

# Overview

## PART ONE: OVERVIEW

Part One provides a summary explanation of key activities and outlines the major achievements of the National Blood Authority, as well as issues and challenges faced during the year. It consists of the General Manager's review and a report from the Chair of the National Blood Authority Board, as required under the *National Blood Authority Act 2003*, and an assessment of performance against the *Statement of Intent*.

- 1.1 General Manager's review
- 1.2 *Statement of Expectation* and *Statement of Intent*
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## 1.1 General Manager's review

**The last 12 months have been an important time of achievement for the National Blood Authority. The signing of the Deed of Agreement with the Australian Red Cross Society means we now have robust agreements in place with all blood suppliers.**

We were delighted to be awarded the Prime Minister's Silver Award for Excellence in Public Sector Management for our procurement of recombinant products. This signified broader recognition of our capacity to design and implement innovative and effective public policy in the area of procurement. In 2007 we have taken our first significant steps to improve the safety and quality of product use and we are becoming effective advocates for ensuring that blood supply matters are included in broader health sector management and planning. Our strong relationships with a growing range of stakeholders and our organisational capacity to deliver to our own expectations remain key to our success.

As always, being a small specialist agency provides both advantages and disadvantages. This was never as evident as when our offices (along with many other buildings in central Canberra) were made inoperable by flooding on 27 February, prompting an unplanned but highly successful trial of our Business Continuity Plan. A major procurement decision was made around my dining room table later that day and within 36 hours the NBA was operational in alternative premises in Fyshwick, complete with all our IT files. Fortunately, though, our year ended on a much more positive note. The National Blood Authority made its first major contribution to international blood sector developments by presenting two papers at the International Society of Blood Transfusion annual conference in Madrid. This has been an eventful year, as you will see from our annual report, and we look forward to building on these achievements again in 2007–08.

A development in 2006 was the provision of the then Minister for Health and Ageing's *Statement of Expectation*, articulating strategic objectives for the National Blood Authority for 2006–07. This was part of the government's overall agency reforms, aimed at improving the accountability and transparency of all government agencies. Table 1 in section 1.2 describes our achievements against this statement

and I am delighted to say our performance has been sound in all areas. The statement confirmed that the priority for the NBA during 2006–07 was to continue to meet the needs of people requiring blood and blood products, delivering value for money and operating in accordance with government policy and law. The statement emphasised the need for us to continue to focus on building strong and durable relationships with our key stakeholders through innovative and collaborative arrangements to achieve the objectives of the National Blood Agreement.

The NBA has focused on three major deliverables for our stakeholders, namely:

- collaborating with stakeholders to build on existing capability, systems and knowledge to create added value at a national level
- improving our working knowledge of the blood sector so that we can provide informed, quality advice and information to governments
- delivering significant savings to governments, while fundamentally improving choice and quality of product for patients.

This year saw the commencement of a new Corporate Plan, which was developed following consultations with state and territory health CEOs and other stakeholders and which integrates the functions funded in the 2005 budget. The goals developed in this plan form the basis of our 2006–07 Operational Plan.

This year we have again provided policy and expert advice to jurisdictions on a number of matters which will improve arrangements for the supply and management of blood products. Four key contributions in this area were:

- our advice and input on the amendments to the National Blood Authority Agreement to allow the provision of blood products to Australians overseas
- our detailed analysis and advice on the introduction of universal leucodepletion and bacterial contamination testing of platelets. This achievement will significantly increase product quality and safety
- support provided to the Department of Health and Ageing in its review of Australia's plasma fractionation arrangements. We supported the review through the provision of high-quality data and product and industry knowledge

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- the development of a product barcoding policy for the blood sector.

**On 21 August 2006, a significant milestone for the blood sector was reached with the execution of the Deed of Agreement with the Australian Red Cross Society for the services provided by the Australian Red Cross Blood Service. I would like to express my gratitude to the National Blood Authority Fresh Blood team and the Australian Red Cross Blood Service negotiation team for their ongoing commitment and determination to achieve an outcome that we can all be proud of.**

Upon signing the Deed with the Australian Red Cross Society, we also commenced work on a Ministerially-sanctioned independent business study to assess the operations of the Australian Red Cross Blood Service. This study will determine the fair and reasonable costs for products and services provided by the Australian Red Cross Blood Service and aims to provide a sound basis for government funding decisions in future years.

We continue to maintain our focus on effective supply planning and monitoring supply levels to ensure we provide an adequate, safe, secure and affordable supply of blood and blood products. Once again the National Blood Authority was able to meet its core objective of ensuring suitable products were always available for patient use. Several significant improvements were made during the year, including the earlier approval by Ministers of the National Supply Plan and Budget in March 2007.

Plasma-derived Factor VIII was in short supply for much of the year and to manage this problem the NBA worked very effectively with clinicians and suppliers, including successfully negotiating a unique contractual arrangement for a contingent supply of plasma-derived Factor VIII.

In September 2006, we held a National Data Workshop, which attracted high attendance from the clinical and management areas of the blood sector.

Our goal was to ask the question, 'What data could the NBA best supply to help improve the use of blood?' There was widespread support for initiatives to improve the standard of patient care and a number of national opportunities were identified,

including guidelines, a blood prescription form, a haemovigilance program and the creation of a data strategy.

One of our continuous improvement initiatives this year was the development of an Integrated Data Management System (IDMS). This will provide the foundation for our information technology data management, reporting and analysis capacity in the future. Together with the development of expert product-specific demand models, it will increase our ability to improve our supply planning and forecasting. To support the IDMS, the National Blood Authority implemented a new information communication technology infrastructure platform in April 2007.

This year we commenced the development of a new Australian Bleeding Disorders Register, under the auspices of a steering committee chaired by Dr John Rowell on behalf of the Australian Haemophilia Centre Directors' Organisation. This cooperative model of development, where an NBA-sponsored project will provide benefits for patient groups and clinicians as well as governments, is one the NBA will continue to emulate going forward.

This year saw the implementation of new supply arrangements for imported blood products. Importantly, two additional recombinant Factor VIII products have been added to the product list. These products are the best available anywhere in the world and the NBA is very proud to have been able to deliver this outcome for the haemophilia community. Work also commenced on the development of tenders for the IVIg standing offer and the diagnostics products standing offer. Once again the key element of our approach is thorough engagement with our stakeholders in determining needs and preferences and ensuring active engagement of our stakeholders in the evaluation and tender assessment process.

In 2007 we gained agreement to a draft National Blood Supply Contingency Plan, which seeks to integrate our suppliers' risk management plans and our previous risk management planning for plasma and recombinant products. The development of this plan has been very well received by health sector planners and has ensured an integrated approach with broader health sector emergency management arrangements. Further work will be done during 2007–08, including testing the plan prior to its final approval.



Our Blood Counts Program, which works with jurisdictions and clinical stakeholders to improve patient outcomes around blood use, has made great strides this year. Our Clinical Advisory Council has provided us with clinical guidance in a number of important areas, including the development of a national haemovigilance program. This program now has a broad stakeholder group that is actively working with us to develop national definitions, reporting standards and data sets.

A pilot project that we jointly undertook with the South Australian health department established that hospital-wide incident reporting systems could be used to produce haemovigilance data. As far as we know, this has not been done elsewhere internationally and the NBA presented the results of this project at the International Society of Blood Transfusion scientists conference in Spain in June 2007.

We have continued to work cooperatively with the Australian Commission on Safety and Quality in Health Care on a number of projects, including hospital accreditation.

**Under the direction of a Jurisdictional Blood Committee working group, the NBA completed the IVIg criteria for use guidelines. This required extensive consultation with our clinical partners on the categories of conditions and circumstances for the diagnostic, qualifying, exclusion and review criteria for the use of IVIg therapy.**

As mentioned above, the National Blood Authority's Business Continuity Plan was tested in February 2007 when a hailstorm resulted in severe flooding of our offices. For four weeks, the Business Services team worked long hours to return the offices to their previous state and to ensure that others were able to continue with their own work. What was a significant task at the outset was successfully managed by our small yet efficient Business Services team, allowing the speedy resumption of almost business as usual.

In October 2006, Peter DeGraaff, Deputy General Manager, Contract Management and Supply Planning, resigned from the National Blood Authority. I would like to express my thanks to him for his quality contribution to the blood sector during his time with

the NBA and previously in the Department of Health and Ageing.

This year has also seen us farewell our first Board and in particular our first Chair, Professor Richard Smallwood. Over the last four years, Professor Smallwood has made a huge contribution to the NBA and has represented us in a number of other forums such as the Transmissible Spongiform Encephalopathies Advisory Committee and the Australian Red Cross Blood Service research and development conference. Just as importantly, Professor Smallwood personally supported me as I worked to establish the NBA and I will miss him at both a professional and a personal level. I look forward to his continuing contribution to sector reforms in his role as Chair of our Clinical Advisory Council. I would also like to thank the two other retiring National Blood Authority Board members, Mr Russell McGowan and Dr Chris Brook, for their contributions. Dr Brook has been highly influential in driving the blood sector reforms over the last decade and many Australians have reason to be grateful for his contribution.

I would like to welcome Mr Garry Richardson as the new Chair of the National Blood Authority Board and new members Mr Rob Christie and Associate Professor David Cooper. I look forward to working with the new Board over the next few years and building further on our achievements.

I thank all staff for their contributions to the National Blood Authority's objectives. I hope you enjoy reading this year's annual report, which encompasses the many highlights and successes of 2006–07.



**Dr Alison Turner**  
General Manager  
National Blood Authority

## 1.2 Statement of Expectation and Statement of Intent

In line with the recommendations of the Review of Corporate Governance of Statutory Authorities and Office Holders (the Uhrig report), the then Minister for Health and Ageing, issued a *Statement of Expectation* setting out the strategic directions of the National Blood Authority for the period 1 July 2006 to 30 June 2007.

The General Manager was pleased to provide the then Minister with the National Blood Authority's *Statement of Intent*, outlining measures intended to be put in place to achieve the priorities identified in the *Statement of Expectation*.

The National Blood Authority achieved all identified priorities where the circumstances were within the organisation's control. Some priorities, when commenced, raised longer-term implications for wider strategy that required adjustments to completion dates. These activities remain a priority for the National Blood Authority and will be completed. Table 1 sets out the National Blood Authority's achievements against the Minister's *Statement of Expectation* and our *Statement of Intent*. These are only a few of the National Blood Authority's achievements during the year. Others are highlighted throughout this report. Some items were not progressed to the level expected. These delays are explained at page 69.

TABLE 1: ACHIEVEMENTS AGAINST STATEMENT OF EXPECTATION AND STATEMENT OF INTENT

Statement of Expectation	Statement of Intent	Progress towards agreed outcome*
<b>Role of the General Manager and corporate planning</b>		
Deliver on the National Blood Authority's Mission Statement of 'saving and improving Australian lives through a world-class blood supply'. Ensure that the Corporate Plan includes key elements of a mission, strategic direction, values, key goals and strategies.	The National Blood Authority will develop a three-year Corporate Plan that:	
	<ul style="list-style-type: none"> <li>is based on direct feedback from all key stakeholders</li> <li>clearly articulates specific strategies and key goals to achieve our mission</li> <li>is endorsed by the National Blood Authority Board, the Jurisdictional Blood Committee and Ministers by 30 June 2007.</li> </ul>	100%
		100%
	The National Blood Authority will have an Operational Plan for 2007–08 in place by 1 July 2007 and report against its annual Operational Plan by 31 August 2007, detailing achievements against agreed corporate strategies and agreed Jurisdictional Blood Committee work-program priorities.	75%
		100%
<b>Government policy</b>		
That the National Blood Authority is a high-performing agency that meets the needs of people requiring blood and blood products, delivers value for money and operates in accordance with the law and government policy including the primary policy objectives of the National Blood Agreement.	The National Blood Authority will, through its planning and management activities, endeavour to meet jurisdictional demand for blood and blood-related products at all times.	
	The National Blood Authority will:	
	<ul style="list-style-type: none"> <li>incorporate into all activities, the needs and preferences of blood and blood-related product users, a sound knowledge of the blood products market and an appreciation of the drivers of demand</li> <li>gain governments' agreement to policy parameters for each new supplier arrangement and execute agreements within those parameters</li> <li>maintain and review a governance framework comprising Chief Executive's Instructions, management instructions and documented key business processes.</li> </ul>	100%
		100%
		100%

Statement of Expectation	Statement of Intent	Progress towards agreed outcome*
<b>Priorities for 2006–07</b>		
Improve fresh blood supply arrangements with the Australian Red Cross Blood Service.	The National Blood Authority will:	
	<ul style="list-style-type: none"> <li>continue to work with the Australian Red Cross Society to implement the Australian Red Cross Blood Service Deed signed on 21 August 2006, including monitoring and reviewing the Australian Red Cross Blood Service performance against price and volume/mix targets</li> </ul>	100%
	<ul style="list-style-type: none"> <li>assess and provide recommendations to the Jurisdictional Blood Committee for funding of the Australian Red Cross Blood Service business cases</li> </ul>	100%
	<ul style="list-style-type: none"> <li>ensure all 2006–07 requirements under the Australian Red Cross Blood Service Deed are met by 30 June 2007 unless otherwise agreed by the parties to the Deed</li> </ul>	100%
Data collection and coordination of information for future supply and demand forecasts.	The National Blood Authority will:	
		<ul style="list-style-type: none"> <li>implement an improved National Blood Authority information technology platform (Integrated Data Management System) for its supply data to provide consistent, quality data to guide supply forecasting and improve financial management and reconciliation processes</li> </ul>
Procurement performance.	The National Blood Authority will build on its success in achieving significant value for money by continuing to:	
		<ul style="list-style-type: none"> <li>improve demand and supply forecasting by the improvement of its information base and the development of specific product forecast models.</li> </ul>
Assessment process for new technologies and products.	The National Blood Authority will establish a governance framework and arrangements for expert evaluation of new products through processes established under Schedule 4 of the National Blood Agreement.	50%
Supplier accountability.	The National Blood Authority will ensure that all supply contracts have contract and risk management plans in place with clear and definable performance standards.	
		<ul style="list-style-type: none"> <li>consult clinical and jurisdictional stakeholders to understand the outcomes they require from procurement processes</li> </ul>
Risk management strategies to ensure security of supply.	The National Blood Authority will develop and finalise a comprehensive contingency plan for the blood supply by June 2007 that is effectively integrated with contingency arrangements within the wider health sector emergency management arrangements.	
		<ul style="list-style-type: none"> <li>understand the international markets for blood products in order to conduct well-informed and competitive procurement processes (where applicable).</li> </ul>
		75%



Statement of Expectation	Statement of Intent	Progress towards agreed outcome*
<b>Priorities for 2006–07 (continued)</b>		
The appropriate clinical use of blood and blood products.	The National Blood Authority will:	
	• commence the development of a national haemovigilance program in Australia that reflects state-specific systems and requirements	100%
	• work in cooperation with the Australian Commission on Safety and Quality in Health Care to explore opportunities to improve the quality and safety of product use	100%
	• provide support for the Jurisdictional Blood Committee’s working party developing the IVlg criteria for use.	100%
<b>Compliance activities</b>		
The National Blood Authority is to operate within its 2006–07 operating budget, ensuring it makes efficient and effective use of its resources and operates with appropriate probity.	The National Blood Authority will:	
	• manage within its operational budget and available funds	100%
	• ensure that its Financial Statements for 2006–07 are not qualified	100%
	• implement defined probity arrangements for all its major procurement activities.	100%
The National Blood Authority will have in place appropriate arrangements for monitoring, assessment reporting and review to address potential weaknesses within the agency.	The National Blood Authority will:	
	• operate within a continuous improvement framework which includes formal management processes to identify and address options for improvement in our performance	100%
	• conduct internal audits in 2006–07 in accordance with the outcomes of a risk assessment.	100%
	Audit outcomes and customer and internal assessments will be used to guide priorities for process improvements within agreed timeframes.	100%
<b>Governance arrangements and the role of the Ministerial Council</b>		
Ensure a clear and direct accountability to all health ministers.	The National Blood Authority understands its obligations to all health ministers and appreciates the complexity in decision making arising from our specialised governance arrangements. The National Blood Authority will ensure all policy and operational matters incorporate appropriate input and consideration by all governments.	100%
Work effectively and cooperatively with the Jurisdictional Blood Committee as the conduit between governments and the National Blood Authority.	The National Blood Authority will:	
	• provide information and advice to the Jurisdictional Blood Committee that responds to their needs	100%
	• provide high-quality and professional secretariat services to the Jurisdictional Blood Committee	100%
	• assist the Jurisdictional Blood Committee to meet its reporting obligations to the Australian Health Ministers’ Advisory Council.	100%

Statement of Expectation	Statement of Intent	Progress towards agreed outcome*	
<b>Stakeholder relationships</b>			
Engage with stakeholders, including all governments, the Therapeutic Goods Administration, suppliers and the clinical and patient community.	The National Blood Authority will: <ul style="list-style-type: none"> <li>actively participate at senior levels in regular meetings with the Department of Health and Ageing and the Therapeutic Goods Administration to discuss current and emerging issues</li> <li>finalise a memorandum of understanding with the Therapeutic Goods Administration to better define roles and responsibilities</li> <li>engage the clinical community and seek experts through forums such as the Clinical Advisory Council to inform the development of National Blood Authority programs.</li> </ul>	100%	
			100%
			100%
Actively respect views and contributions of stakeholders and demonstrate a high level of integrity in dealings. Be responsive and flexible in response to stakeholder comments.	The National Blood Authority will: <ul style="list-style-type: none"> <li>continue its efforts in obtaining views and feedback on its processes and performance</li> <li>consult stakeholders on all major procurements to provide the best outcomes for the Australian community.</li> </ul>	100%	
			100%
Follow agreed communication processes and relationship protocols established by the Department of Health and Ageing.	The National Blood Authority will: <ul style="list-style-type: none"> <li>hold regular meetings with Acute Care Division</li> <li>work with the parliamentary and media areas of the Department of Health and Ageing to ensure that agreed processes are followed.</li> </ul>	100%	
<b>The National Blood Authority as an employer</b>			
The National Blood Authority is seen as a good place to work, family friendly and inclusive of our diverse community.	The National Blood Authority will: <ul style="list-style-type: none"> <li>design and implement a staff survey by December 2006 and ensure arrangements are implemented to address findings from the survey</li> <li>continue to provide targeted staff training and development opportunities.</li> </ul>	75%	
			100%
Ensure the National Blood Authority is well placed to implement government workplace policy.	The National Blood Authority will: <ul style="list-style-type: none"> <li>assess the implications of the new workplace legislation for the re-negotiation of conditions of employment and formalise these requirements in our Australian workplace agreements and any future collective agreement</li> <li>negotiate with staff new workplace arrangements to apply at the conclusion of our current collective agreement.</li> </ul>	100%	
			100%

\* Shows the progress towards the performance targets set in the Statement of Intent.



## 1.3 Chair of the National Blood Authority Board report

**I am pleased to present the National Blood Authority Board's annual report on its operations during the year ending 30 June 2007, which is required under section 44(2) of the *National Blood Authority Act 2003*.**

The National Blood Authority Board was established under the *National Blood Authority Act 2003*, with the following functions:

- (a) to participate in consultation with the Minister about the performance of the National Blood Authority's functions
- (b) to provide advice to the General Manager about the performance of the NBA's functions
- (c) to liaise with governments, suppliers and other stakeholders about matters relating to the NBA's functions
- (d) to perform such other functions (if any) as specified in a written notice given by the Minister to the Chair.

Board members are selected by the Australian Health Ministers' Conference and appointed by the Australian Government Minister for Health and Ageing to serve a period not exceeding four years.

In 2006–07 the Board met four times. Three meetings occurred under the chairmanship of Professor Richard Smallwood. Professor Smallwood concluded his term as Chair in May 2007, as did one of the state/territory representatives, Dr Chris Brook, and the community representative, Mr Russell McGowan. I was appointed National Blood Authority Board Chair in May 2007. Two further appointments were made to the Board at that time: Associate Professor David Cooper as the public health expert and Mr Rob Christie as the community representative. Dr Peter Lewis-Hughes moved to become a state/territory representative, along with Mr Robin Michael, while Mr Ken Barker continues as the financial expert, and Mr David Kalisch, who replaced Mr Philip Davies in November 2006, remains the Australian Government representative. Biographies of the current and former National Blood Authority Board members are at the end of my report.

The new Board met for the first time on 12 June 2007.

During this meeting, members were briefed on the roles and functions of the National Blood Authority.

In 2006–07, the Board played a significant role in the development of several key projects and outcomes. The Board provided advice and guidance to the General Manager, Dr Alison Turner, during the year on the following activities.

### Australian Red Cross Society Deed of Agreement

Since the inception of the National Blood Authority in 2003, the National Blood Authority Board has been integrally involved in the analysis of options and associated risks for the now successfully negotiated Deed of Agreement with the Australian Red Cross Society. The Board provided significant advice on a number of strategic and tactical matters, essential to the development of the Deed and the process undertaken to achieve its execution. The Board will continue to support the General Manager on matters related to the implementation of the Deed and the further enhancement of the relationship with the Australian Red Cross Society and Australian Red Cross Blood Service.

### Business study of the operations of the Australian Red Cross Blood Service

With the execution of the Deed with the Australian Red Cross Society, arrangements are now in place to undertake a business study of the operations of the Australian Red Cross Blood Service. During the year, the Board advised the National Blood Authority of risk and risk mitigation strategies in relation to the conduct of the study. Additionally, the Board supported the General Manager by providing nominations and introductions to individuals for the membership of the Expert Advisory Committee, established by the General Manager for the business study.

### Business cases from the Australian Red Cross Blood Service

The Board provided advice to the National Blood Authority on a number of issues related to the business cases. Initial consideration has been given to the funding of, and individual challenges posed by

the pressure for, relocation of the Australian Red Cross Blood Service's principal sites. In addition, the Board gave consideration to issues relating to the implementation of universal leucodepletion and bacterial contamination testing of platelets.

### Clinical Advisory Council

The Clinical Advisory Council, through its interaction with the clinical sector, continues to provide valuable advice to the National Blood Authority on a range of project streams aimed at promoting best practice in the sector, practice improvement initiatives, system improvements and research, data and benchmarking. During the year, the Board nominated Dr Peter Lewis-Hughes for membership on the Clinical Advisory Council and provided advice for the appropriate tasking and focusing of the work of the Clinical Advisory Council.

### Review of plasma fractionation arrangements

The National Blood Authority sought the Board's strategic advice on issues identified in the *Review of Australia's Plasma Fractionation Arrangements*. Key issues included appropriate measures to improve the efficacy of negotiations with suppliers, strategies for the implementation of multiple-year supply planning and consideration of policy ramifications for distribution improvements. The Board will continue to monitor the implications of the review in the future.

### Future directions of data activities

Following the 2006 Data Workshop, the Board provided advice and guidance on the prioritisation and targeting of the role the National Blood Authority should play in collecting, analysing and promoting data on the performance of the sector.

### Statement of Intent

In response to the Minister's *Statement of Expectation* the Board provided guidance on the development of the indicators and structure of the *Statement of Intent*. This was duly provided to the Minister. Both the *Statement of Expectation* and the *Statement of Intent* are available on the National Blood Authority website, [www.nba.gov.au](http://www.nba.gov.au).

### Operational Plan

In early 2007, the Board provided input into the National Blood Authority's Operational Plan. The former Board Chair, Professor Richard Smallwood, attended the National Blood Authority's executive planning retreat. The Board considered the draft of the 2007–08 Operational Plan and worked with the General Manager to refine the five key development themes for 2007–08.

### IVlg tender

The Board was instrumental in providing advice on the scope and nature of policy parameters to guide the new tender for the IVlg standing offer.

### Diagnostics reagents tender

As agreed by the Jurisdictional Blood Committee, the National Blood Authority commenced a procurement process to establish a new standing offer for diagnostic reagents. The Board provided input into the consultative phase of the development of the standing offer.

### Overseas travel program

The Board provided input into the development and endorsement of the 2006–07 overseas travel agenda for National Blood Authority staff members.

### Future directions

Key issues that the Board will focus on in the future include:

- the development of a comprehensive and integrated data strategy
- multi-year supply and budgetary planning
- initiatives with the Australian Red Cross Blood Service to improve organisational efficiency
- the reduction of wastage of blood products across the sector
- the development of guidelines for the use of blood products.

Finally, I thank the three departing Board members: Professor Richard Smallwood, Dr Chris Brook and Mr Russell McGowan. Over the last four years, Professor Smallwood has guided the work program and future direction of the National Blood Authority. He has also represented the National Blood Authority in a number of other forums such as the Transmissible Spongiform Encephalopathies Advisory Committee and the Australian Red Cross Blood Service research and development conference. I am certain he will continue to contribute to blood sector reforms in his role as Chair of the Clinical Advisory Council.

Dr Brook and Mr McGowan have both made significant contributions to the direction of the National Blood Authority through the provision of expert advice. We wish them all the best for their future endeavours.

I look forward, as do the other Board members, to continuing our guidance of the National Blood Authority.



**Mr Garry Richardson**  
Chair  
National Blood Authority Board

## 1.4 National Blood Authority Board Member biographies



MR GARRY RICHARDSON  
CHAIR

Mr Garry Richardson is the Chair of the National Blood Authority Board. His term as the Commissioner of the Private Health Insurance Administration Council expired on 20 July 2007. Mr Richardson is also the Independent Chair of Health Super Pty Ltd in addition to holding the position of Independent Chair of the Audit Committee for Stonnington City Council.

Mr Richardson has had extensive experience as a chief executive in the Australian health insurance industry, as well as holding other senior positions in the financial services industry. He retired from his executive career in 1997 to follow a new career as a non-executive director. Since then he has held positions as Chair of both Southern Health and Housing Guarantee Fund Ltd. He has also held directorships in Dental Health Services Victoria and the Australian Red Cross Society.

Mr Richardson is a Fellow of the Australian Institute of Company Directors.

He was appointed Chair of the Board in May 2007.



PROFESSOR RICHARD  
SMALLWOOD  
FORMER CHAIR

Professor Richard Smallwood was the inaugural Chair of the National Blood Authority Board. He currently chairs the Victorian Ministerial Taskforce for Cancer, is Deputy President of the Australian Medical Council, as well as chairing the Council's Specialist Education Accreditation Committee, and is Deputy Chair of the Bio21 Scientific Advisory Council.

Professor Smallwood has had a distinguished career in medicine, including as the Chief Medical Officer for the Australian Government Department of Health and Ageing.

He has also held the roles of Vice-President of the World Health Assembly in Geneva, member of the Australian Health Ministers' Advisory Council, Chair of the National Health Information Advisory Council and Chair of the National Health Priority Action Council.

As Professor of Medicine with the University of Melbourne, Professor Smallwood was Head of the Department of Medicine, Chairman of the Division of Medicine at the Austin and Repatriation Medical Centre and Director of Gastroenterology at the centre.

In addition to his extensive Australian and international clinical and research experience, Professor Smallwood has a longstanding association with the National Health and Medical Research Council, was Chair of Council from 1994 to 1997 and was President of the Royal Australian Council of Physicians from 1996 to 1998.

Professor Smallwood held the position of Chair of the National Blood Authority Board from the Board's inauguration in 2003 until May 2007, when his term concluded. He is currently the Chair of the Clinical Advisory Council.



**MR KEN BARKER**  
FINANCIAL EXPERT

**Mr Ken Barker** is currently Chief Finance Officer, New South Wales Health, where he is responsible for financial management policy and business management services. He has an extensive understanding of insurance risk management, taxation, benchmarking of public hospital support services and independent financial assessment of public–private sector initiatives.

Mr Barker is a member of the New South Wales State Contracts Control Board, Chair of the New South Wales Treasury Managed Fund Advisory Board and Chair of AusHealth International. He also chairs the National Blood Authority’s Audit Committee and the National Indemnity Reference Group.

He was appointed to the National Blood Authority Board in 2003 and reappointed in 2007. Mr Barker brings to the National Blood Authority Board an extensive understanding of public sector financial management and an intimate knowledge of the health sector and the nature of Australian Government and state financial arrangements.



**DR CHRIS BROOK**  
FORMER STATE/TERRITORY  
REPRESENTATIVE

**Dr Chris Brook** is the Executive Director, Rural and Regional Health and Aged Care Services for the Victorian Department of Human Services. This role carries operational responsibility for all rural and regional health and aged care services, and state-wide program responsibility for aged care, public health, alcohol and drugs, primary and community health, dental health, rural and regional-specific program matters, and quality and safety across all Victorian public hospitals.

Dr Brook’s original postgraduate training was as a specialist physician but he subsequently gained qualifications in public health medicine and in medical administration.

Dr Brook concluded his term as a member of the National Blood Authority Board in May 2007. He is currently a member of the Jurisdictional Blood Committee and the National Health Development Principal Committee and chairs the Population Health Information Development Committee. He is an honorary life member of the International Society for Quality in Health Care and a Fellow of the Victorian division of the Institute of Public Administration Australia.



MR ROB CHRISTIE  
COMMUNITY REPRESENTATIVE



ASSOCIATE PROFESSOR  
DAVID COOPER  
PUBLIC HEALTH EXPERT

**Mr Rob Christie** has a long history of community service and experience as a health consumer representative in Australia on blood and blood product issues and the needs of patients and families with bleeding disorders. He is a past President of Haemophilia Foundation Australia and Haemophilia Foundation South Australia.

He is the current Vice-President, Finance, for the World Federation of Hemophilia.

Mr Christie has been a member of South Australian blood safety committees as a patient advocate and representative for many years. Mr Christie has strong business and management experience in the agricultural sector.

He was appointed community representative in May 2007.

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**Associate Professor David Cooper** is the Foundation Chair of Disaster Response and Preparedness in the Menzies School of Health Research at Charles Darwin University, and the National Critical Care and Trauma Response Centre in Royal Darwin Hospital.

In this role, Associate Professor Cooper is responsible for developing Australia's front-line disaster capability as well as leading a national research agenda and curriculum in health emergency management.

Associate Professor Cooper is an emergency physician by clinical training (a Fellow of the Australian College for Emergency Medicine) and holds a masters degree in management and business administration from Macquarie University.

Prior to his current position, Associate Professor Cooper was the Director of the New South Wales Health Counter Disaster Unit, where he was also the state's Disaster Medical Controller. Associate Professor Cooper is also a member of the Australian Health Protection Committee and was responsible for the development of the Australian Mass Casualty Burn Disaster Plan (AUSBURN plan).

Associate Professor Cooper was appointed public health expert in May 2007.



MR PHILIP DAVIES,  
FORMER AUSTRALIAN  
GOVERNMENT  
REPRESENTATIVE

Mr Philip Davies joined the Australian Government Department of Health and Ageing as a Deputy Secretary in 2002 and brings to the role more than 25 years' international experience in health-care policy and management. As a member of the department's executive, he has had responsibility for policy development and program management in a variety of areas, including medical and pharmaceutical benefits, health workforce, e-health, rural health, Aboriginal and Torres Strait Islander health and private health insurance. He is a member of the Executive Committee of the Health Services Research Association of Australia and New Zealand and chaired the Australian Government's Gene Technology Standing Committee.

Mr Davies has qualifications in mathematics and holds a masters degree in management science and operational research. He is also an Honorary Fellow of the Health Services Research Centre at the Victoria University of Wellington, New Zealand, and has provided consultancy advice on health policy to the World Bank and World Health Organization (WHO).

Mr Davies has worked as a health-care management consultant and a partner with Coopers & Lybrand (now PricewaterhouseCoopers). Mr Davies was the Deputy Director-General of the New Zealand Ministry of Health and worked as a senior health economist with the WHO.

Mr Davies was appointed Australian Government representative in November 2003 and completed his appointment on the Board in November 2006.



MR DAVID KALISCH  
AUSTRALIAN GOVERNMENT  
REPRESENTATIVE

Mr David Kalisch was appointed Deputy Secretary in the Department of Health and Ageing in June 2006. He is a member of the department's executive, with responsibility for the Portfolio Strategies Division, the Acute Care Division, the Mental Health and Workforce Division and the South Australian and Western Australian state offices of the department.

Mr Kalisch is an economist who has worked in a range of social policy areas of government since the early 1980s. Since the early 1990s, he has been in the Australian Government senior executive service in the departments of Social Security, Prime Minister and Cabinet, Family and Community Services and now Health and Ageing.

Apart from these appointments, he was principal adviser to a former Minister for Social Security and has worked at the Organisation for Economic Co-operation and Development.

Mr Kalisch was appointed Australian Government representative on the Board in November 2006 and his appointment was reconfirmed in 2007.



**DR PETER LEWIS-HUGHES**  
STATE/TERRITORY  
REPRESENTATIVE

**Dr Peter Lewis-Hughes** is a health-care manager with extensive experience at both the Australian Government and state levels. His particular strength is in strategic and business planning for laboratory services and he has been involved in the implementation of a state-wide laboratory service for Queensland Health since 1995.

His career has involved performing many senior roles, including Executive Director of Australian Capital Territory Pathology, Queensland Business Manager for the Commonwealth Medical Service and Director of Strategic Management at the Greenslopes Repatriation Hospital.

He brings to the Board strong experience in the integration and networking of information systems in the area of laboratory reporting, as well as experience in finance and human resources management.

Dr Lewis-Hughes was appointed public health expert in 2003 and appointed state/territory representative in 2007.



**MR RUSSELL MCGOWAN**  
FORMER COMMUNITY  
REPRESENTATIVE

**Mr Russell McGowan** was the Board's community representative and brought a strong consumer perspective on blood services through experiences as a bone marrow transplant survivor.

His experiences led to active involvement in the health-care consumer movement for more than a decade. He is President of the Health Care Consumers' Association of the ACT and has been a long-term member of several national boards, including the Australian Council on Healthcare Standards and the Consumers' Health Forum.

He is currently involved in the administration of health, education and sporting organisations in the community sector, having previously spent 20 years developing and delivering employment, education and training programs for Indigenous people.

Mr McGowan served as community representative from July 2003 until May 2007.



**MR ROBIN MICHAEL**  
STATE/TERRITORY  
REPRESENTATIVE

**Mr Robin Michael** is a health-care professional with 28 years' experience. He is currently General Manager of the Royal Darwin Hospital, Northern Territory. Mr Michael has qualifications in pure mathematics and statistics, computing science and public health. He has managed public and private health services and worked in the government sector. His experience ranges across management and consulting where he has been a director of KPMG, a partner in Coopers & Lybrand (now PricewaterhouseCoopers) and a partner in Deloitte Consulting. He has worked in both Australia and New Zealand in healthcare and enterprise resource planning implementation.

Mr Michael was appointed to the Board in 2005 and his appointment was reconfirmed in 2007.

## The first four years

*A reflection from Professor Smallwood—National Blood Authority inaugural Board Chair*

In May 2007, with a sense of considerable achievement and immense confidence for the future of the blood sector, I concluded my term as inaugural Chair of the National Blood Authority Board. From its inception, the National Blood Authority Board strived to provide the General Manager, Dr Alison Turner, with considered and appropriate advice, and the Board has seen this materialise into significant gains in the blood sector.

Being the Chair of the Board of a new organisation is a very challenging task. The establishment of the National Blood Authority was the culmination of the work of all Australian governments to assess the recommendations of the *Review of the Australian Blood Banking and Plasma Product Sector* (Stephen review). To implement the recommendations of the review, the National Blood Agreement was signed, which paved the way for an innovative and refreshing approach by governments to address cost, consistency, clinical and risk issues for the blood sector.

Significant and challenging tasks ranged from finding appropriate accommodation and staff—including the General Manager—to organising the logistics of the Jurisdictional Blood Committee to guide the policy and work of the National Blood Authority and the establishment of the first National Supply Plan and Budget. When everything is new and there is no history, there is no capacity to check, ‘What did we do last time?’ and there are always many different ideas from which to choose.

As an advisory rather than a governance board, we had to trial and modify what we did and how we considered matters. This was to ensure we operated in the way governments intended and provided the best support possible to the General Manager. Within a very short period of time, the General Manager asked the National Blood Authority Board to focus on core issues surrounding contract negotiation strategies and tactics; corporate and planning priorities, including governance structures and processes; the establishment and operation of the National Blood Authority Audit Committee; and liaison with stakeholders to determine their views and aspirations.

Following these activities in the first year, the Board was engaged by the General Manager to examine the core strategic challenges facing the National Blood Authority in its second year. In 2004–05, these included the timing and handling of various aspects of negotiations with CSL Limited, options for the management of the delay in reaching agreement with the Australian Red Cross Society on the Deed of Agreement, the scope and nature of a defined blood products tender, and the first formal analysis of appropriate and effective risk mitigation strategies for the sector as a whole.

In 2005–06, as a result of additional funding provided, the General Manager sought the Board’s view on the planning, timing and scope of, and the approach to, working with the sector on safety, quality and the appropriate use of blood and blood-related products. Our involvement in this area was always a core expectation of the National Blood Agreement and the expectation of clinical stakeholders, and it is an area that the National Blood Authority is now focusing on extensively. The Board also provided advice on the establishment of a national haemovigilance system, the draft *Criteria for the Clinical Use of Intravenous Immunoglobulin in Australia* and the establishment of clinical advisory mechanisms.

I am pleased that the National Blood Authority now has solid foundations for professional contract negotiation and procurement procedures, and is now recognised as having achieved high-quality outcomes for the sector.

The National Blood Authority has now commenced work to promote the appropriate use of blood and blood-related products and has the opportunity to create frameworks and data and information systems that can see the requirements of the National Blood Agreement continue to be achieved.

These systems will not only improve the cost-effectiveness of blood and blood-related products for all Australians; they will also provide enhanced patient safety.

I am satisfied that the importance of fostering productive partnerships with all stakeholders, professionalism in tendering and contracting, the need for thorough market and risk analysis, knowledge and hands-on understanding of all facets of the blood sector, and the need to balance the requirements



NBA Board Members with the NBA General Manager from front left to back right: Mr Ken Barker, Dr Alison Turner, Mr Russell McGowan, Professor Richard Smallwood, Mr David Kalisch, Mr Robin Michael and Dr Peter Lewis-Hughes.

of stakeholders are embedded in the work of the National Blood Authority.

I am sure that the new National Blood Authority Board will continue to reinforce these.

I leave the Board confident that it has played a crucial role in shaping, guiding and informing the nature, timing and scope of projects and priorities implemented by the National Blood Authority. Key to its success has been its unique ability to draw informally on the experiences and expert knowledge of individual Board members. I express my thanks to those members, Dr Chris Brook, Mr Ken Barker, Dr Peter Lewis-Hughes, Mr Philip Davies, Mr David Kalisch and Mr Russell McGowan, who gave their time and energy to ensure the success of the Board and the National Blood Authority. It has been my pleasure to be Chair of the Board.

The National Blood Authority now moves forward noting that it has already made significant achievements in the sector. The dedication of the General Manager and her staff will ensure the National Blood Authority achieves its goal of managing and securing Australia's blood supply.

**Professor Richard Smallwood**  
Chair of the National Blood Authority Board

1 July 2003 to 13 May 2007