

Board Meeting Minutes

Date and time:	March 7, 2019 12:45 – 4:50 p.m.	Session type:	Closed
Chair	Mel Cappe	Recording secretary	Ashley Haugh
Attendees	<p>Board: Bob Adkins; Kelly Butt; Craig Knight; Anne McFarlane; Lorraine Muskwa; Dr. Brian Postl; Dunbar Russel; Dr. Jeff Scott; Judy Steele; Glenda Yeates; Victor Young</p> <p>Executive Management Team: Dr. Graham Sher (Chief Executive Officer); Jean-Paul Bédard (Vice-President, Plasma Operations), Judie Leach Bennett (Vice-President, General Counsel and Corporate Secretary); Christian Choquet (Vice-President, Quality and Regulatory Affairs); Dr. Isra Levy (Vice-President, Medical Affairs and Innovation); Ralph Michaelis (Chief Information Officer); Andrew Pateman (Vice-President, People, Culture and Performance); Pauline Port (Chief Financial Officer and Vice-President, Corporate Services) Rick Prinzen (Chief Supply Chain Officer and Vice-President, Donor Relations); Ron Vezina (Vice-President, Public Affairs)</p>		
Guests	Ken McTaggart; Dr. Chantale Pambrun; Dr. Nicolas Pineault; Dr. Sandra Ramirez; Lise Simpson; Sheila Ward; Cathy Gallagher-Louisy (Canadian Centre for Diversity and Inclusion)		
Regrets	David Lehberg		

Mel Cappe, Chair, called the meeting to order and welcomed the new board members.

1. Approval of agenda (M. Cappe)

After review, **ON MOTION** duly made and seconded, the agenda for the meeting was approved.

2. Declaration of conflict of interest (M. Cappe)

There were no conflicts of interest declared.

If a board member thinks they might have a potential conflict of interest they may contact J. Leach Bennett to discuss the issue.

3. Consent agenda (M. Cappe)

After review, **ON MOTION** duly made and seconded, the consent agenda was approved.

3.1 Approval of minutes – Dec. 6, 2018 (open)

IT WAS RESOLVED THAT the board approves the minutes of the Dec. 6, 2018 open meeting.

3.2 Approval of minutes – Dec. 6, 2018 (closed)

IT WAS RESOLVED THAT the board approves the minutes of the Dec. 6, 2018 closed meeting.

3.3 2019-2024 Canadian Blood Services strategic plan

The board received an update on the release of the 2019-2024 Canadian Blood Services strategic plan.

3.4 National Facilities Redevelopment Program (NFRP) report

The board received an information update on the status of the National Facilities Redevelopment Program.

3.5. United States - Mexico - Canada Agreement

The board received an information update on the United States – Mexico – Canada Agreement (“USMCA”) and its impact on current Canadian Blood Services activities.

4. Patient story

Canadian Blood Services’ commitment to patients is a primary focus for the board. The board reinforces this commitment by starting each board meeting with a patient story; in-person or by video. A short video sharing Cindy’s story as a blood and liver recipient was shared with the board.

5. Report of the Chair (M. Cappe)

M. Cappe, Chair, updated the board on recent meetings and activities:

- Met with the Honourable Christine Elliott, Deputy Premier and Minister of Health and Long-Term Care for Ontario. The Minister and Parliamentary Assistant will be touring the Brampton facility in April.
- A date is also being coordinate with Patrick Brown, Mayor of Brampton, to tour the facility.
- At the end of March 2019, the lead province for Canadian Blood Services’ will rotate from Saskatchewan to Prince Edward Island. A meeting has been scheduled with the Minister of Health for PEI at the end of March.
- Through the Governance committee, there will be an examination of the board recruitment and election process, including keeping candidates up to date during the process.

6. Corporate performance, risk and portfolio reporting (G. Sher)

The board received the quarterly performance and quarterly risk reports.

6.1 Quarterly performance report (G. Sher)

The board reviewed the third quarter (Q3) performance report which provides an overview of how the organization is performing in seven key focus areas:

- Earning the right to serve
- Manufacture biologic products
- Provide transfusion and transplantation services
- Transform how we attract, interact with and retain donors
- Deliver our products and services more efficiently
- Advance and mature our quality management system
- A high-commitment, high-performance culture

Discussion regarding the quarterly performance report included:

- Overall, performance remains strong.
- Two plasma collection centres have been converted to high-volume plasma collection (London and Calgary). The conversion has been well received by donors and is a first step in increasing plasma collection within the existing infrastructure.
- The 2018 employee survey was conducted in the third quarter. With 80% of staff completing the survey, it had the highest response rate to date. Overall, the results were positive with strong engagement scores. Results are still being analyzed and any necessary actions will be implemented at the local, regional, and/or national level.
- Health Canada has provided additional funding in 2018-2019 and 2019-2020 to advance organ and tissue transplantation and donation.
- The full introduction of the donor concierge (automated check in and rebooking device) has increased digital self-scheduling to 48% of bookings. The donor concierge will roll out to mobile collection centres in 2019-2020. In addition, appointments booked through digital channels have a 10% higher rate for donors honouring appointments.
 - **ACTION:** Provide the board with further details on the channels used to book appointments including costs, effectiveness, etc.

6.2 Quarterly corporate risk report (J. Leach Bennett, L. Simpson)

The board reviewed the Q3 corporate risk report which provides an overview of fourteen key organizational risks and mitigating measures:

- Operational independence
- Trust and reputation
- Financial health and sustainability
- Non-conforming products and/or services
- External factors
- Supply and demand
- Security of Immunoglobulin (Ig)
- Plasma-related products formulary
- Donor and registrant base
- Business disruptions
- Cyber-security

- Labour relations
- Execution of strategic initiatives
- Organizational capability and talent

Discussion regarding the corporate risk report included:

- Plasma-related products formulary has been added as a new standalone risk. Items related to the formulary had been monitored in other risks; however, it was decided to bring them together under one risk.
- The process for reviewing and adding products to the Canadian Blood Services formulary continues to be an area of concern for stakeholders – e.g., the length of the process, number of steps, openness, etc. Canadian Blood Services is committed to working with the provinces and territories, stakeholders, and other organizations involved in the review process to streamline the process while still providing appropriate review of all products.

7. Research development laboratory tour (I. Levy, K. McTaggart, C. Pambrun N. Pineault, S. Ramirez)

As part of ongoing education, the board toured three of the Canadian Blood Services laboratories at head office which are part of the Centre for Innovation:

- Stem cells
- Microbiology
- Development

The board extended thanks to the staff who provided the excellent laboratory tours.

8. Becoming a diversity and inclusion champion (A. Pateman, J. McCormick, K. O'Brien, C. Gallagher-Louisy (CCDI))

The board received a brief update on the execution of the diversity and inclusion strategy. There was also an education session on board governance though the diversity and inclusion lens (following-up on the diversity and inclusion education the board received with the National Liaison Council in December 2018) highlighting:

- Benefits of a diversity and inclusion lens
- Governance through a diversity and inclusion lens
- Establishing a board diversity and inclusion committee or under the governance committee
- Creating a board diversity and inclusion policy
- Actions board member can take to champion diversity and inclusion

Discussion included:

- Canadian Blood Services has been voluntarily collecting diversity data from staff. It is recommended that data collection of this nature be done on a voluntary basis. The information is kept confidential.
 - **ACTION:** Provide the board with further education and information on diversity and inclusion – e.g., aggregate data of workforce, work we are doing with diverse communities, gaps that need to be filled, benchmarks, etc.
- Diversity and inclusion is everyone’s responsibility – it shouldn’t fall to just one committee. At the next review of the committee terms of reference, all committees should explore adding a diversity and inclusion statement that is unique to each committee’s oversight responsibilities.
- The board is committed to the diversity and inclusion strategy and would like ongoing updates.
 - **ACTION:** Provide the board with access to staff diversity and inclusion related e-learning modules.

The meeting adjourned for the day at 4:50 p.m. ET

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