBS to safely fund its current and future capital infrastructure requirements.

Increased scope of responsibility

Since its 1998 inception, NZBS' role within the New Zealand healthcare sector has changed substantially. The service has continued to evolve in response to clinical requirements, but our scope of responsibility has also grown beyond blood and blood products to include organs, tissues and cellular therapies.

NZBS is now very pleased to be the home of the country's National Heart Valve Bank, Organ Donation New Zealand (ODNZ), and the New Zealand Bone Marrow Donor Registry (NZBMDR).

The addition of these services to NZBS has offered a natural fit for all involved and will offer unique and exciting opportunities over the period of this SOI.

We are, for example, developing a broader tissue banking strategy - an opportunity facilitated by the increased capacity our Highbrook satellite site will offer once operational. There may also be the potential for NZBS to further expand its portfolio to include corneal and other tissue banking, as well as breast milk banking, during the period of this Statement of Intent.

Over the coming four years we will also gain greater clarity over our role as the National Agency for Organ Donation. NZBS expects to develop a refined sense of how we can harness our collective resources to raise public awareness of organ donation, while also

supporting clinical governance and coordinating the various processes involved.

Against this backdrop of growth and expansion, and the rapid change occurring across the wider health sector, NZBS is progressing through its biggest evolution since it was established.

Now 25-years-old, the service is 'all grown up' and its infrastructure must grow with it. This is a challenging but exciting period during which:

- The Highbrook satellite site (shown in photo below), which will accommodate plasma processing and storage, and a new suite of clean rooms for advanced tissue and stem cell processing and storage will become operational, and
- A new Waikato Hub facility incorporating a donor centre in Hamilton (shown in second photo below) and a new Tauranga donor centre (both the result of landlord-initiated lease terminations) will have been opened.

This infrastructure development builds on that undertaken during the period of the last SOI, including the multi-year redevelopment of the main Auckland facility and the establishment of new, fit-for-purpose Blood Bank facilities in Christchurch and Waikato.



Our strategic direction

This section sets out where we will focus our efforts over the period of this SOI to deliver on our vision and purpose.

Our vision

To be recognised for excellence in meeting the needs of donors, patients, our staff and the wider healthcare community

Our purpose

Our purpose, or enduring outcome, is:

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

Our values

We strive to achieve our vision and purpose in accordance with our values and our driving principle of safety:

Safety is our cornerstone
Ko te haumarū tā mātau mātapono taketake

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

By committing to these values, we contribute to the safety of our staff, donors, products, and recipients of the services we provide to New Zealanders.

- 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**

Our strategic priorities

There are three strategic priorities – each with associated activities that, executed effectively over the next four years, will enable us to deliver on our purpose and achieve our vision. They are:

- 1. Building foundations for growth**
- 2. Delivering operational effectiveness**
- 3. Providing exceptional service**

Each of these priorities is underpinned by focused activity in the following key areas:

Building foundations for growth	<ul style="list-style-type: none">• People and capability• Infrastructure
Delivering operational effectiveness	<ul style="list-style-type: none">• Clinical excellence• Product and service expansion• Process driven• Fiscal responsibility• Maintain and enhance the activities of Organ Donation New Zealand (ODNZ)
Providing exceptional service	<ul style="list-style-type: none">• Donor experience• Working with healthcare partners• Improving patient outcomes

Our strategic priorities and desired outcomes

1. Building foundations for growth

Demand for plasma-derived products in New Zealand is increasing at over 10 per cent year-on-year while trends in red cell and platelet use remain steady. The global plasma market is going to become extremely tight with the ability to import plasma products becoming constrained with international pricing impacts. The safest way to ensure New Zealand patients can continue receiving plasma products is to supply them from domestically collected plasma. Building strong foundations by investing in our people and infrastructure is key to supporting this growth. Over the next four years we will increase our organisational capacity, capability, and infrastructure to meet this increasing demand and maintain surety of supply.

Focus area	Strategic outcomes <i>What success looks like</i>	How we'll measure success
<p>1.1 People and capability</p> <p>New Zealand Blood Service has more than 800 employees across New Zealand, with more than 85 per cent of them classified as frontline (i.e. in a role directly related to collecting or providing blood, blood products, organs and tissues). Our passionate team are highly skilled and dedicated individuals who are central to us achieving our strategic objectives. As product demand increases, we will manage staffing levels, and balance our resources and skills mix to meet future business need.</p>	<p>Our people have a positive working environment, fit-for-purpose and flexible facilities, and are empowered as valued individuals working together to save lives.</p> <p>NZBS is considered an employer of choice due to its safe, healthy work environment and its commitment to empowering our people to be the best they can be.</p> <p>Staff enjoy a positive experience throughout the entire employment lifecycle, starting with robust recruitment and onboarding, and a training strategy to support our workforce.</p>	<p>Over the four years of this SOI there will be continued investment in: leadership, accountability and culture; recruitment, selection and induction; employee development and promotion; flexibility and work design; remuneration, recognition and conditions; harassment and bullying prevention; a safe and healthy environment.</p> <p>We demonstrate our commitment to Kia Toipoto by delivering on the six key actions we've detailed to in our Gender & Ethnicity Pay Equity Action Plan.</p>

	<p>We have a sustainable, capable, engaged, and united workforce – essential in our current period of growth.</p> <p>People development programmes are in place to enable us to effectively build capability and ensure we have the right people with the right skills in the right roles.</p> <p>We are supporting the health system to meet its obligations under Te Tiriti o Waitangi, contributing to more equitable health outcomes, and more accessible and whānau-centred services.</p>	<p>NZBS' commitment to health and safety (H&S) is articulated through its Health and Safety programme, an important part of the employee engagement framework involving day-to-day processes and an overarching culture of safety in the workplace. The framework includes:</p> <ul style="list-style-type: none"> • A National Health and Safety Steering Committee, comprising executives and employee representatives, that provides governance and guidance on H&S matters. • Four regional Health and Safety committees comprising management and staff representatives from across NZBS' operational functions. <p>We work to maintain an annual employee turnover of 14 per cent or less over the term of this SOI to avoid costs associated with employing and training new staff as well as mitigate the potential for disrupted productivity.</p> <p>Our staff and leadership development programmes are successfully rolled out, are encouraging and supportive of future leaders and facilitating succession planning.</p>
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		<p>We establish, in the first year of this SOI, a dedicated, in-house role to lead cultural competency development across our staff and engage with Te Aka Whai Ora.</p>
<p>1.2 Infrastructure</p> <p>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.</p> <p>We do not own any of the property in which we operate and are proactively managing a large programme of facility infrastructure builds, redevelopment works and relocations over the four years of this SOI.</p> <p>All work that will futureproof the organisation for the next two decades.</p>	<p>NZBS' new donor centres and laboratories have been designed for a flexible future and are accredited to the highest regulatory standards on completion.</p> <p>NZBS has sufficient processing capacity in place to ensure surety of supply should one of its sites become compromised.</p> <p>We have continuously evaluated our mobile, plasma and fixed site facilities to achieve the greatest benefits from our collections network.</p> <p>We have engaged with staff and reviewed service provision to ensure the right services are in the right places to meet the changing needs of the New Zealand healthcare system.</p> <p>All NZBS facilities are fit-for-purpose and contribute to surety of supply for New Zealanders.</p>	<p>NZBS has met regulatory standards and achieved accreditation for newly built or developed sites, maintaining international best practice as laid down by Medsafe and IANZ accreditors.</p> <p>The multi-year redevelopment of the Auckland hub site at 71 Great South Rd, Epsom is successfully completed, giving NZBS two sites capable of processing the entire country's blood supply (one on Te Ika-a-Māui and one on Te Waipounamu).</p> <p>Our Waikato, Tauranga, and Wellington Donor Centres will have been relocated and developed, providing fit-for-purpose facilities to help maximize the capacity of our collection network.</p> <p>Where appropriate, additional beds and longer opening hours will be introduced at existing donor centres to maximize site collection capacities.</p> <p>NZBS has maintained a refurbishment programme for its collection and processing sites to ensure its network remains fit-for-purpose</p>

2. Delivering operational effectiveness

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

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

Focus area	Strategic outcomes <i>What success looks like</i>	How we'll measure success
<p>2.1 Clinical excellence</p> <p>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 Aotearoa New Zealand. NZBS also continuously monitors international developments in donation and testing to assure the safety of the New Zealand blood supply.</p>	<p>Only safe and quality products are transfused to patients.</p> <p>NZBS maintains the confidence of its Minister, Manatū Hauora Ministry of Health, Te Whatu Ora, and the public in the safety of the New Zealand blood supply.</p> <p>Nationally consistent quality systems and processes are used in the provision of safe blood components and products to patients.</p> <p>NZBS uses a new cellular tissues management database and the ISBT 128 labelling system, ensuring compliance with international regulations around labelling of blood, blood products, tissues</p>	<p>Every single donor and donation has been assessed and tested to ensure the safest product is collected and transfused to our patients.</p> <p>NZBS has maintained its regulatory accreditation and compliance requirements (annual manufacturing licenses, IANZ accreditation, ASHI accreditation) at all times in each of the four years of this SOI.</p> <p>NZBS has achieved compliance with the requirements of the Foundation for the Accreditation of Cellular Therapy (FACT) for processing haematopoietic progenitor (stem) cells at all times in each of the four years of this SOI.</p>

	<p>and organs.</p> <p>ISBT 128 is the global standard for the terminology, identification, coding, and labelling for medical products of human origin, including blood, cell tissue, milk and organs. The standard ensures the highest levels of accuracy, safety, and efficiency for the benefit of donors and patients.</p>	<p>As the supplier of human bones and tissues to Te Whatu Ora and private healthcare providers, NZBS has achieved compliance with The Human Tissues Act 2008 at all times in each of the four years of this SOI.</p> <p>NZBS has effectively delivered the National Clinical Oversight Programme; all Te Whatu Ora-managed blood banks have been visited at least once per year by an NZBS Transfusion Medicine Specialist who has provided guidance, clinical oversight and an audit report (required for blood banks to achieve ISO15189 for IANZ accreditation).</p> <p>The ISBT 128 labelling system and associated cellular tissues management database is successfully implemented in the first year of this SOI.</p>
<p>2.2 Products and services expansion</p> <p>NZBS supports hospitals by carrying out therapeutic apheresis (AT) procedures that improve patient health by removing unwanted cells or abnormal proteins from a patient's blood. Consistent therapeutic service provision throughout the country will provide a solid baseline against which to continuously measure and improve services.</p>	<p>Progress has been made toward greater consistency in service and more equitable access to therapeutic apheresis procedures for patients across New Zealand.</p> <p>NZBS is reporting on any changes to its product provision in a timely way.</p>	<p>A service review has been completed and service agreements have been updated to more accurately reflect the work and services provided by NZBS in hospitals.</p> <p>A national process and quality standards for therapeutic procedures have been implemented in alignment with other services offered by NZBS.</p>

<p>NZBS is the main supplier of human bones (cranial flaps and femoral heads) and the sole supplier of human skin to Te Whatu Ora and private hospitals (NB: as New Zealand is not self-sufficient in skin collection, NZBS coordinates the importation of skin to meet to demand). Our portfolio of tissues is likely to change during the period of this SOI and changes to product provision will be reported on in our Annual Report/s.</p> <p>A key focus of the next four years will be reducing the barriers for potential donors. Our donation eligibility criteria are very rigorous, with patient safety a core concern. Globally, peer blood services apply less stringent criteria and testing for plasma collected for immunoglobulin products. NZBS is investigating this approach with a view to making the plasma donation and manufacturing process more efficient.</p>	<p>Where possible, and after undertaking its own 'due diligence', NZBS has refined its processes, services or products based on international best practice.</p> <p>The New Zealand Bone Marrow Donor Registry (NZBMDR) is offering a world-class service.</p>	<p>Quarterly performance monitoring reports are submitted to Manatu Hauora Ministry of Health in a timely way.</p> <p>Any changes to product provision have been reported in the relevant annual report for the financial year in which the change/s took place.</p> <p>NZBS has made appropriate changes to improve its processes, its products and services. In the first two years of this SOI, this is likely to have included:</p> <ol style="list-style-type: none"> 1. The removal of the non-eligibility criteria for variant Creutzfeld Jakob - 'mad cow' - disease, and 2. Substantial changes to our deferrals for men who have sex with men (MSM). <p>NZBMDR has complied with international World Marrow Donor Association standards.</p>
<p>2.3 Process driven</p> <p>Having robust and proven processes in place ensures NZBS can operate efficiently and effectively in the delivery of its products and services.</p>	<p>NZBS uses a sophisticated, end-to-end forecasting and planning process, leveraging the knowledge and information available to the organisation.</p>	<p>A thorough risk management framework is in place and has been consistently applied.</p>

	<p>All significant risks are identified, managed, mitigated, and reported. The end-to-end process explained above provides greater visibility for more effective risk management.</p> <p>NZBS is operating and fostering a culture of continuous improvement. Staff members at all levels of the organisation are encouraged and provided with practical skills to identify, to analyse and to implement quality improvement initiatives, to generate efficiencies, and to enhance the working environment.</p> <p>NZBS is continuously identifying new and emerging technology trends to streamline its processes and work smarter.</p> <p>NZBS continues to be part of the Carbon Neutral Government Programme (CNGP) and has made progress against its commitment to become a more sustainable organisation.</p>	<p>A set of organisational KPIs have been developed, agreed and monitored by way of a simple dashboard to measure the health of the organisation and enable quicker responses to trends.</p> <p>NZBS has maintained its 'Toitū Carbonreduce' certification and has continued to measure its carbon emissions in partnership with Toitū Envirocare.</p> <p>Where appropriate, petrol/diesel vehicles have been replaced with electric/hybrid vehicles, where a conversion option exists, including four fully-electric donor shuttles (in year one of this SOI).</p> <p>Where feasible, Vehicle rapid charging stations have been installed at new and existing sites for use by blood donors.</p> <p>NZBS has made significant progress toward its target of reducing its greenhouse gas emissions by 21 per cent by 2025/26, and has switched to refrigerated containerisation, removing large quantities of dry ice (CO₂) from the plasma transportation process.</p>
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2.4 Fiscal responsibility

Blood and blood products are provided free of charge to patients in New Zealand, with NZBS funded on a 'fee for service' basis by its primary customer Te Whatu Ora.

NZBS' vein-to-vein business model is admired internationally by many blood services, and the model fosters a close relationship between Te Whatu Ora and NZBS. This is invaluable in ensuring a good alignment of priorities and an ongoing focus on cost control across the combined health sector.

NZBS acknowledges the financial pressure on Te Whatu Ora, and the entire health sector, and is committed to keeping costs as low as possible with a strong focus on supply planning and management.

NZBS will provide Te Whatu Ora, by way of rebate, the portion of any unbudgeted annual surplus not required by NZBS in discharging its own financial obligations and responsibilities (in accordance with the NZBS Financial Guidelines Policy introduced in 2009).

NZBS continues to apply LEAN methodologies and invests in business improvement activities that add value to the organisation, reducing waste and eliminates unnecessary work.

NZBS continues to meet the country's requirement for a high-quality, safe, cost effective and financially sustainable blood and organ service that delivers for the New Zealand health and disability sector and its consumers.

NZBS has met its budget each year while continuing to implement internal initiatives that ensure the ongoing safety and surety of supply.

NZBS has provided Te Whatu Ora with monthly demand management reports outlining purchase volumes by key product lines. This is to help Te Whatu Ora better understand and manage its hospital by hospital usage, both volume and cost.

NZBS has reviewed the underlying principles of its business model on a regular basis throughout the four years of this SOI.

2.5 Maintain and enhance the activities of Organ Donation New Zealand (ODNZ)

As the home of Organ Donation New Zealand (ODNZ), NZBS has a role in:

1. Raising the profile of organ donation
2. Supporting effective clinical governance
3. Working with the health sector to coordinate donation and transplantation processes, and
4. Providing expert advice and information to the health sector, government, media, and the public.

NZBS is recognized as the national agency responsible for organ donation and has made documented progress against its four priority actions (see left), as detailed in the [Increasing Deceased Organ Donation and Transplantation: a National Strategy \(2017\)](#)

A clinical governance framework has been developed to support best practice across the entire health sector.

The clinical governance framework provides a clear approach to improving the quality of the service, systems and performance with the aim to increase the rates of deceased organ donation and transplantation in New Zealand.

A national, 24/7 coordination and organ and tissue retrieval service has been effectively delivered over the four years of this SOI.

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.

Focus area	Strategic outcomes	How we'll measure success
<p>3.1 Donor experience</p> <p>New Zealand is primarily self-reliant for blood and blood products. This requires us to maintain an active donor population and collect enough 'raw product' to be able to manufacture sufficient blood and blood products to meet demand. Recruiting and retaining active donors is therefore vital.</p> <p>Donors are increasingly expecting a more personalised and convenient experience. Over the next four years, our focus will be on better understanding donor needs and identifying opportunities to improve the donor experience and grow our donor panels.</p>	<p>Donors enjoy a tailored, positive experience and leave our donor centres well, feeling valued, and looking forward to donating again.</p> <p>Use of technology and a streamlined donation process is making it easier for people to donate.</p> <p>A sustainable number of active donors² is being maintained, ensuring ongoing demand for blood and blood products is met.</p> <p>NZBS has recruited and retained more Māori donors, youth donors and plasma donors.</p> <p>NZBS is working with consumers, whānau and communities to plan, design, deliver, and evaluate its services in keeping with the six pillars set out in the Code of Expectations.</p>	<p>90 per cent of donors rate their experience/satisfaction with the service an 8/10 or higher.</p> <p>Regional donor panels are increased over the period of this SOI from the current 22.1 donors per 1000 head of population to 26.3 donors per 1000 head of population.</p> <p>Plasma Strategy activities have been implemented and collections are on target to reach more than 300,000 total donations by 2026/7.</p> <p>NZBS' Statement of Performance Expectations has been updated each year to accurately reflect its changing / evolving annual targets.</p>

² An 'active donor' is someone who has donated whole blood and/or apheresis plasma/platelets at least once in the last 24 months).

	<p>The Code of Expectations sets out how NZBS must engage with people who use health services, their whanau, and communities. These include promoting quality and safety, promoting equity, and sharing leadership.</p>	<p>NZBS has, during the period of this SOI, established a dedicated Cultural Competency Lead (Refer 1.1 above) and a Consumer Engagement Manager.</p> <p>The latter role will gather feedback from donors and patients and develop restorative action plans where that is required to give voice to our patients and donors, and to improve the patient/donor experience.</p>
<p>3.2 Working closely with healthcare partners</p> <p>NZBS holds a critical and mutually supportive relationship with Te Whatu Ora as the prescribers and purchasers of blood, blood products, tissues, and organs in New Zealand.</p> <p>NZBS aims to further develop this strategic relationship, to ensure the sector works collaboratively and aligns its strategies for blood management in New Zealand. Of particular importance will be positioning NZBS, and the wider health sector, to respond proactively (and with fiscal prudence) to changing demand patterns.</p>	<p>NZBS works in partnership with clinicians to review and manage the appropriate use of our products, simplify prescribing processes, and improve diagnostic clinical testing services.</p> <p>NZBS collaborates with, and benchmarks itself against, other blood services and healthcare organisations globally, gaining insights into possible future needs in Aotearoa and the services and resources needed to support any such change.</p> <p>NZBS works closely with Manatu Hauora Ministry of Health and Te Whatu Ora Health New Zealand to support the priorities of Te Pae Tata Interim New</p>	<p>The immunoglobulin product demand management tool iGO is used consistently to collaboratively manage demand with prescribing clinicians.</p> <p>Clear and timely communication about key projects, such as the process migration of New Zealand's fractionated products, is effectively delivered.</p> <p>Hospitals receive monthly demand management reports outlining purchase volumes by key product line to help them manage costs and usage.</p>

	Zealand Health Plan, the interim Government Policy Statement on Health 2022-2024, and the Pae Ora Healthy Futures Act where appropriate.	NZBS ensures timely and relevant issues resolution, reporting, and information sharing with Te Whatu Ora.
3.3 Improving patient outcomes	<p>NZBS promotes risk awareness and transfusion best practice to help reduce the incidence of transfusion-related adverse events.</p> <p>As the National Agency for Organ Donation and Transplantation, NZBS provides oversight and clinical governance for the organ donation/transplantation system and increases awareness of the importance of donation.</p> <p>NZBS has increased its use of molecular techniques and technology to match patients with difficult antibodies and enhance treatment options.</p>	<p>An Annual Clinical Haemovigilance Report for each calendar year has been published and shared with hospitals.</p> <p>NZBS has implemented the actions outlined in <i>Increasing Deceased Organ Donation and Transplantation: A national strategy (2017)</i></p>

Our performance framework

The outcomes we seek	The health needs of people in New Zealand are supported by the availability of safe and appropriate blood and tissue products and services							
	To be recognised for excellence in meeting the needs of donors, patients, our staff, and the wider healthcare community					To maintain the confidence of the government, Manatū Hauora, Te Whatu Ora, and the public in the safety of the New Zealand Blood supply.		
What we aim to achieve	Clinical excellence and improved patient outcomes		Safe, quality products and services, and surety of supply.		Exceptional service		Greater awareness of organ and tissue donation	
	Recruit new donors and maintain a sustainable donor panel	Collect whole blood, plasma and platelets	Carry out accreditation and testing of donations	Manufacture products from blood and its components, and carry out advanced processing of specialised products (e.g. stem cells)	Operate and/or provide clinical oversight of NZ's blood banks Operate the national skin, bone and heart valve banks	Provide therapeutic services and specialist medical and transfusion nursing support to the health sector	Operate New Zealand's National Red Cell Reference Laboratory and the New Zealand Transplant and Immunogenetics Laboratory	Co-ordinate the donation of organs and tissues for transplant from deceased donors. Operate the NZ Bone Marrow Donor Registry
What we must manage well	Our people	Our relationships	Our finances and infrastructure	Our compliance with regulatory requirements	Our carbon footprint	Our reputation and brand	Our information, knowledge and clinical expertise	Our commitment to equity and to Te Tiriti o Waitangi

