

Keeping the Promise

Strategic Plan 2019–2024





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The 2019–2024
strategic plan
at a glance

We have made a promise to Canadians

Canadian Blood Services is founded on a clear and unequivocal commitment: to help ensure the best possible treatment and care of patients, providing them with effective, reliable products and services that meet the highest standards of safety and quality.

We work every day to be more agile, efficient and service-focused while prudently managing the resources entrusted to us. And as we continuously improve our own operations, we strive to enhance performance across the various health systems in which we play a role.

Ultimately, all of our energy is directed toward improving patients' health and wellness. Our collective efforts reflect the promise that we made to Canadians more than 20 years ago and that we will continue to keep through the decades to come.



Mel Cappe
Chair, Board of Directors



Dr. Graham D. Sher
Chief Executive Officer

A message from our chair and our CEO

We are pleased to invite Canadians to review *Keeping the Promise: Strategic Plan 2019–2024*. This renewed strategic framework addresses emerging priorities in health care while ensuring that Canadian Blood Services remains responsive, relevant and, above all, focused on patients.

As the board of directors has collaborated with senior management to develop this plan, we have investigated the latest trends in medical practice, along with new research insights that have already sparked exciting approaches to treatment and care. While patients are at the heart of everything we do, we are no less attuned to the changing needs of donors, physicians, hospital administrators, health-system leaders, clinical researchers — and, of course, our own employees. We believe this final document lives up to our intent: to provide clear decision-making criteria for management while reinforcing the relevance and leadership of Canadian Blood Services within our national network of health systems.

As we bring our strategic priorities to life through thoughtful decision-making and concrete action, we are guided as always by the principles set out by Justice Horace Krever in the Royal Commission report that led to the founding of Canadian Blood Services more than 20 years ago. We remain as committed as ever to being a responsive, service-focused organization — upholding the highest standards of safety and quality, and accountable to Canadians through our corporate members, the provincial and territorial ministers of health. Over the next five years and beyond, we will further strengthen our governance, forge deeper relationships with our funders and continue earning the support and trust of our stakeholders.

We have made a promise to Canadians and we intend to keep it.

A handwritten signature in black ink, appearing to read "M. Cappe".

A handwritten signature in black ink, appearing to read "Graham D. Sher".

1

A plan for today
and tomorrow



Charles
Blood recipient

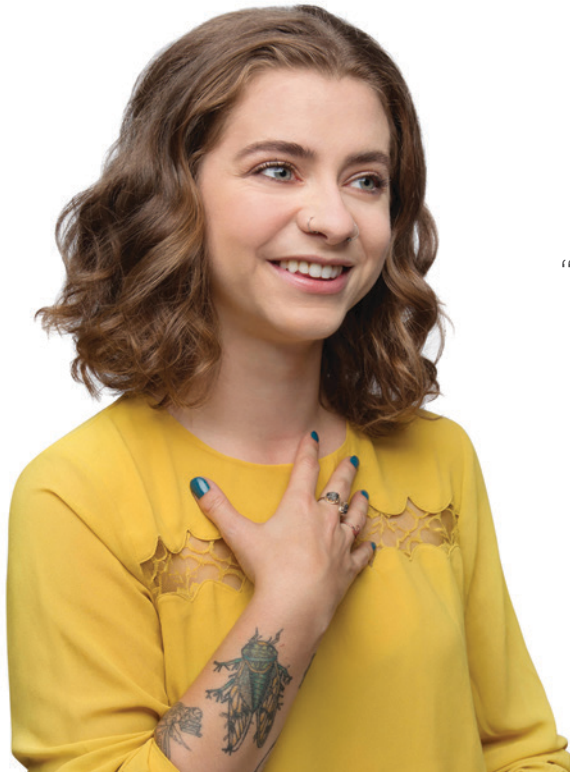
**WE WORK WITH PATIENT
GROUPS, CLINICIANS,
HEALTH-CARE ORGANIZATIONS
AND GOVERNMENTS TO
IMPROVE PATIENT OUTCOMES,
HELP HEALTH SYSTEMS
OPERATE MORE EFFECTIVELY
AND DERIVE THE BEST
QUALITY AND VALUE
FROM OUR COLLECTIVE
PUBLIC INVESTMENTS.**

Who we are

Established in 1998, Canadian Blood Services is a not-for-profit charitable organization operating independently of government. Our role as the national blood authority was established in a memorandum of understanding between the federal, provincial and territorial governments following the Royal Commission of Inquiry by Justice Horace Krever into Canada's blood contamination crisis. The principles articulated in Justice Krever's final report continue to guide our policy development and decision-making.

Canadian Blood Services is the only national manufacturer of biological products funded by Canada's provincial and territorial governments. Operating within a broader national network of health-care systems, we provide blood and blood products, as well as transfusion and stem cell registry services, on behalf of all provincial and territorial governments except Quebec. (We work closely with Héma-Québec, the provincial blood system operator that provides products to patients and manages the stem cell donor registry in Quebec.) Our national transplant registry for interprovincial organ sharing and related programs extends to all provinces and territories.

We work with patient groups, clinicians, health-care organizations and governments to improve patient outcomes, help health systems operate more effectively and derive the best quality and value from our collective public investments. Collaborating with this diverse community of stakeholders, Canadian Blood Services is an active contributor to both national and international networks focused on transfusion and transplantation.



“I have saved people’s lives and doing so feels amazing. It’s a win-win.”

Emily
Blood donor

How we deliver value

Working closely with health systems across the country, we apply our collective expertise to deliver value in three critical areas:

Improving patient outcomes

Every product we manufacture and every service we provide is designed with one ultimate goal: to help deliver the best possible patient treatment and care — safely, reliably and to the highest standards of quality.

Enhancing system performance

Leveraging our leading practices, innovative research, proven service models and national supply chain, we support hospitals, practitioners and patients while contributing to the continuous improvement of Canada’s health systems.

Optimizing cost-efficiency

We carefully manage resources to achieve the greatest positive impact as efficiently as possible on behalf of our funders. We constantly seek savings in our own operations while sharing our expertise to help optimize overall productivity.

Our mission

We are Canada’s biological lifeline.

Our vision

To help every patient.
To match every need.
To serve every Canadian.

Our values

I
Integrity
We do the right thing, always. We do what we say we will do. We share information in an honest, transparent manner. We follow policies, processes and regulations.

C
Collaboration
We help each other. We engage those who are affected by our decisions. We listen with an open mind. We focus on solutions.

A
Adaptability
We embrace change. We keep learning. We seek new ideas and opportunities. We integrate better ways of working, quickly.

R
Respect
We treat everyone fairly. We are considerate and courteous to everyone. We value diversity in all its forms. We create and nurture an environment where everyone feels included.

E
Excellence
We give our best every day, in all that we do. We take ownership of our work. We continuously improve our processes, products and services. We set increasingly higher standards for ourselves.

What we do

We work to ensure that Canadian patients have reliable access to the safe, high-quality blood, plasma, stem cells, and organs and tissues they need. To do this, we undertake a broad range of activities in four areas:

Blood for Life

We collect, test and manufacture blood and blood products, including red blood cells, platelets and plasma. We also provide diagnostic laboratory testing services in some provinces. And our research efforts yield new knowledge, processes and technologies for the manufacturing environment while helping to improve quality and efficiency in the blood supply chain — and indeed across our entire scope of operations.

Plasma for Life

We collect plasma from volunteer, unpaid donors in Canada. We retain some of this plasma to meet the transfusion needs of Canadian patients, but most is shipped to contract manufacturers of plasma protein products (PPPs). We then distribute approved PPPs — derived from our own plasma, as well as products that we purchase from manufacturers — to hospitals in Canada (excluding Quebec) to treat immune disorders and diseases such as hemophilia.



“I would encourage more young men to register as stem cell donors. It is an easy and painless process that could make a BIG difference to someone.”

Danny
Stem cell donor

Stem Cells for Life


We operate several programs that support better outcomes for patients living with the many diseases and disorders that can be treated with stem cell transplants. We collect umbilical cord blood to manufacture stem cells through our cord blood bank. We operate a robust national registry of adult stem cell donors and participate in an international network of donor registries. And we provide human leukocyte antigen (HLA) typing services to ensure the best possible matches between stem cell donors and patients.

Organs and Tissues for Life

We manage a national transplant registry for interprovincial organ sharing, as well as related programs for donation and transplantation. Working with partners across the organ and tissue donation and transplantation (OTDT) community, we develop leading practices, support professional education and public awareness activities, and collaborate on new ways to share data on the performance of the OTDT system in Canada.

58%

IN 2017–2018, OVER 410,000 PEOPLE GAVE BLOOD AT OUR DONOR CENTRES. OF THIS TOTAL, 58 PER CENT WERE EITHER NEW DONORS (101,000) OR REINSTATED FOLLOWING A LAPSE OF AT LEAST 12 MONTHS (134,000).



The changing horizon

To develop *Keeping the Promise*, we conducted an extensive review of the factors that we expect will shape our environment and operations — and health systems generally — over the next five years and beyond.

Social change

As our society continues to rapidly evolve, we are focusing on several dimensions of change that will have a particular impact on the work of Canadian Blood Services.

A key priority is strengthening our connections with millennials — now the largest, most diverse and best-educated cohort of Canadians. Millennials bring the perspective of digital natives to how they choose to stay informed and communicate with others. Our strategy calls for deepening engagement with this important group — as donors, as volunteers and as members of our team.

We are also keenly aware of our society's growing diversity. By 2036, nearly half of all Canadians will be immigrants or children of immigrants. As we strive to build strong, trusting relationships with current and potential donors, we must be sensitive to the values and expectations they have formed in different contexts across Canada and around the world.

Where donors live is another important factor affecting how and where we collect blood. About 80 per cent of Canada's population now live in cities. We are working to facilitate donations in larger population centres while maintaining an effective presence across the country that will serve all patients, wherever they live.

HOW CAN WE TAKE
ADVANTAGE OF
NEW TECHNOLOGIES
TO WORK MORE
EFFICIENTLY WHILE
STILL APPLYING THE
HUMAN TOUCH WHERE
IT HAS THE GREATEST
POSITIVE IMPACT?



These broader changes in society also affect the composition of our own workforce. Transformative influences include the impending retirement of many baby boomers and the steady influx of skilled newcomers arriving in Canada from all parts of the globe. We will strengthen our efforts to attract and retain talented people, modelling a culture of openness, empathy and inclusion to ensure that Canadian Blood Services reflects the diversity of the communities we serve.

Data and technology

Like all organizations, Canadian Blood Services is navigating profound technological changes within an increasingly connected world. The range and sheer quantity of digital information — combined with improvements in the capacity of machines to learn from that data through artificial intelligence — are changing virtually every aspect of life and work, including the delivery of health care.

An important question for Canadian Blood Services is how we can take advantage of new technologies to work more efficiently while still applying the human touch where it has the greatest positive impact. For instance, how can advances in data analytics help us better identify and reach out to prospective donors? Can we implement robotics and other forms of intelligent automation to streamline processes while maintaining or improving quality and safety? What role might artificial intelligence play in making the donation experience more comfortable and personalized? Our efforts will be advanced not only by digital tools and initiatives but, just as critically, by our ability to maintain an engaged team with the right mix of skills and insights.

Fab
Blood donor

Clinical and product developments

As new scientific discoveries and trends in clinical practice emerge, Canadian Blood Services is constantly looking for better ways to deliver value to patients, donors and all of our stakeholders. Some of the most promising opportunities also bring challenges.

For instance, in recent years researchers have found a growing range of medical uses for immune globulin (Ig) products. This has stimulated worldwide demand, which we expect will only increase. Ensuring that Canada has enough plasma to manufacture into Ig has been a responsibility of Canadian Blood Services since our organization was created, and it remains a key priority. In developing *Keeping the Promise*, we have assessed developments in Ig utilization and related clinical practices that could have a major impact on health-care delivery in Canada over the next five years. The proposed next steps outlined here will help to significantly increase Canada's plasma sufficiency.

Another focus of fruitful recent research is cellular therapies, in which human cells are injected into patients to help treat specific diseases. Internationally, some blood system operators have begun working with hospitals and other partners to find ways of facilitating access to these therapies. Developing new biological products is one possibility that Canadian Blood Services is exploring with our health-system partners.

How we developed this plan

To develop *Keeping the Promise*, we consulted broadly with our stakeholders, researched key trends shaping our operating environment and reflected on current goals, priorities and practices within our own organization.

Consultation

In roundtable discussions across the country, we deliberated on the day-to-day realities and emerging concerns facing health-system leaders, medical practitioners, patient groups, clinical researchers and other stakeholders. These discussions yielded valuable insights into how our work intersects with the wider transfusion and transplantation network in Canada. And the diversity of perspectives guided our thinking around what more we can do to help patients by supporting the delivery of high-quality health care.

We also confirmed with funding governments that our strategy is aligned with provincial and territorial health-care priorities.

Research and analysis

We evaluated the opportunities and threats in our operating environment, examining factors ranging from new technologies and shifting demographics to changes in clinical practice. At the same time, we leveraged insights from across Canadian Blood Services to inform this plan. We invited team members to share their experiences and ideas through an online survey, and we created specialized teams to tackle some of our most challenging strategic questions.

2

Our five-year strategy



Nathaly
*Employee, two-time
cord blood donor*



Key focus areas

In recent years, we have made significant progress in improving the quality of products and services delivered by Canadian Blood Services while enhancing productivity in critical parts of our operations. *Keeping the Promise* builds on these achievements and maps out clear priorities for our efforts going forward. Our strategic plan identifies five key areas of focus:



Meet changing patient needs by providing lifesaving products and services.



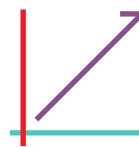
Build and deepen relationships with the donors of the future.



Ensure a secure supply of Canadian plasma for immune globulin.



Create an engaging and empowering employee experience.



Achieve organizational excellence.

“Being a living donor felt like something I could do as a healthy person who really struggles with seeing the number of people who are on the transplant list.”

Heather
Organ donor



Meet changing patient needs by providing lifesaving products and services.

Strategic priority 1

We will work with research and medical professionals to bring products and services from the laboratory bench to patients' bedsides.

When we develop new products and services, they do not emerge through flashes of invention or fortuitous discoveries in the lab. Each is the result of thousands of interactions between researchers, physicians and the Canadian Blood Services team.

Moving forward, we will foster closer relationships with leading researchers, innovative clinical partners and patient groups, as well as our own stakeholders and funders, to arrive at a shared understanding of what products and services are in progress or ready for use, and which require further exploration. We will also consider the potential impact of any new development on patient outcomes. And as always, we will scrupulously manage costs while prioritizing patient care.

Key focus areas

Meet changing patient needs
by providing lifesaving products
and services.

Strategic priority 2

We will move forward on opportunities we have identified to address patient needs with innovative products and services.

Some of the innovative products and services inspired by recent advances in medical science will take several years to become widely adopted. But many are within reach — and over the course of this plan we will work with our partners and funders to advance those that hold the greatest promise for improving patient outcomes and enhancing product safety.

Canadian Blood Services has a network of laboratories across the country staffed by dedicated, highly skilled team members. We will work with stakeholders to assess current diagnostic and therapeutic services, leveraging our well-established capabilities and assets to deliver the greatest value to patients, physicians and health systems.

As Canada wrestles with the challenge of ensuring a sufficient national supply of plasma (see page 22), we will collaborate with others to improve our understanding of the demand for plasma protein products (PPPs). Over the course of executing this strategic plan, we will work with prescribers, patient groups and health ministries to optimize the utilization of current and emerging PPPs, particularly immune globulin (Ig) products.

Our blood products are currently deemed safe from known infectious diseases. However, they could face risks from emerging pathogens, as well as from the bacterial contamination of platelets. We will therefore begin offering Canadian patients access to pathogen-inactivated fresh blood products, phasing in new technologies (as they are licensed) to create an additional layer of safety assurance across the blood system.

At the same time, we will build on our coordination efforts in organ and tissue donation and transplantation, as well as our work in stem cell therapies and regenerative medicine, by supporting researchers and physicians who are dedicated to improving and saving patients' lives.

“There are so many other patients to help and so many ways to give back.”

Becky
Volunteer, financial donor



Build and deepen relationships with the donors of the future.

Strategic priority 1

We will deliver an exceptional experience to donors and potential donors.

Only through the generosity of our donors can Canadian Blood Services meet the needs of patients across Canada and — for stem cell recipients — around the world. We are constantly seeking new ways to enhance donors' experience at every point where they interact with us.

People who donate blood or register to become stem cell or organ donors are also consumers; as they engage with organizations in all areas of their lives, they grow increasingly accustomed to experiencing seamless, personalized interactions enabled by technology. To meet these steadily rising expectations, we will continue to improve our processes and enhance our digital platforms, so that donors and registrants can communicate with us easily and enjoy exceptional levels of responsive, flexible service.

Key focus areas

Build and deepen relationships
with the donors of the future.

We will also continue to develop our volunteer program, which provides opportunities for community members to engage in enriching, lifesaving work while connecting with others who are inspired to do the same. We value their contributions deeply.

Alongside patient health, we give equal priority to protecting the well-being of donors. Because frequent blood donation can lead to iron deficiency and anemia, we have introduced more stringent eligibility criteria, extending the time people must wait between donations. We will continue to be vigilant and proactive in safeguarding against potential risks to donors' health.

As we work to reinforce the safety of Canada's blood supply, we will make further changes to eligibility criteria in response to evolving medical and scientific evidence. We are engaging with stakeholders and supporting research with the goal of updating criteria for men who have sex with men and for trans donors, aiming ultimately to move from our time-based deferral model to a screening approach focused on high-risk behaviours among all potential donors.

Strategic priority 2

We will develop a deeper understanding of our future donors.

We will not be able to reach the donors of the future with the same tools and practices we use today. Changes in demographics, individual behaviours and preferences, urbanization and other factors will inevitably affect our ability to attract and retain a stable, committed donor base.

In working to meet patients' evolving transfusion and transplantation needs, we have reinforced our commitment to diversity and inclusion. As Canada's population grows and changes, we will be launching a new strategy to significantly increase engagement with donors across a wider range of ages and from a more diverse array of ethnic communities.

Key focus areas

Build and deepen relationships
with the donors of the future.

To deepen our understanding of current and prospective donors, we will be using increasingly sophisticated data analytics — while always respecting individuals' privacy. This will allow us to identify areas where the potential to attract donors is strong. It will also help ensure that donation times and locations, as well as communications and outreach initiatives, are aligned with people's behaviours and expressed preferences.

Our permanent and mobile donor centres must respond as cost-effectively as possible to varying collection needs across the regions we serve — and we must be flexible, scaling up or down as required. To ensure optimum efficiency, we may need to focus our efforts where the greatest number of potential donors live and work, which in turn may mean ending blood collection in some smaller communities. Regardless of how we evolve and fine-tune our donation infrastructure, we will continue to meet the needs of all Canadian patients, wherever they live.

OTHER WAYS TO GIVE

Many Canadians are not able or eligible to donate blood and are unaware of the other ways they can support patients through Canadian Blood Services. Even regular blood donors often do not realize the full scope of how they can participate in Canada's lifeline. Beyond donating whole blood, Canadians can also help patients by joining our stem cell registry, donating a newborn's cord blood, signing up to a provincial organ and tissue donation registry, making a financial contribution or volunteering their time.



Vinesha
Blood recipient



“Tikkun Olam in Hebrew means healing the world. It’s a responsibility and an obligation. Looking after others is what drives me.”

Larry
Blood donor



Ensure a secure supply of Canadian plasma for immune globulin.

Strategic priority 1

We will increase our capacity and capability to collect more plasma.

Plasma, like whole blood, is considered a public resource to be safeguarded for patients in need (see page 22). We know that Canadian Blood Services must collect more plasma to ensure a secure supply of immune globulin (Ig) for Canadian patients, and we recognize that it will take several years to meet our collection needs. We will therefore be pursuing higher collection targets in the most efficient and cost-effective way possible.

We have already made incremental improvements to our existing plasma apheresis programs by increasing the volume of plasma collected per donation and by extending the hours of operation at donation centres.

Key focus areas

Ensure a secure supply of Canadian plasma for immune globulin.

<14%

LESS THAN 14 PER CENT OF THE IMMUNE GLOBULIN (IG) CANADIAN PATIENTS NEED IS CURRENTLY MADE FROM PLASMA COLLECTED IN THIS COUNTRY. IN LIGHT OF RISING DEMAND FOR IG AND PRESSURES IN THE GLOBAL PLASMA MARKET, IT IS ESSENTIAL THAT CANADIAN BLOOD SERVICES BEGIN WORKING TO INCREASE THE DOMESTIC SUPPLY OF PLASMA.

Working closely with our funders and stakeholders, we plan to implement a proof-of-concept plasma collection program. This initial program would demonstrate that our strategy for boosting plasma sufficiency is achievable and cost-effective. Designed to be introduced gradually and systematically, our proof-of-concept approach would provide a low-risk, affordable entry point for a more robust initiative to increase Canadian plasma collection over the long term.

Strategic priority 2

We will develop a robust plasma donor recruitment program.

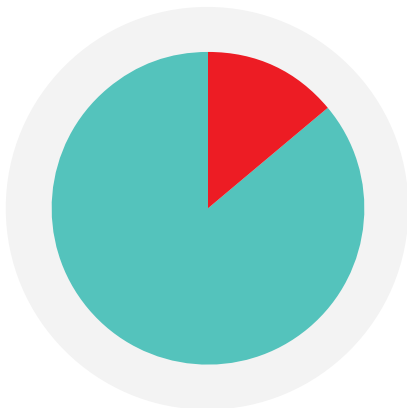
The success of our proof-of-concept program — and of our efforts to collect larger volumes of plasma through our existing operations — will depend to a great degree on our ability to engage a community of dedicated donors. We therefore plan to develop a comprehensive recruitment strategy, leveraging our current community of donors while also working to attract new ones. This strategy will be phased in to ensure we construct the kind of loyal, committed base of support that we know from experience will grow and replenish itself over time.

Our plasma donor recruitment program will gain momentum from the proven strengths of Canadian Blood Services in nurturing and encouraging the support of hundreds of thousands of Canadians whose generosity inspires us every day. We are profoundly indebted to everyone who donates, or joins a registry, or offers financial support — and especially to those lifelong donors who passionately spread the word about the social value and personal rewards of giving.

Key focus areas

Ensure a secure supply of Canadian plasma for immune globulin.

CANADA'S PLASMA SUFFICIENCY



- 14% (approx.) Collected in Canada
- 86% (approx.) Other sources

SECURING CANADA'S PLASMA SUPPLY

Canadian Blood Services collects plasma by separating it from whole blood after donation. This yields what is called “recovered plasma.” In addition, we often separate plasma during blood donation using a process called apheresis, in which we isolate the plasma component — called “source plasma” — and return the remaining red blood cells, white blood cells and platelets to donors.

Some of the plasma we collect is reserved for transfusions, typically by hospitals treating patients with trauma and severe bleeding. The rest is used to manufacture plasma protein products (PPPs) for specialized therapeutic use. These PPPs are needed by patients with both chronic and life-threatening conditions — some genetic in origin, many quite rare.

Of more than 20 specific proteins that can be derived from plasma, the main categories are immune globulin (Ig), albumin and coagulation factors. Ig is used to treat a variety of inherited and acquired immune disorders, as well as bleeding disorders such as hemophilia. Canadian Blood Services is accountable for ensuring there is a safe, secure supply of Ig nationwide.

We are also responsible for bulk purchasing and management of PPPs across Canada (except in Quebec). Provincial and territorial health systems together invest about \$750 million annually to make these lifesaving products available to patients. In the past decade, demand for Ig in Canada has been growing rapidly, at an average rate of seven to eight per cent annually. We are becoming increasingly dependent on imported Ig drugs made from

U.S. plasma. At the same time, experts are predicting higher Ig utilization in markets like China, India and Europe.

An additional complication is the fact that demand for red blood cells has been fluctuating over the past few years, so we have not always needed to collect as much whole blood. As a result, we have less recovered plasma for use in manufacturing Ig.

In our efforts to help achieve plasma sufficiency, Canadian Blood Services balances two key imperatives. On the one hand, we take steps to diversify our sources of supply, so we can respond effectively to potential disruptions. On the other, we work to maintain control over a large enough share of domestic plasma to reduce Canada's reliance on other countries. In doing so, we help to protect Canadian health systems from significant changes in the global pricing and availability of Ig.

Despite these efforts, the sufficiency of Canada's plasma supply has fallen to below 14 per cent (as this plan is being prepared for publication). That is, less than 14 per cent of the Ig Canadian patients need is currently made from plasma collected in this country — and we expect that figure will drop below 10 per cent by 2023–2024. If we become even more reliant on U.S. sources, some of this growing need for Ig may go unmet, while rising international demand may drive prices further upward. This is why Canadian Blood Services is focused on increasing domestic plasma sufficiency, proposing a national collection program that can be scaled up or down as needed.



“Working for an organization that contributes so much to society is very meaningful to me. I feel inspired every day by the great work we do in serving Canadian patients.”

Devi
Employee



Create an engaging and empowering employee experience.

Strategic priority 1

We will reflect the diversity of Canadian society in a workplace culture defined by respect, inclusion and well-being.

Canadian Blood Services has developed a robust diversity and inclusion strategy that guides our efforts to more closely reflect the communities we serve and the donor populations we seek to attract. By 2024, we expect to see the benefits of this strategy manifested in a more energized organizational culture and even higher levels of service to donors, registrants, hospitals and patients.

Our commitment to diversity and inclusion is one cornerstone of our broader effort to cultivate a safe, healthy and respectful workplace. We will know we are delivering on this aspect of our strategy when those who are connected to our work feel fully represented and accepted, and when meaningful inclusion is more widely understood as integral to our culture.

Key focus areas

Create an engaging and empowering employee experience.

OUR PRIORITY IS TO DEVELOP THE WEALTH OF POTENTIAL WITHIN OUR ORGANIZATION, ENSURING THAT OUR HIGHLY CAPABLE PEOPLE HAVE AMPLE OPPORTUNITIES TO LEARN, GROW AND BUILD REWARDING CAREERS.



Strategic priority 2

We will sharpen our focus on every dimension of the employee experience.

To continue building a strong, engaged team, we need to deepen and enhance our interactions with team members, whether they have recently joined Canadian Blood Services, are in the middle of their careers or are transitioning into retirement.

Employee experience — an evolution of the narrower idea of employee engagement — is a holistic concept encompassing everything that shapes people's perceptions of their workplace. It includes day-to-day interactions on the job, as well as factors like appropriate compensation, training, professional development and efforts to strengthen corporate social responsibility. As we enhance our digital capabilities and improve the processes by which we support and engage with team members, we view employee experience as both a tool for understanding and a touchstone for evaluating workplace relationships.

At the same time, we plan to develop new capabilities in areas ranging from customer experience and product portfolio management to advanced analytics and continuous improvement.

Our value proposition to prospective employees, while strong, faces stiff competition from other organizations in the talent markets where we compete, including medicine, science, quality management, manufacturing, distribution and donor engagement. Our priority is therefore to develop the wealth of potential within our current organization, ensuring that our highly capable people have ample opportunities to learn, grow and build rewarding careers at Canadian Blood Services.

Mercy
Employee and blood donor

Key focus areas
Create an engaging
and empowering employee
experience.

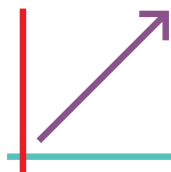
Strategic priority 3

We will seek opportunities to demonstrate social responsibility and engagement.

Our commitment to the well-being of people and communities is reinforced as we work each day to support patients' health across Canada. Increasingly, we also make operational choices that prioritize sustainability. Over the course of this plan, we aim to further develop our corporate social responsibility program and identify where we can make additional contributions that reflect the defining values of Canadian Blood Services. We earn the right to serve Canadians by striving constantly to extend our impact, energize our teams and strengthen the value we deliver to patients, donors, employees, health practitioners, governments and all of our stakeholders.

“There are more people like me who need blood. It basically gives them a new chance to live.”

Aary
Blood recipient



Achieve organizational excellence.

Strategic priority 1

We will further develop our quality management system and foster a culture of continuous improvement.

As our commitment to continuous improvement becomes more and more embedded in the culture of Canadian Blood Services, we expect to make significant gains in productivity and in the quality of service we provide to donors and hospitals.

We have already boosted service levels and productivity in our manufacturing areas through increased standardization, workflow enhancements and the use of new technologies. We are also evolving our quality management system to guide the refinement and automation of other key business systems and practices. This includes the adoption of a process for corrective and preventive action that empowers every team member with a quality-related concern to take action.

Key focus areas

Achieve organizational excellence.

Over the course of this strategic plan, we will continue to develop and refine our continuous improvement tools and processes, promoting the common language and shared beliefs that will help them take root across our organization. We want front-line team members to feel engaged, motivated and empowered to resolve issues and improve performance, and to consistently meet rigorous standards while satisfying customer needs. And we want leaders to be similarly engaged — visibly present, active and ready to support and enable fellow team members.

Strategic priority 2

We will better integrate our systems with those of hospitals and deliver an exceptional customer experience.

Our relationships with hospitals, and especially with the blood bank managers and clinicians who work directly with us, are vital. These valued customers are the links between Canadian Blood Services and the patients who depend on our products and services. Our entire team takes pride in delivering an exceptional experience to hospital customers by providing the right products at the right time, by offering useful tools and expertise, and by consistently demonstrating outstanding professionalism.

We will further strengthen our service capabilities and seek new ways of interacting with our customers. In particular, we intend to make it easier to integrate hospital systems with our own. And as we work to maintain a safe, stable supply of blood and blood products, we will enhance our processes and technology to more effectively manage total product inventory across the country — as always, while scrupulously managing costs.

Key focus areas

Achieve organizational excellence.

WE ARE COMMITTED
TO REALIZING SAVINGS
THROUGH ADDITIONAL
PRODUCTIVITY GAINS AND
PROCESS IMPROVEMENTS,
AND TO MAINTAINING
DISCIPLINED COST
MANAGEMENT IN
EVERYTHING WE DO.



Strategic priority 3

We will invest in digital capabilities to serve patients, donors and our team.

Digital systems and processes are increasingly central to nearly every function we perform: recruiting donors, collecting and distributing blood, manufacturing blood products, operating organ and stem cell registries, conducting research and sharing insights, and managing administrative functions such as human resources and finance.

Over the life of this plan, we will develop a corporate digital road map to guide our purposeful, agile integration of emerging technologies such as robotic process automation, machine learning and artificial intelligence. At the same time, we will enhance our data and analytics capabilities to improve service to hospitals, provide an exceptional experience for donors and enhance our ability to make evidence-based business decisions.

As we undertake all of this work, a top priority will be safeguarding the privacy of donors and stakeholders. We will continue to be proactive in securing and protecting the confidential data of everyone connected with Canadian Blood Services.

Strategic priority 4

We will remain focused on managing costs and being effective stewards of the resources Canadians have entrusted to us.

We recognize that Canadian Blood Services is one of many organizations supported by finite provincial and territorial resources. Our funding governments have to make tough choices about where to invest limited health-care dollars as they strive to meet patients' evolving needs. Understanding these pressures and constraints, we are committed to realizing savings through additional productivity gains and process improvements, and to maintaining disciplined cost management in everything we do.

Maria
Employee

Key focus areas

Achieve organizational excellence.

“A phenomenal amount of blood products goes into saving people from a trauma. It never occurs to a trauma surgeon or an anaesthesiologist that Canadian Blood Services won’t be there with the inventory.”

Dr. Jeannie Callum

*Director of transfusion medicine
Sunnybrook Health Sciences Centre*



MODELLING CONTINUOUS IMPROVEMENT

At Canadian Blood Services, we are dedicated to fostering a culture of continuous improvement. Several years ago, we entered into a formal partnership with Toyota and adopted many tenets of the widely admired Toyota Production System. As a result of this valuable collaboration, we saw measurable improvements in manufacturing quality, productivity, safety and customer service.

We have since been extending these best practices into more areas of our business as we focus on developing strong problem-solving skills. At the same time, we are crafting our own strategy for achieving organizational excellence, tailored to the mission and unique operating environment of Canadian Blood Services.

Keeping the Promise

2019–2024 Strategic Plan

Key focus areas at a glance



Meet changing patient needs by providing lifesaving products and services.

Priority 1

We will work with research and medical professionals to bring products and services from the laboratory bench to patients' bedsides.

Priority 2

We will move forward on opportunities we have identified to address patient needs with innovative products and services.



Build and deepen relationships with the donors of the future.

Priority 1

We will deliver an exceptional experience to donors and potential donors.

Priority 2

We will develop a deeper understanding of our future donors.



Ensure a secure supply of Canadian plasma for immune globulin.

Priority 1

We will increase our capacity and capability to collect more plasma.

Priority 2

We will develop a robust plasma donor recruitment program.



Create an engaging and empowering employee experience.

Priority 1

We will reflect the diversity of Canadian society in a workplace culture defined by respect, inclusion and well-being.

Priority 2

We will sharpen our focus on every dimension of the employee experience.

Priority 3

We will seek opportunities to demonstrate social responsibility and engagement.



Achieve organizational excellence.

Priority 1

We will further develop our quality management system and foster a culture of continuous improvement.

Priority 2

We will better integrate our systems with those of hospitals and deliver an exceptional customer experience.

Priority 3

We will invest in digital capabilities to serve patients, donors and our team.

Priority 4

We will remain focused on managing costs and being effective stewards of the resources Canadians have entrusted to us.

“I would like to thank donors across Canada for their generous donations of blood, plasma, stem cells, and organs and tissues. Without people like you, I would not be here today.”

Everad
Canadian Blood Services employee
and heart transplant recipient.

