



## APBN 2020-2024 STRATEGIC PLAN

The Asia Pacific Blood Network (APBN) provides a forum for members to exchange ideas and insights and compare operational practices. Supporting the principle of voluntary, non-remunerated blood donation, the APBN seeks to provide strategic leadership in the Asia Pacific region, support policy development and provide a regional voice and perspective on blood-related themes. This plan sets out APBN's strategic aspirations for the next three to five years through to 2024, to advance the APBN vision and mission.

### OUR VISION

*Linked by similarity and the desire to drive quality and optimal performance, our united goal is a safe and sustainable blood supply - from donors, for patients - in the Asia Pacific region.*

### OUR MISSION

*We are agents of change. We are a network of not-for-profit blood operators in the Asia-Pacific region who are committed to voluntary non-remunerated blood donation. We help our members create unique solutions to common problems, to innovate and improve, to be leaders internationally in advancing blood sector practices in the 21<sup>st</sup> century.*

*During the delivery period of this Strategic Plan our region, like the rest of the world, has been impacted by the SARS-CoV-2 pandemic.*

*Given the prior experience within our region of SARS, H1N1, and MERS outbreaks, APBN had already embedded preparedness for emerging infectious diseases and pandemics as part of this Strategic Plan.*

*Recognising the widespread impact of the SARS-CoV-2 pandemic across all blood services, the strategic plan deliverables will be reprioritised to focus on those actions most helpful to members as we re-establish operations in this new environment.*

## THE UNIQUE VALUE OF APBN

Recognised as an important network in our region, APBN enables members to collaborate on areas of shared interest and common challenges. The assurance that information exchange is conducted under the umbrella of confidentiality enables open sharing and deep insights.

All members share a commitment to voluntary, non-remunerated blood donation, a not-for-profit status and a dedication to self-assessment and self-development to achieve high quality standards, facilitating understanding of collaborative activity on opportunities and challenges.

While the diversity of the region is acknowledged, differences between countries provide opportunities to identify value through networking. The different areas of country-focus allow members to take advantage of leading edge activities in the region such as automation, or extend an early view into new technology, equipment, processes and practices. These similarities and differences add relevance. Local issues are important and through APBN, members can explore in depth activities that are most relevant to the region.

### OUR APBN FOUNDATIONS

Underpinning the success of APBN are foundational strengths that provide high value to members. These high-quality products and services will continue to be offered and enhanced to optimise their usefulness and value to members:

1. Benchmarking and Comparison of Practice to optimise efficiency and cost effectiveness.
2. Knowledge exchange and information sharing.
3. Networking and visits to leverage capabilities for mutual benefit.
4. Workshops and deep dives.
5. Horizon scanning and key trends identification.
6. Secretariat support.

### OUR STRATEGIC PRIORITIES

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### OUR KEY RISKS

This plan focuses on advancing our knowledge and understanding across three strategic priorities and two risk areas, supported through the delivery of our foundational strengths

## OUR STRATEGIC PRIORITIES

The world is changing at a rapid pace and it is clear the blood community must prepare to address several key trends that have the potential to impact donors, patients or business interactions. APBN has identified three strategic priorities for focus, encompassing these elements.

### Strategic priority 1:

**We will understand and prepare for the anticipated impact of demographic changes on donors, patients, products, and our organisations**

**On the Horizon:** Populations are growing, aging and moving. Changes in education, gender roles, migration, workforces, and an individual's view of their place in, and influence on, society and culture will shape possible futures. As with many other industries, healthcare will meet the needs of a diverse society, expecting technology and data driven preventative and personalised products and services.<sup>1</sup>

	Donor	Patient	Products	Organisational
IMPACT	Populations are ageing, moving, and being educated, gender roles are changing, urbanisation is occurring, and donor panel segmentation	Our populations have evolving health care needs and concerns as they age and move	Changing and evolving patient needs may drive increased demand for current products, and new products and services	Increasing staff retirement and a growing youth population will require new attitudes and approaches to work, workplaces and workforce skills
ACTIONS	ACTIONS			
	<ul style="list-style-type: none"> <li>Understand our 'donors of the future'.</li> </ul>			
	<ul style="list-style-type: none"> <li>Understand changing clinical practice for patients and emerging product and services of the future.</li> </ul>			
<ul style="list-style-type: none"> <li>Explore changing demand for existing and new products and services.</li> </ul>				

**Strategic priority 2:**

**We will strengthen members' awareness of, and opportunity to, capitalise on leading technology advancement and innovation.**

**On the Horizon:** The impact of technology-based trends will only continue to accelerate. No industry will be able to escape (or ignore) the impact and volume of technology-based trends shaping all aspects of society and business. Opportunities to influence this future and/or leverage first mover advantages are available for those willing to enter during the “innovator” or “early adopter” phase, compared to those who enter at later stages of product development.<sup>2</sup>

	Donor	Patient	Products	Organisational
IMPACT	Donor management, interactions and new expectations (eg self-service, personalised, and expectation transfer from other technologies)	Patient management, interactions and expectations are shifting with tracking, personalised treatment plans, remote treatment delivery options, telemedicine and hospital in the home advancements	New, specialised and personalised products will emerge with improved quality and traceability	Advances in productivity, efficiency, flow, equipment, facilities - layout/footprint to support introduction of new technology, workforce digital/robotic vs human, different workforce skills available/required
ACTIONS				
ACTIONS	<ul style="list-style-type: none"> <li>Explore technological innovation with potential application within the blood sector (health, manufacturing, support services).</li> </ul>			
	<ul style="list-style-type: none"> <li>Learn from other industries that are maximising the use of technology.</li> </ul>			
	<ul style="list-style-type: none"> <li>Collaborate to understand developments and implementation of innovative and technology advancements.</li> </ul>			

**Strategic priority 3:**

**We will keep pace with evolving transfusion medicine practice and the expectation for new treatments, products and services.**

**On the Horizon:** Expanded genomic sequencing (and the bioinformatics algorithms that support data analysis and interpretation) is driving significant change in healthcare with a growing commitment by many companies for step-wise introduction of individually tailored health services (precision medicine). Regenerative therapies, linked to precision medicine and genomics are also evolving rapidly.<sup>3</sup>

	Donor	Patient	Products	Organisational
IMPACT	Expanded donor testing, consent and privacy concerns, segmentation of the donor panel	Improved efficacy of personalised, tailored patient outcomes, and potentially new expectations	New, specialised or personalised products	Workforce skill-set, equipment, policy and regulation, inventory management of more specialised product range (including ethnic phenotypes), donor recruitment and retention strategies, demand trends and partnership opportunities (in delivering treatments)
ACTIONS				
ACTIONS	<ul style="list-style-type: none"> <li>Understand emerging products and services which have potential blood sector involvement in their manufacture and supply, or influence on future supply chain demand trends.</li> </ul>			
	<ul style="list-style-type: none"> <li>Collaborate to understand the development and implementation of innovative new products and services.</li> </ul>			

## OUR KEY RISKS

Emerging risks are marked by a high degree of uncertainty. Even basic information about the risk may be unavailable or a risk may lie outside the realm of regular expectation or it may be low frequency but have a severe impact.

APBN has identified two key risks for attention in this plan; they are not necessarily new risks but the ongoing changes in the global environment are increasing the potential frequency and severity of the impact of these shared risks. For those reasons, APBN members will share knowledge and understanding of actions to protect the blood supply.

### Risk 1:

**Our ability to predict emerging infectious diseases and protect the blood supply.**

**On the Horizon:** Regional climate changes are resulting in the emergence of diseases in areas previously not identified as “at-risk” as conditions suitable for their vectors occurs. This includes the spread of malaria, dengue, chikungunya, West Nile Virus and Zika.<sup>4</sup> With increased air travel and population movement, as well as expanded proliferation of common mosquito vectors with global warming, further explosive outbreaks of novel infectious diseases and pandemics are to be expected. From a global perspective, the blood collection industry will have to balance the cost of introducing new tests with the incremental safety they provide.<sup>5</sup>

	Donor	Patient	Products	Organisational
IMPACT	Travel and deferral, TTI rates, seasonal panels, urbanisation vs regionalisation	Sufficient product availability and increasing demand for certain products	Sufficient product availability and demand for certain products	Reduced efficiencies from increased donor deferrals and changes to donor recruitment, inventory management, consumable management including PPE, changes to testing strategies, buildings, ways of working and the workforce, contingency planning practices
ACTIONS				
ACTIONS	<ul style="list-style-type: none"> <li>Identify emerging infectious disease monitoring programs within the Asia Pacific region, and leveraging their learnings to enhance the development of APBN's Emerging Infectious Diseases network.</li> </ul>			
	<ul style="list-style-type: none"> <li>Collaborate on contingency planning practices and strategies (including the development of a system to monitor and manage pandemic planning at a regional level).</li> </ul>			
	<ul style="list-style-type: none"> <li>Share business responses to manage a significant emerging infectious disease event such as SARS or the next pandemic.</li> </ul>			

**Risk 2:**

**Disruptive events and our preparedness to sustain operations.**

**On the Horizon:** Increased frequency of natural disasters requires careful consideration of supply chain arrangements, and reliance on imports. Weather related hazards including temperature, humidity and flooding, are expected to increase in severity and frequency, impacting businesses locally, regionally and internationally in terms of productivity and supply chain integrity.<sup>4</sup> Other disruptive events that could impact on blood services include cybersecurity, data privacy, terrorism, product tampering, and the failure of a critical business system, such as ICT or a critical supplier, and future pandemics. Consideration might be given to recognise the potential impacts of the pandemic on blood service operational programs, and any potential financial constraints which may flow on to health and the blood sector. Other potential impacts anticipated from the 2020 SARS-CoV-2 pandemic include: shifts in values, behaviours and experiences of donors; changes to health systems; shifts in product and service demand including demand for new products and services such as convalescent plasma; and financial and economic constraints impacting local operational and financial models.

	Donor	Patient	Products	Organisational
IMPACT	Donor management – potential for reduced or increased numbers post event, potential for donor eligibility changes, and donor and community communications	Changed patient demand patterns with events (eg flood), impact of disrupted supply on patient management	Request for different products and services eg whole blood and liquid plasma, convalescent plasma and different delivery requirements	Business wide across all sectors. Financial constraints emerging from the 2020 SARS-CoV-2 pandemic. Transformed or new operational models.
ACTIONS				
ACTIONS	<ul style="list-style-type: none"> <li>Share our learnings.</li> </ul>			
	<ul style="list-style-type: none"> <li>Share business responses and collaborate on contingency planning practices and strategies to improve readiness responses across the network.</li> </ul>			
	<ul style="list-style-type: none"> <li>Explore additional risk-management topics of interest.</li> </ul>			

## OUR FOUNDATIONAL STRENGTHS

	Benchmarking	Knowledge exchange	Networking	Workshops & deep dives	Horizon scanning
ACTIONS	<ul style="list-style-type: none"> <li>▪ Deliver annual benchmarking / comparison of practice report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing knowledge exchange program</li> <li>▪ Establish a sub-group focussed on plasma</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Board meeting and tele-conferences</li> <li>▪ Annual summary of APBN achievements</li> <li>▪ Communication plan for sharing outputs and achievements externally (and internally)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct two deep dives during the Strategic Plan cycle on topics of maximum benefit for members</li> <li>▪ Conduct Board members only workshops on organisational responses to the donor and workforce of the future</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual discussions as part of each Board meeting.</li> <li>▪ Collaborate and contribute to the ABO Horizon Scanning activity, as relevant.</li> </ul>

Note: Foundational activities also assist the delivery of the Strategic Priorities.