



AfsBT

**Africa Society for
Blood Transfusion**

Société Africaine
de Transfusion Sanguine

Sociedade Africana
para Transfusão Sanguínea

The ATMF/IPFA Joint Webinars: Assessment of National Needs for Blood Components

***“Approaches to Strategic and Operational Planning to meet the
National Needs of Labile Products”***

17 September 2021

***Mohammed Farouk, MD, MBA
Africa Society for Blood Transfusion
Cairo, Egypt***

‘AfsBT is making a Positive Difference to National Blood Programmes in Africa’

Presentation outline

- Strategic planning
- Operational planning
- From Strategic to operational planning
- The case for meeting needs of labile plasma products
- Q&A



MAMA, WHEN I GROW UP,
I WANT TO SAVE MANY LIVES.
WHAT SHOULD I DO TO BECOME
MINISTER OF HEALTH ?

THE
FIRST
STEP
IS THAT
YOU
FINISH
YOUR
HOMEWORK
!

Damien Glez; scenario by Bruno Meesen, 2016

What is strategic planning?

- Strategic planning is a systematic process of envisioning a desired future, and translating this vision into broadly defined strategic goals or objectives and a sequence of steps to achieve them.
- It is a tool that any group such as a government body, association, or business can use to proactively plan their future.
- It is an iterative process that should be conducted every 5–7 years.
- It is effective if a wide range of stakeholders are involved in it, and both the process and the product are truly owned by the country.

N.B. In contrast to long-term planning (which begins with the current status and lays down a path to meet the estimated future needs), strategic planning begins with the desired-end and works backward to the current status.

***“ Strategic planning is worthless – unless
there is first a strategic vision”***

-- John Naisbitt



Strategic planning key elements

- A mission statement
- A vision statement
- SWOT
- Definition of strategic issues that must be addressed
- Grand strategies and objectives
- Definition of key performance indicators

What is operational planning?

- Operational planning is a subset of the strategic plan, it describes short-term ways of achieving milestones.
- It provides a plan for resource allocation and budgeting requirements.
- It should be prepared by the people who will be involved in implementation.
- It should establish the activities and budgets for each part of the organisation for the next year.

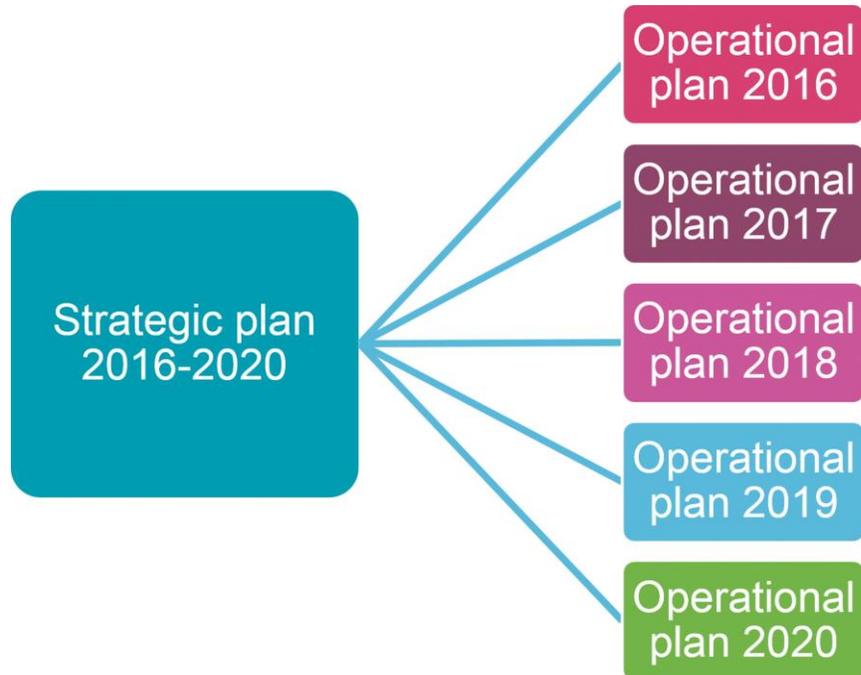
Operational planning key elements

- Clear objectives
- Activities to be delivered
- Quality standards
- Desired outcomes
- Staffing and resource requirements
- Implementation timetables
- A process for monitoring progress

Strategic planning Vs Operational Planning

| Difference | Strategic Plan | Operational Plan |
|-----------------------------|--|---|
| Scope | Vision of where an organization wants to be at the end of the plan | Yearly plan detailing how a specific goal will be met |
| Length | 5–7 y | 1 y |
| Plan developers | Executive leadership | Managers |
| Staff who complete the plan | Organizational leaders | Frontline staff |
| Guiding principles | Organizational mission and vision | Strategic plan |
| Planning subunits | Operational plans | Project plans |

The relationship of operational plans to a strategic plan



- Strategic plans are aspirational and change infrequently. They detail how an organization hopes to change during the course of the plan. Operational plans are more tactical and detail the exact steps needed to achieve a specific goal or series of goals.

Healthcare business environment considerations

- Decentralized environment
- Fragile environment
- Highly aid-dependent context
- Strong vertical programme

Applying planning approaches to meet labile products needs (Example)

- Vision: To cover the national needs of labile plasma products
- Strategic objectives:
 - Strategic objective X: Required quantities of plasma meeting safety and quality requirements are secured
 - Operational goal X.1: Healthcare system needs are identified
 - Operational goal X.2: Target blood and plasma donors are recruited and retained
 - Project X.2.1: Culturally sensitive promotion of blood and plasma donation and social marketing
 - Project X.2.2: Sensitization and education of blood and plasma donors on the specific value of plasma and its products
 - Project X.2.3: Protection of donors' health and rights
 - Operational goal X.3: Standards, GMP and quality management are implemented in blood establishments
 - Operational goal X.4: Eliminate wastage of recovered plasma

Applying planning approaches to meet labile products needs (1)

- Vision: To cover the national needs of labile plasma products
- Strategic objectives:
 - Strengthen leadership and governance of the national blood system
 - Establishing a specific body with overall responsibility for the national blood transfusion service
 - Development of a national blood policy and strategic plan
 - Development and implementation of a regulatory mechanism
 - Establishing a national blood advisory body
 - Setting national standards
 - Ensuring adequate and sustainable financing

E.G. Applying planning approaches to meet labile products needs (2)

- Vision: To cover the national needs of labile plasma products
- Strategic objectives:
 - Required quantities of plasma meeting safety and quality requirements are secured
 - Healthcare system needs are identified
 - Target blood and plasma donors are recruited and retained
 - Standards, GMP and quality management are implemented in blood establishments
 - Eliminate wastage of recovered plasma
 - Improve the quality and effectiveness of the entire blood supply chain by means of good information and knowledge management
 - Optimal use of PDMPs
 - Develop evidence-based clinical guidelines and training of the medical team
 - Adapt patient-centred approaches
 - Utilize surplus protein products

Applying planning approaches to meet labile products needs (3)

- Vision: To cover the national needs of labile plasma products
- Strategic objectives:
 - Production of labile products and achieving economies of scale
 - Cooperate actively with researchers and other stakeholders
 - Country bilateral and regional cooperation
 - Contract fractionation
 - Stepwise local preparation of alternative products with enhanced virus safety pending availability of PDMPs

Conclusion

“Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world.”



-- Joel A. Barker

References

- Guidance on increasing supplies of plasma-derived medicinal products in low- and middle-income countries through fractionation of domestic plasma. Geneva: World Health Organization; 2021. Licence: CC BY-NC-SA 3.0 IGO
- Strategic framework for blood safety and availability 2016–2025 Cairo: WHO Regional Office for the Eastern Mediterranean; 2017. Licence: CC BYNC-SA 3.0 IGO
- Strategizing national health in the 21st century: a WHO handbook ISBN 978 92 4 154974 5
- Building and Implementing an Operational Plan, RadioGraphics 2018; 38:1694–1704



AfSBT

**Africa Society for
Blood Transfusion**

Société Africaine
de Transfusion Sanguine

Sociedade Africana
para Transusão Sanguínea

Thank you for your attention!

Questions?

'AfSBT is making a Positive Difference to National Blood Programmes in Africa'

www.afsbt.org