



## R&BD strategy for business

As reported in the last edition of The Examiner, ARCBS has adopted a new strategy and business plan.

By now, all senior managers will have participated in a leadership forum with ARCBS CEO Jennifer Williams which introduced the strategy and provided more details about it.

During the next few weeks, these senior managers will hold special sessions to discuss and expand on the details of the new Strategic Plan with their teams. For R&BD, these sessions have been held in Brisbane and Melbourne with the Sydney session scheduled for Tuesday the 11th of August.

The full version of the Strategic Plan outlines ARCBS strategy from 2009 onwards and is centred on three strategic objectives:

- **Deliver service excellence for customers and donors by enhancing service and championing innovative improvement opportunities;**
- **Provide value for stakeholders by delivering products and services efficiently, and in a way that balances stakeholder priorities; and**
- **Improve organisational capability by attracting and retaining engaged and productive employees and**

**enhancing systems and facilities to support future organisational sustainability.**

In the sessions, the managers will also discuss the refreshed ARCBS values (as announced by the CEO and available on Connect - see the link on page 2) which reflect the behaviours all ARCBS employees need to demonstrate to achieve the desired culture and results.

During these information sessions the manager will outline the revised values and show examples of what they look like in action.

ARCBS has also launched its 2009/10 Business Plan which is the blueprint for how the strategy is going to be delivered. The full Business Plan includes details on each priority and an organisational workplan that shows how all teams will contribute to delivering the plan. Copies of the full Business Plan are available from Connect (see page 2).

The Australian Red Cross Blood Service Business Plan defines the organisational business priorities for the 2009/10 financial year. The plan outlines the activities each division will undertake during the year to enable the ARCBS to execute the inaugural year of the new Strategic Plan.

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# R&BD strategy for business

Continued from P1

All ARCBS divisions will use the 2009/10 Business Plan to assist them in prioritising their work throughout the year to ensure the organisation achieves its strategic goals. The plan details the key performance indicators and success measures for each division and helps all staff to understand the ARCBS's priorities.

Unlike the Strategic Plan, which is being distributed externally, the 2009/10 Business Plan is a reference document predominately for internal management use. The plan is also being provided to the National Blood Authority (NBA).

Information in the plan can be used to communicate priorities to existing staff, familiarise new staff with the business, and forms the basis for internal and government reporting. Information in this plan has been cascaded through divisions to assist in the development of divisional work plans, and can be used to form the basis of individual staff performance and development plans for the 2009/10 year, an exercise which is now underway and about which there will be more information in the next edition of The Examiner.

The Business Plan for 2009/10 was compiled by Corporate Strategy and Performance with the assistance of all divisions.

The R&BD KPIs and deliverables are listed in the tables on the next page.

## New Vision and Mission

The new Strategic Plan: *Improving Lives Through the Power of Humanity* identifies the complex environment within which ARCBS operates and discusses the forces impacting on ARCBS as a separate organisation and, more widely, as a blood service. The plan sets out new strategic objectives and change programs which will be used to focus business planning activities in order to meet these challenges.

ARCBS CEO, Jennifer Williams, said the new plan was designed to ensure the organisation continued to deliver real results to the community and to use a business-like model to address modern challenges.

The ARCBS has adopted new, separate mission and vision statements as part of these changes.

The vision - "**to improve the lives of patients through the power of humanity**" - reflects the organisation's role in providing an essential health service and emphasises the link to the Australian Red Cross.

The new mission statement reinforces this focus on patients, emphasising that the Blood Service's role is "**to perform a critical role in healthcare by providing a safe, secure and cost effective supply of quality blood products, essential services and leading edge research to meet the needs of patients**".

The new vision highlights that one of the key reasons for ARCBS existing is to improve the lives of patients. It reinforces that patients are the ultimate beneficiaries of everything the Blood Service does.

Donors are integral to this vision, and are rightfully positioned as the power of humanity that is harnessed to help patients

The new mission reflects ARCBS's position in the wider blood sector and introduces key elements valued by ARCBS's stakeholders – safety, sufficiency, cost-effectiveness and leading edge research.

As part of the changes, ARCBS has also revisited the organisation's value statements. Unity, fairness, and creativity have been replaced by integrity, safety and quality, collaboration, and excellence. Service and accountability both remain.

While the Strategic Plan doesn't contain a defined timeframe, it should be treated as a three to five year plan in line with similar documents in other businesses.

### Key Links:

These files are all available on Connect by clicking the links below.

- [ARCBS 2009/10 Business Plan](#)
- [ARCBS Strategic Plan](#)
- [ARCBS Refreshed Values](#)

## Our new direction



### New vision and separate mission

Our new vision together with our revised strategy positions our organisation for the future.

Our new mission states how we will deliver the vision.



### New Strategic Plan with objectives

Our new Strategic Plan outlines our strategy from 2009 onwards.

It articulates what we need to focus on to deliver the vision and mission.



### Refreshed brand

A new logo is the start of the refreshed brand.

Other activities will be communicated next year.



### New Business Plan

Our Business Plan is the blueprint for how we deliver our strategic objectives.

It contains a clear set of initiatives and priorities that the entire organisation is committed to delivering in 09/10.



### Refreshed values

The values shape the way in which we all work, individually and together.

Values are how we conduct ourselves in delivering both strategic initiatives and everyday objectives.

# Measuring R&BD success in 2009/10

Over the past few months, as part of the strategic planning process, R&BD's KPIs and deliverables for the 2009/10 financial year have been developed and agreed with Executive Management. These are summarised as follows:

## R&BD 2009/10 Key Performance Indicators

KPI	Success Measure	2009/10 Target
R&BD Expenditure	This is the R&BD expenditure as a proportion of the total ARCBS MOP and is reflective of increased investment to output ratio	≥1.5%
Proportion of Operational and Clinical research in relation to Transfusion Science research	This is calculated by expenditure allocation	50%
Number of publications accepted in peer reviewed journals	Publications actually published in significant (industry relevant/high impact value) journals	1 per Research Fellow
Applications to funding agencies for projects of \$30,000 or greater	Annual number of applications submitted for greater than \$30,000 p.a.	2
Number of new R&D projects taken up following internal request and subsequent project review	Implemented projects which were developed from R&D research	3
Implement and populate document management system	System to be fully functional and nationally rolled out	Time / Budget
Number of strategic alliances entered into with external organisations or research groups	Number of recognised new alliances formed	1

## R&BD 2009/10 Divisional Work Plan and Deliverables

		Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Objective 1 - The R&amp;BD division will increase research and development output by driving growth in the number and size of strategically aligned R&amp;D projects, whilst ensuring "best practice" project quality</b>					
	R&BD will build a stronger, more strategically aligned Research and Development program through operationalising the newly formed major program structure – Operational Research, Clinical Research and Transfusion Sciences	All top priority projects identified at external review commenced with detailed project plans in place  Projects requiring the generation of preliminary data redeveloped and revised project plans produced	Redeveloped project proposals from previous review represented for review and ranking  External review of revised and any new project proposals undertaken  Call for new project proposals for next funding period  Research proposals developed and prepared for submission to external funding agencies	Carry out external review of new project proposals  At least two research proposals submitted to external funding agencies	Projects commenced in Quarter 1 reviewed and found to meet their milestones  New portfolio of projects prepared with a continuing increase in proportion in the Operational Research and Clinical Research Sectors
	Refocus of R&D activities to be more strategically aligned with ARCBS business needs	Ongoing – R&D projects	Ongoing – R&D projects	Ongoing – R&D projects	Ongoing – R&D projects
<b>Objective 2 –The R&amp;BD division will improve integration and effectiveness of knowledge and technology transfer to ensure R&amp;D findings are taken up by ARCBS and its partners</b>					
	R&BD will obtain 'buy-in' from internal ARCBS stakeholders by inclusion in R&D Review Committees		Representation from divisions outside of R&BD included in R&D review committees		Representation from divisions outside of R&BD included in R&D review committees
<b>Objective 3 –The R&amp;BD division will promote actively ARCBS research activities to relevant audiences, and broaden R&amp;D networks</b>					
	Carry out presentations to all Operations Units where R&BD is actively engaged	R&BD 'Roadshow' showcasing R&D strategy and areas of project activity presented to capital city OUs		R&BD 'Roadshow' showcasing R&D strategy and areas of project activity presented to capital city OUs	
<b>Objective 4 – The R&amp;BD division will improve systems to evaluate existing and new business activities, and actively seek and develop new opportunities</b>					
	R&BD will proactively visit research institutions and engage in conferences throughout the year	Engagement with research institutions ongoing	R&D participation in HAA conference in Adelaide  R&D participation in AABB meeting in New Orleans  Engagement with research institutions ongoing	Engagement with research institutions ongoing	R&D participation in ISBT conference in Berlin  Engagement with research institutions ongoing
	R&BD program leaders will actively partner with internal ARCBS stakeholders to better understand business needs	Engagement with staff from other ARCBS divisions - ongoing	Engagement with staff from other ARCBS divisions - ongoing	Engagement with staff from other ARCBS divisions - ongoing	Engagement with staff from other ARCBS divisions - ongoing



# Up Close and Personal

With Emily Booker

## What is your job in a nutshell?

I am the Executive Assistant for R&BD, predominantly supporting David in the areas of diary management and general administrative assistance.

## What is the best part of your job?

I am a people person so I enjoy interacting with the different members of the Division on a daily basis. And I also love that feeling of crossing something off the ever-growing to do list!

## Where are you from originally?

I was born in Ipswich, but spent the first few years of my life in Caboolture.

## What are your favourite movies/TV shows?

I absolutely love Masterchef (looking forward to the next series!). My favourite movies are: Amazing Grace and Man on Fire. I also love the movies based on Jane Austen's books.

## What is your favourite beverage?

I love my decaf cappuccino.

## What is your favourite indulgence?

Has to be chocolate (in any form really).

## What do you do for fun / to relax?

For fun I love hanging out and having a laugh with friends and family. I love going to the movies, shopping, eating out and exploring my new hometown of Sydney. To relax I enjoy walking to the beach with my iPod or reading a good, uplifting novel.

## What/ motivates / inspires you?

Living a life of purpose, reaching my true potential and not being complacent.

## If you could be anything else, what would you be?

Pretty happy being me but would love to have lived in the late 18th Century for awhile to experience life as it was back then (and to dress up in the beautiful clothes they wore).

## Have you ever Googled yourself and would you repeat the experience?

I admit to Googling myself and was shocked to find the amount of Emily Bookers in the world (including a famous news reporter). Even so, I more than likely would repeat the experience (who hasn't?).

## In the spotlight

- Suzanne Candy, Christine Robinson, Jason Carlesso and Natalie Villalta left ARCBS on the 24th of July following the decision to close the Adelaide R&D laboratory. Sue Heatley has been redeployed and has joined TMS as a medical project officer.
- Kristen Glenister is on maternity leave from the 31st of July.
- Rosie Newman left R&BD on the 24th of July following the completion of her contract.
- Kristy Davenport has joined R&BD from Risk to work on the Selenium levels/Malaria project. This is a three month appointment starting from 27th of July.
- Catherine Hyland, Helen Davies and Robert Flower were co-authors on an article looking at "Evaluation of non-invasive prenatal RHD genotyping of the fetus" published in the Medical Journal of Australia [2009; 191 (1): 21-252009; 191 (1): 21-25]. The other authors were Glenn J Gardener, Minna Ahvenainen, Darryl Irwin, Jonathan M Morris, Christopher M Ward and Jonathan A Hyett.
- Genghis Lopez and Lin Fung have had an article on "Clinical Scale Ex vivo Manufacture of Neutrophils from Hematopoietic Progenitor Cells" accepted by Biotechnology and Bioengineering. The other authors were Timmins NE, Palfreyman E, Marturana F, Dietmair S, Luikenga S, Minchinton R, and Nielsen LK

## New name for Experimental Development

Experimental Development has been renamed **Applied and Developmental Research**.

The new name more accurately reflects the work being undertaken by the team, which is predominantly focused in Sydney, and should be more easily understood by external stakeholders. It also emphasises the research component of this sector.

## Permission to Disclose forms available online

The Permission to Disclose process is now fully online with the forms available through Connect.

The online forms mean that people are always accessing the most up-to-date version of the forms. Files can be attached to the submission.

One of the main advantages of using the Connect forms process is that a back-up is automatically made of any successful submission. When the confirmation screen appears, a copy is sent to the disclosures email address as well as saved in the Connect submissions folder.

This way, submitted forms can be tracked down if there are any issues, provided you know the submission date.

However people are warned to ensure the confirmation screen appears after they submit. If the confirmation screen does not appear, then an error has occurred and the submission has not been accepted.

Visit [here](#) to access the online forms.

## Have you got anything to submit to the Examiner?

Please drop us a line by emailing [dcvalchini@arcbs.redcross.org.au](mailto:dcvalchini@arcbs.redcross.org.au)

# 2009/10 R&D Projects Confirmed

The primary list of projects approved for the 2009/10 financial year has been circulated to all R&BD staff. Some of these projects have been modified by the R&BD Management Team following external review and the R&BD budget build-up in order to facilitate (in these projects) the collection of preliminary pilot data which, it is hoped, should then provide the basis for more substantial, better developed future research project proposals either for potential in-house funding or, in certain circumstances, external funding.

As part of the changes to ARCBS financial regulations, new fiduciary requirements have been introduced. These include:

- Changes to Oracle approval limits
- A new coding structure for R&BD accounts to enable efficient project management and reporting

All projects which require a cost code have been entered into Oracle with new codes.

All 2009/10 projects begin with 38. The codes for previous projects are no longer viable.

There have also been significant changes introduced to the way the R&BD operational budget has been developed and is to be managed. These changes have been implemented to ensure the true cost of research is captured and that the required approval processes are used for procurement.

A summary of the R&D projects going forward this financial year, along with an R&BD person to contact for further information about each project, is as follows:

## Sector 1.1 - Applied and Developmental Research

### *S11-0916 - Pathogen reduction*

The aim of this study is to carry out a comparison of two pathogen reduction systems, Mirasol® and INTERCEPT®. (Lacey Johnson)

### *S11-0923 - Cryopreservation*

This project aims to develop and characterise a cryopreserved platelet product that is suitable for transfusion. (Lacey Johnson)

### *S11-0928 - Granulocyte Concentrates*

The aim of this project is to develop and characterise a high quality granulocyte product from pooled buffy coats that is suitable for transfusion. (Lacey Johnson)

### *S11-0935 - Platelets in SSP+*

The aim of this work is to complete studies, commenced in 2007/2008, examining the use of SSP+ in platelet components in ARCBS. (Denese Marks)

### *S11-0937C - Expressors*

The aim of this project is to evaluate laboratory based expressors for suitability and efficiency against ARCBS user requirements. (Denese Marks)

## Sector 1.2 - Donor and Community Research

### *S12-0804 - Impact of marketing communications*

This project aims to measure the impact of celebrity and brand recognition on community awareness and support. This project surveys current and non-donors. (Liliana Bove with University of Queensland)

### *S12-0904 - Understanding Barriers and Enablers*

This project will focus on exploring the attitudes to and knowledge of blood donation of refugee and migrant communities who have rare blood types. This project surveys non-donors. (Liliana Bove with Deakin University)

### *S12-0908 - Staging an Encore Act*

The overall aim is to investigate the effectiveness of anticipatory guilt appeals on the blood donation behaviour of lapsed donors. (Liliana Bove with Curtin University)

### *S12-0919 - Effects of appointment scheduling*

This project will provide guidance as to how operating centres should manage "walk-ins" compared to those donors that have an appointment time. This project surveys current donors. (Liliana Bove with University of Sydney)

### *S12-0946 - Motivating the 'selfish' donor*

The project explores the role of donor incentives and messages in motivating blood donors. This project surveys current and non-donors. (Liliana Bove with University of Melbourne)

### *S12-0801 - Reducing vasovagal reactions in young donors*

The project assesses interventions aimed to reduce vasovagal reactions in youth donors. This project surveys current donors. (Liliana Bove with University of Queensland)

### *S12-0803 - Understanding the reactions of blood donors and recipients to an avian influenza pandemic*

The project is almost completed and looked at the potential impact of an influenza pandemic on blood supplies. This project surveyed current, lapsed and non-donors. (Liliana Bove with University of Queensland)

## Sector 2 - Clinical Science Research

### *Carbonyl Iron Study*

This project aims to measure the effect of iron supplementation on pre-menopausal donors. (Hugh Capper)

*Other projects are still being finalised and will be published subsequently.*

## Sector 3 - Transfusion Sciences

### *S31-0905 - Selenium levels and anti-malaria antibodies levels - QLD*

This is collectively made up of two projects: 1) to document selenium levels in the healthy blood donor population of Queensland and 2) to characterise anti-malarial antibodies (Helen Faddy with Kathryn Colebourne, Medical Services)

### *S31-0924 - Dengue fever viral exposure*

The aim of this study is to assess the Dengue viral exposure rate in blood donors during outbreaks in North Queensland. (Catherine Hyland)

### *S31-0925 - Fetal RHD typing*

Fetal RHD typing to assess transfusion in Rh D negative pregnancies at high risk for haemolytic disease of the fetus and the newborn. (Catherine Hyland)

### *S32-0915 - Properties of stored red blood cells*

This project aims to measure how RBC unit storage affects RBC-endothelial cell (EC) adhesion. (Rosemary Sparrow)

### *S32-0959 - Proteomic approaches to transfusion science*

This project aims to use a proteomic approach to characterise components in transfusion. (Kristen Glenister - managed by Robert Flower while Kristen is on maternity leave)

### *S33-0920 - Vivo ovine model - blood component therapy*

The ultimate aim of this project is to demonstrate the reactions to an in-vivo ovine model is a suitable model for the investigation of blood component therapy. (Lin Fung)

### *S32-0911 - Modelling poor response triggers*

The primary aim is to advance the knowledge of the mechanisms of the immunomodulatory activity of IVIG. (Wayne Dyer)

For more information, please contact the relevant Major Program Leader



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# Cross-Examination

Congratulations to New South Wales for a clean sweep in the last Cross-Examination. The winners were Emily Booker, Kara Clarke and Lacey Johnson.

The Blues might have lost the State of Origin but at least NSW won something in June/July.

This month's crossword solutions are drawn directly from the Australian Red Cross Blood Service Strategic Plan. The answers to all of the questions can be found in this edition of the Examiner or within the pages of the strategic plan which is available via [Connect](#).

All answers are written out in full and numbers in answers are spelt out rather than being represented numerically.

As always, the winners will receive a family sized chocolate block.

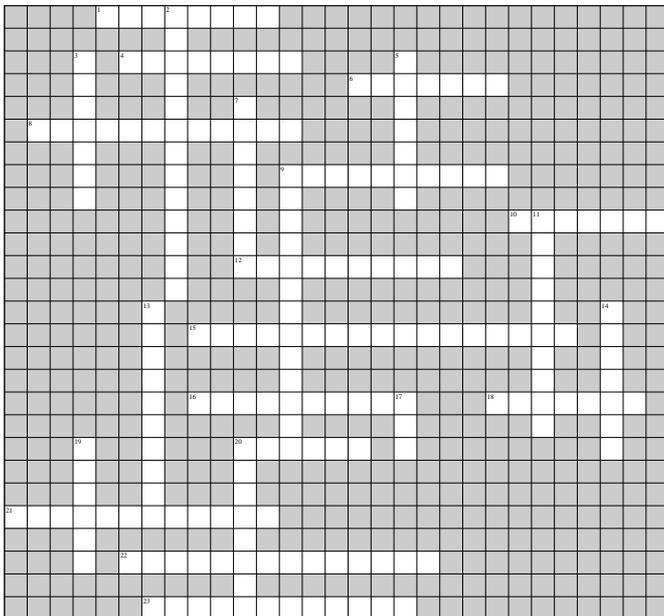
Cross-Examination can be completed individually or as a group and all responses are due by Friday the 14th of August in time for the next edition.

Answers can be completed on the crossword grid supplied or as a list. For example, simply write '2 down – immunogenetic' to indicate that this is the answer.

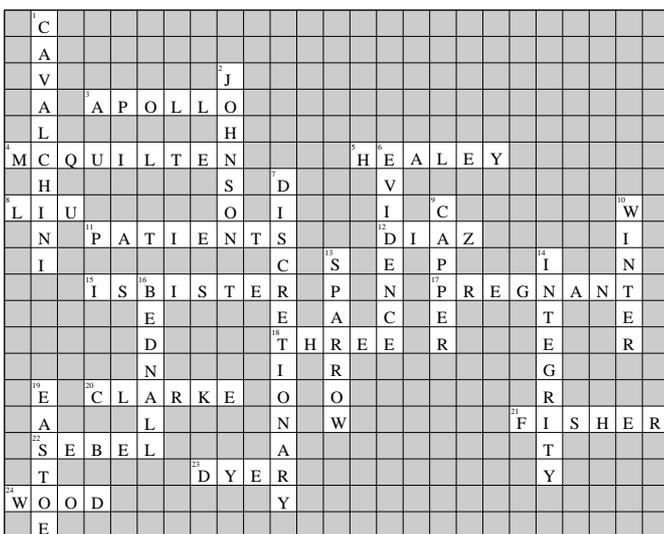
Prizes will be awarded to the most complete crossword and partial entries will be accepted.

In a case where no-one answers all the questions correctly, the person with most correct answers will win.

## A Question of Strategic Importance



## Solution to previous edition



## Clues

### Across

- \_\_\_\_\_ are the ultimate beneficiaries of everything the ARCBS does
- What we improve lives through the power of \_\_\_\_\_
- One of the new values is safety and \_\_\_\_\_
- Who we aim to provide value for \_\_\_\_\_
- One of the new strategic objectives is to improve organisational \_\_\_\_\_
- ARCBS has a \_\_\_\_\_ character
- ARCBS is a critical service supporting the nation's \_\_\_\_\_ system
- The 2008 \_\_\_\_\_ agreement on federal financial relations includes significant additional funding for hospitals
- ARCBS strives for this type of improvement \_\_\_\_\_
- ARCBS is working to \_\_\_\_\_ its donor base
- The most common use of red blood cells is to treat \_\_\_\_\_ and blood diseases
- ARCBS is driving these to minimise blood sector costs \_\_\_\_\_
- One of the many priorities of our stakeholders \_\_\_\_\_
- One of the seven fundamental principles of the international Red Cross \_\_\_\_\_

### Down

- One of the reference testing services offered by the ARCBS \_\_\_\_\_
- ARCBS exists in a complex and \_\_\_\_\_ environment
- The Asia-\_\_\_\_\_ Blood Network is one of ARCBS's key international networks
- Everyday ARCBS leads blood \_\_\_\_\_ and influences policy
- This value highlights ARCBS working together \_\_\_\_\_
- ARCBS should be at the forefront of \_\_\_\_\_ and technological and regulatory change
- ARCBS delivers service \_\_\_\_\_ for its customers and donors
- ARCBS is the \_\_\_\_\_ operating division of the Australian Red Cross
- ARCBS products and service are delivered to more than \_\_\_\_\_ hundred hospitals and healthcare providers
- Tissue \_\_\_\_\_ is one of the many services offered by ARCBS
- The strategic plan aims to deliver this kind of national organisation \_\_\_\_\_

### Examiner Information

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If you would like to submit an article for the next edition, please send it to us by Wednesday the 19th of August 2009.