

Strategic Plan

Delivering value to patients,
donors and health systems



2024+

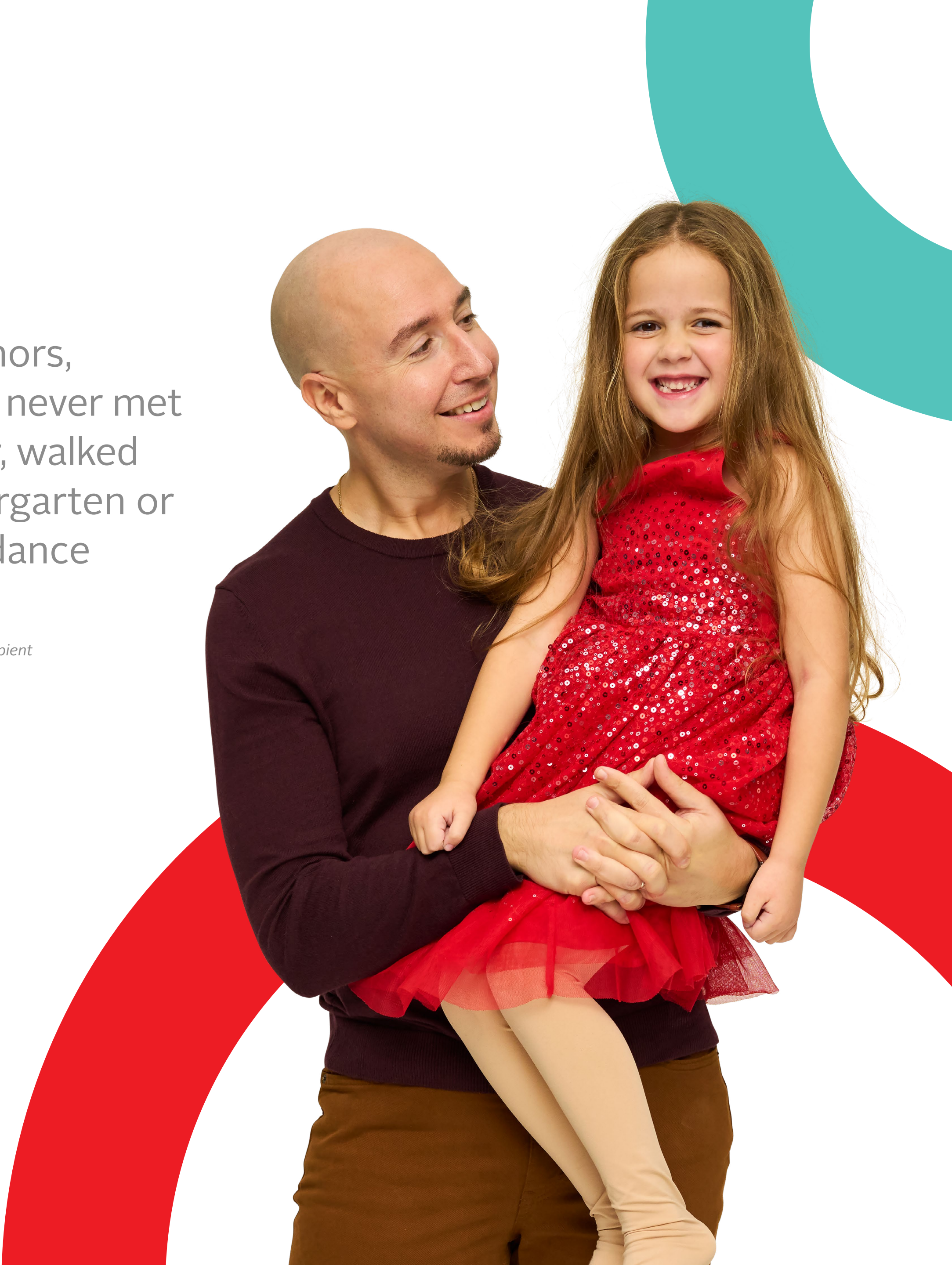
Jade, Joseph and Simone,
blood donors and Partner for
Life members

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“Without donors,
I would have never met
my daughter, walked
her to kindergarten or
attended a dance
recital.”

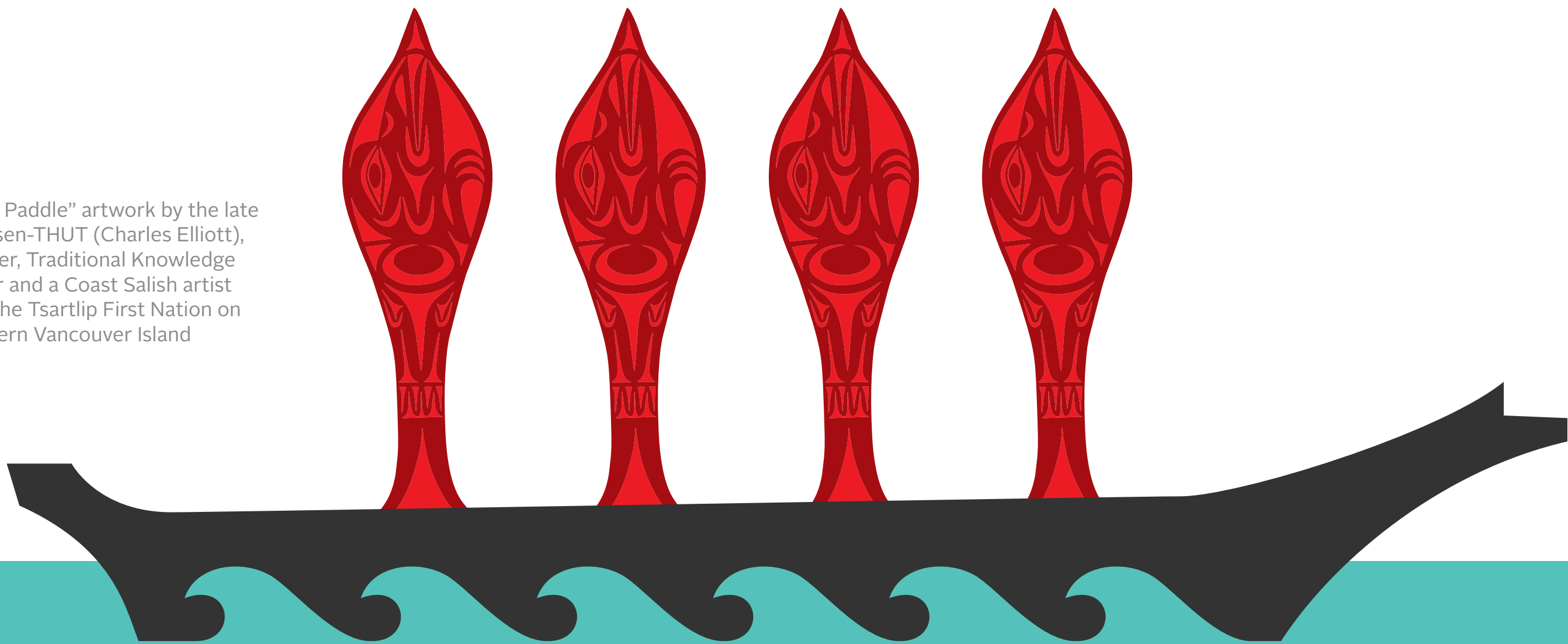
*Adam, blood and stem cell recipient
— with his daughter, Marquesa*



Land acknowledgement

We acknowledge that the work of Canadian Blood Services spans many territories and treaty areas across the country. We recognize the land and waters that have inspired our work and offer gratitude to those Indigenous peoples on whose territory we work, live and play.

“Hope Paddle” artwork by the late Temosen-THUT (Charles Elliott), an Elder, Traditional Knowledge Holder and a Coast Salish artist from the Tsartlip First Nation on Southern Vancouver Island



Introduction

The priorities set out in this strategy will guide Canadian Blood Services as we continue working in partnership with Canada’s health systems to achieve the best possible patient outcomes. Having a clear plan allows us to operate with agility in a dynamic, often uncertain environment. And it helps us support and encourage the talented, dedicated people across our organization who make change possible.

The road ahead will be shaped by lessons we have learned in responding to the COVID-19 pandemic, which reinforced the essential nature of our operations and the importance of ensuring they are profoundly resilient. Our strategy reflects the thoughtful balance between continuity and innovation — between maintaining stability and predictability, and finding better solutions — that has always been essential to our progress as **Canada’s Biological Lifeline**.

A message from our Chair and our CEO

We are pleased to present this new strategy for Canadian Blood Services, which replaces the previous strategic plan developed in 2018. Much has happened in the past five years — most notably a global pandemic. That experience, among others, caused us to rethink many of our assumptions, and it sharpened how we view our role in providing value to patients, donors and the health systems in which we operate.

A strategy consists of the choices we make about where we dedicate time and resources to create value. The purpose of this plan is to describe those choices and how we intend to act upon them.

The board of directors and senior management collaborated to develop this strategy. We reviewed emerging trends in clinical practice, evaluated new and developing technologies, explored the changing nature of donor and registrant behaviour, and sought to understand what employees expect from their workplace.

Among the learnings we internalized from the pandemic is that our infrastructure is essential to serving and supporting health systems across the country — there is no alternative. Therefore, this strategic plan acknowledges the criticality of making our infrastructure, both digital and physical, more stable and resilient.

Together, we gained insights into the changing needs of patients, donors, physicians, hospital administrators, health system leaders and clinical researchers. We wrestled collaboratively to refine how we bring added value to our critical place in Canada's national network of health systems. And we considered deeply our role in advancing reconciliation with First Nations, Métis and Inuit peoples.

As we celebrated the milestone 25th anniversary of Canadian Blood Services this past year, we reflected on how far we have come since our inception, and on our continuing mission going forward. This strategy is informed and guided, as always, by the principles set out by the late Justice Horace Krever in the Royal Commission report that led to the founding of Canadian Blood Services in 1998. We remain as committed as ever to these principles and will strive to deepen our appreciation for them over the life of this strategy — while upholding the highest standards of safety and quality, and remaining accountable to people across Canada through our corporate members, the provincial and territorial ministers of health. Transparency and trust are foundational to this new plan.

We would like to thank all who helped create this strategy and who informed our thinking and challenged us to be forward-looking and innovative. We especially wish to acknowledge our dedicated and resilient employees, as well as our thousands of committed volunteers, who are at the heart of our national system and are fundamental to all we do.



Dr. Brian Postl,
CM, OM, MD, FRCPC
Chair, board of directors



Dr. Graham D. Sher,
OC, MB BCh, PhD, FRCPC
Chief executive officer

Who we are

Established in 1998, Canadian Blood Services is an independent, not-for-profit charitable organization primarily funded by the governments of all provinces and territories except Quebec. Regulated as a biologics manufacturer by Health Canada, we are responsible for ensuring that patients across the country have safe, reliable access to the high-quality blood, plasma, stem cells, and organs and tissues they need.

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 provides blood and blood products for transfusion, manages a formulary of plasma protein and related products used in a wide array of medical conditions, and also manages stem cell registry services and cord blood banking, on behalf of all provincial and territorial governments except Quebec. Our national transplant registry for interprovincial organ sharing and related programs extends to all provinces and territories.

We collaborate with patient groups, care providers, health system leaders, communities of donors, other blood service organizations and governments to continuously improve the effectiveness of Canada's health systems and achieve the best possible patient outcomes. Working with this diverse community of stakeholders, we contribute to the advancement and excellence of both national and international networks focused on transfusion and transplantation.

What we believe

Our vision

To help every patient

To match every need

To serve every Canadian

Our mission

We are *Canada's Biological Lifeline*

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 in which 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

Blood for Life

We collect, test and manufacture blood and blood products, including red blood cells, platelets and plasma. We provide diagnostic laboratory testing services in some provinces. And our research and development efforts yield new knowledge, processes and technologies, to ensure patients receive the best product at the right time to improve their health and well-being.

Plasma for Life

We collect plasma from unpaid donors across Canada. While we process some of this plasma to meet domestic transfusion needs, most is shipped to pharmaceutical manufacturers contracted by Canadian Blood Services to produce medications — primarily the therapies known as immunoglobulins — for patients in Canada. These medications form part of a national formulary of plasma protein and related products (PPRP) that we manage on behalf of all provinces and territories except Quebec. Most of our formulary comprises medications that we bulk-purchase from global pharmaceutical companies and manufacturers. We distribute formulary products to health centres across Canada for the treatment and care of patients in this country.

Stem Cells for Life

We operate several programs to support better outcomes for people living with the many diseases and disorders that can be treated with stem cell transplants. We collect umbilical cord blood to manufacture stem cells for our cord blood bank. We also operate a 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 recipients.

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, Canadian Blood Services develops leading practices, supports professional education and public awareness activities, and collaborates on new ways to share data on the performance of the OTDT system in Canada. We actively support ongoing work to make organ and tissue donation policies more inclusive.

Research and Innovation

To support our operations and advance transfusion and transplantation science and medicine, Canadian Blood Services conducts wide-ranging research and development activities. We also participate in clinical trials and research led by others.

Through these efforts, we help to introduce innovative products, important knowledge, enhanced safety and quality measures, and refined processes and technologies. Our work supports problem-solving in the blood supply chain, contributing to optimal patient outcomes. We support professional education and public awareness initiatives related to transfusion and transplantation. And we regularly share insights and expertise with our health system partners, other stakeholders, funding governments and international blood service organizations.

Our environment

Since we published our previous strategic plan, the environment in which Canadian Blood Services operates has changed significantly. A global pandemic challenged the resilience of supply chains, caused health systems to reach capacity and unleashed major economic challenges. As our environment continues to evolve, several key themes have informed the choices outlined in this strategic plan:

Economic headwinds are creating an unpredictable environment. At the time of writing, the economy is experiencing high interest rates, high inflation and the related higher cost of living. The impacts on organizations are difficult to predict, but the economic environment will likely affect government budgets and spending priorities while increasing employee expectations for measures to respond to increased living costs.

Canada's population is rapidly changing. The population is aging while at the same time growing rapidly and becoming more ethnically diverse. The aging population will put pressure on healthcare spend and influence donor, registrant and employee recruitment. The simultaneous growth in population, largely driven by immigration, may alleviate some of the pressure in this area but will also increase the demand for blood products and intensify the need to encourage more diversity and inclusivity within our donor and registrant bases.

Climate change creates operational risks. Extreme weather events, wildfires and more frequent and prolonged power outages are just some of the factors that directly impact an organization's resilience and stability — especially a national blood operator reliant on an integrated operational network spanning the country.

Technology transformation is only accelerating. As organizations deploy increasingly powerful digital tools and analytics capabilities, consumers expect quick, convenient and simplified interactions with organizations, along with personally tailored services in nearly every area of their lives.

Health systems are under pressure. The pandemic exacerbated capacity issues in hospitals across Canada, resulting in staff and resource shortages, as well as backlogs of patients awaiting surgery and other procedures. As these backlogs dissipate, there is a related increase in the demand for some products and services provided by Canadian Blood Services.

Donor behaviour is changing. How people across Canada fit volunteering and philanthropy into their lives is in flux, and there is competition among charitable organizations for donors' "share of heart." Organizations must find compelling ways to connect personal generosity with efforts that demonstrably drive positive change.

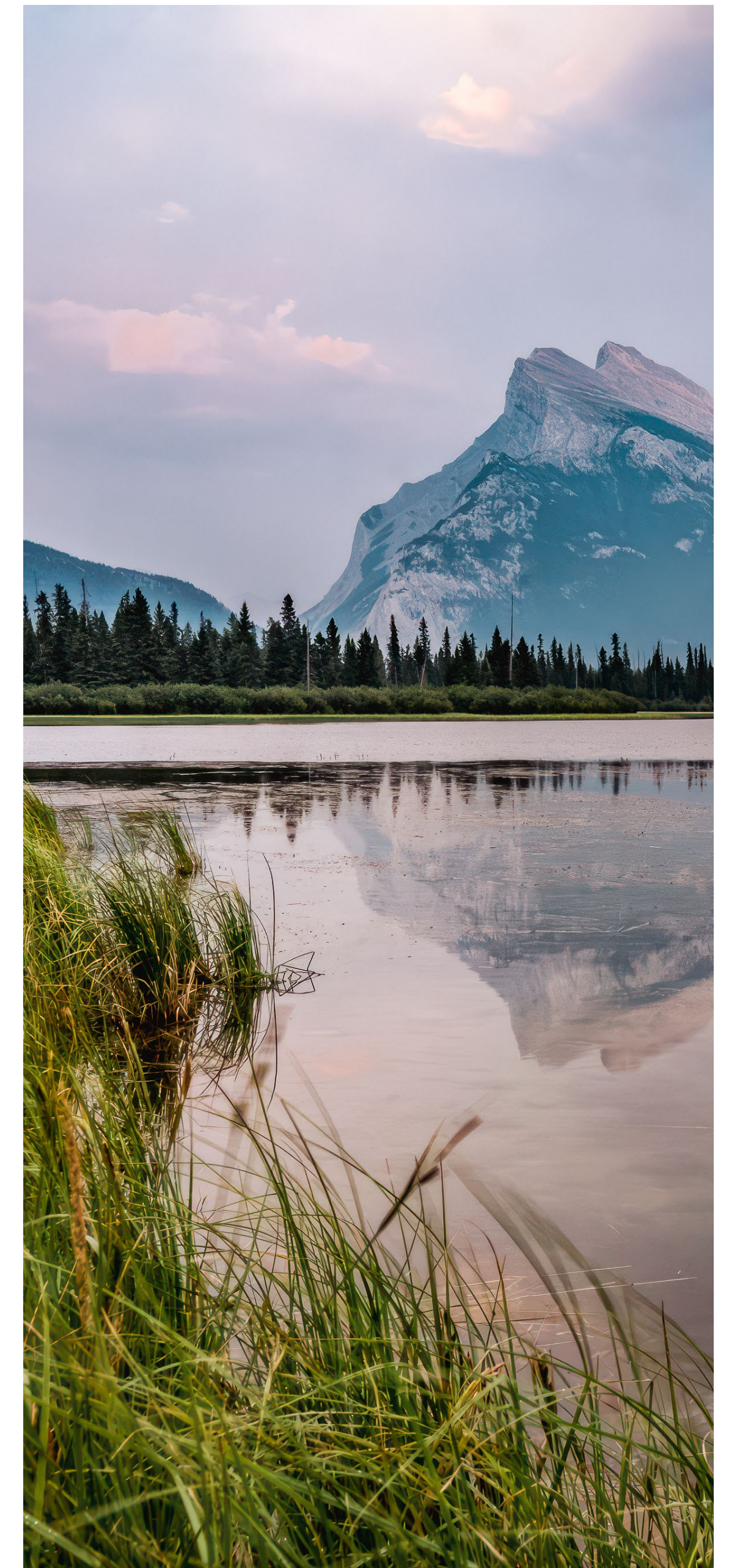
There is a global shortage of plasma-derived immunoglobulins. Growing demand for these essential products has prompted national governments to seek sufficient supplies of plasma to meet the needs of their populations. In response, blood operators are exploring ways to expand and accelerate plasma collection, and are also promoting the production of immunoglobulins within their countries' borders.

Personalized medicine is gaining momentum. The steady pace of scientific and technological advances is reshaping standards of care. As the use of genomics technologies in transfusion and transplantation continues to evolve, it will become possible to achieve unprecedented specificity, speed and throughput, leading to improved patient matching.

The talent market is very competitive, especially in health care. High turnover is presenting operational and cultural challenges for many organizations. Leading employers are therefore adopting new approaches to talent acquisition while refreshing their employee value propositions — in areas such as learning, career development, and health and wellness — to strengthen engagement and retention.

Leading organizations are expected to be run responsibly and sustainably. Key stakeholders, especially potential employees, are looking for tangible action on corporate governance, climate change, and diversity and inclusion — as part of a broader commitment to sound environmental, social and governance practices.

Mount Rundle, Alberta
Graham Sher Photography



Diversity, equity, inclusion and reconciliation

Our commitment to advance diversity, equity, inclusion and reconciliation is essential to fulfilling our mission and achieving our vision. In partnership with diverse communities across the country, Canadian Blood Services is working to remove barriers to inclusion for donors and registrants — which in turn will help ensure that patients of all backgrounds and identities receive the best possible treatment and care.

At the same time, we are focused on fostering an inclusive culture in which employees, as well as our volunteers and community partners, feel they can safely bring their true selves to the work we do together, with everyone contributing meaningfully to **Canada's Lifeline**.

In our current diversity, equity, inclusion (DEI) and reconciliation efforts, areas of particular focus — as reflected in our strategic priorities — include:

- Ensuring that our donor and registrant base reflects Canadian society, especially in racial and ethnic diversity. We are addressing barriers and co-creating approaches to engage new donors and registrants.
- Building relationships based on trust and reciprocity with diverse communities across Canada.
- Working to attract and retain employees from diverse backgrounds as we continue to develop initiatives and policies that are inclusive and equitable. Our goal is to create a respectful, welcoming culture that promotes psychological safety.
- Supporting employees and leaders by providing learning opportunities and mandatory training to build understanding and allyship across Canadian Blood Services.
- Confronting systemic racism and discrimination within our organization.

In 2022, we reached an important milestone with the introduction of our Reconciliation Action Plan. We engaged Indigenous scholars and community members from First Nations, Métis and Inuit communities to help guide our Truth and Reconciliation journey. Also in 2022, we integrated sexual behaviour-based screening into our eligibility assessment process for blood donors. This landmark change is part of a broader evolution in our donor centres to make donation more accessible and inclusive for those who wish to give.

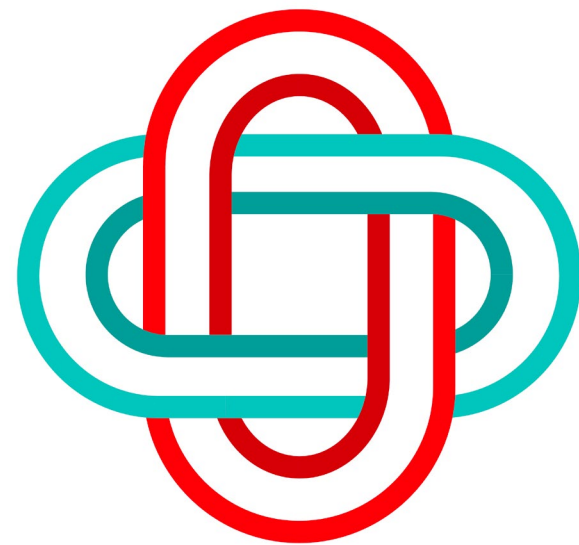
Advancing DEI and reconciliation is a key priority within our strategic commitment to sustainability. In addressing the social dimension of our environmental, social and governance impacts, we have a responsibility to continue building an equitable, inclusive organization that reflects and serves the diversity of Canada.

The Summer of Life stem cell recruitment activation at the Taste of Danforth in Toronto



Our strategic priorities

Our strategy consists of four key priorities that will guide Canadian Blood Services as we respond to the rapidly changing needs of patients, donors and health systems. These strategic priorities, along with our focus on organizational excellence and system resilience, represent an integrated set of choices that will work together to deliver our ambition.



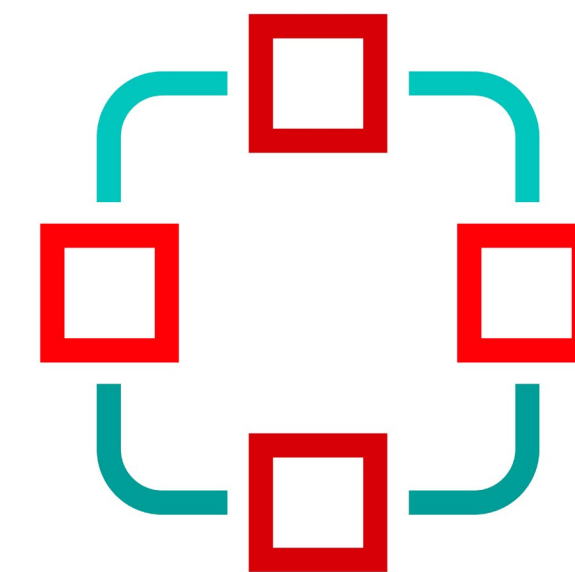
Match products and services to patient and health system needs.



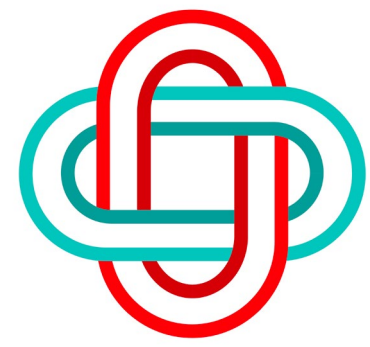
Grow and diversify a flexible, sustainable donor and registrant base.



Invest in our people and culture.



Enhance our digital and physical infrastructure.



STRATEGIC PRIORITY 1

Match products and services to patient and health system needs.

We will continue to offer safe, high-quality products and services that anticipate changing clinical practice and patients' diverse needs — helping to improve health outcomes, ensuring sufficiency of supply (including for immunoglobulins) and leveraging our capabilities to contribute to Canada's health systems.

Canadian Blood Services has a long history of innovation aimed at improving patient outcomes by developing new products and services that reflect and contribute to evolving standards of care. To the same end, we have a proud legacy of leveraging our capabilities and infrastructure to provide health system solutions on a national level.

To remain leaders in transfusion and transplantation, we must evolve by making specific choices about where to focus our resources and expertise.

To support patient care, we are on a journey to further advance the specialization of our products and to improve the precision of patient-donor matching through efforts such as the development of our genomics capabilities. Over the life of our strategic plan, this enhanced and more precise matching will initially focus on patients with complex and rare conditions.

The COVID-19 pandemic allowed us to demonstrate that our existing capabilities can directly support Canada's response to emerging infectious diseases. We contributed to the epidemiological surveillance data gathered for the COVID-19 Immunity Task Force as part of its seroprevalence efforts. Our ability to gather this data quickly and reliably was instrumental in providing population-level health data to policy-makers. We also supported clinical trials of COVID-19 convalescent plasma, which helped us better understand our potential part in new product development.

These experiences reinforced the unique role of Canadian Blood Services as a partner to public health organizations and established a basis for our enhanced contribution to public health preparedness in addressing emerging infectious diseases.

We maintain our commitment to secure Canada's domestic supply of immunoglobulins for patients in Canada. As global demand for these life-saving medications continues to rise, we are building a network of at least 11 plasma donor centres. At the same time, we are expanding our collection capacity by working with a commercial provider to ensure we can serve the growing number of patients who depend on immunoglobulins. Delivering the targeted level of domestic immunoglobulin sufficiency is a major ambition of this strategy.

As a key health system partner, we constantly seek ways to enhance our products and services, concentrating on areas where patients have clearly defined clinical needs and where we are already actively contributing. A case in point is our management of the national formulary of plasma protein and related products (PPRP): as we maintain a stable and diversified supply of plasma-derived drugs, we also help hospitals optimize their utilization practices and realize the greatest possible value from every new investment in patient care. We will continue to mature this function and demonstrate the value of a national formulary for these specific drugs.

Photo taken at our
Calgary facility
Klassen Photography



How we will deliver on this priority:

Enhance products and services to ensure patients consistently receive safe, optimal and timely treatment.

- We will continue to create a safe, effective portfolio of blood and stem cell products, making it more resilient to stressors such as disruptions in collections, shifts in product demand and the emergence of new pathogens.
- We will enhance our portfolio of specialized products and services to more precisely meet the needs of patients and care providers.
- We will continue our support of interprovincial organ sharing, including by expanding the Canadian Blood Services registries for additional organs and hard-to-match patients.
- We will continue to develop our genomics capabilities to support patients with complex and rare conditions — work we expect will have applications for a broad range of patients over the long term.
- We will augment our laboratory testing services, including specialized programs such as prenatal testing and related consulting. Leveraging our infrastructure and expertise, we can deliver services that might otherwise be available only at higher cost, or with lower quality, or not at all.
- We will work closely with our hospital partners to develop a real-time, system-level view of the national blood and blood products inventory in order to optimize product distribution and usage.
- We will leverage patient-level analytics to advise on PPRP prescribing practices and to work with health systems in ensuring that patient needs are met and products are optimally utilized.

Secure Canada’s domestic supply of plasma-derived immunoglobulins as global demand steadily rises.

- We will expand our dedicated plasma donation network, as well as the volume of plasma collected through our existing network of blood and multi-product donor centres. At the same time, we will grow our overall base of non-remunerated plasma donors and increase the frequency with which they choose to give.
- We will build a complete immunoglobulin supply chain within Canada through our strategic alliance with Grifols, a global biopharmaceutical provider, to collect plasma from donors in Canada for the exclusive use of Canadian Blood Services. Our two organizations’ collection efforts will be complementary, providing more donation options across the country. This joint effort will extend the overall plasma collection capacity of Canadian Blood Services — safely, economically and expeditiously — while reinforcing our central role in operating the national blood system.
- Grifols’ development of the first large-scale plasma fractionation facility in Canada will provide another key building block in securing a domestic supply chain for immunoglobulins.
- We will secure a cost-effective and clinically appropriate supply of purchased products such as immunoglobulins through rigorous formulary management, including the negotiation and management of contracts with manufacturers.

Leverage our capabilities and infrastructure to provide new value to health systems, working together to bridge gaps.

- We will partner with public health entities to extend the impact of our existing testing and surveillance capabilities and infrastructure, protecting and promoting the health of people across Canada.
- We will strengthen and enhance our surveillance, research and testing capabilities to investigate novel and emerging pathogens, including exploring opportunities to retain biological specimens in repositories.

How we will know we are making progress:

- A steadily evolving product and service portfolio that responds to changing patient and health system needs.
- Improved ability to match the specialized requirements of diverse transfusion and transplantation patients, leading to better health outcomes.
- Higher fill rates and response times for the delivery of specialty blood products to patients.
- Sustained momentum toward our target of at least 50 per cent domestic immunoglobulin sufficiency.
- Creation of an end-to-end domestic supply chain for immunoglobulins in Canada, managed as part of the national blood system.
- Contributing valuable pathogen surveillance information to health systems and public health authorities.



STRATEGIC PRIORITY 2

Grow and diversify a flexible, sustainable donor and registrant base.

As medical advances and social change continue to transform health care, it is more crucial than ever to have a resilient base of donors and registrants that can meet patients' needs.

We require large numbers of additional donors and registrants, especially from diverse backgrounds, to meet growing clinical demand for blood products, stem cells and organs. We appreciate the need to create an equitable, personalized and positive experience for all donors and registrants, as well as the imperative to attract new contributors and retain those already in our network. We must also keep a lens on changing demographics and immigration patterns to ensure we meet the expectations of new donors and registrants.

Donors and registrants are the vital “front end” of **Canada's Lifeline**. Without them, essential and life-sustaining medicines would not be available to physicians and their patients. During fiscal 2022–2023, approximately 375,000 donors provided blood and about 18,000 donated plasma for patients in need. Approximately 11,000 people in Canada newly registered to be stem cell donors, and more than 500 patients across the country received stem cell transplants through the Canadian Blood Services stem cell registry and cord blood bank. Over 1,300 organ transplants were facilitated through the National Organ Waitlist.

This priority is driven by two major challenges that will inform the choices we make in delivering on our strategy.

First, attracting and retaining donors and registrants is complex and grows more so every year. Throughout the urgent period of the pandemic, loyal donors heeded the call for donation and met the needs of patients across Canada. With pandemic conditions now in the past, we

observe significant changes in donor and registrant behaviour — changes related to larger societal shifts in how people make philanthropic contributions and what they seek from these experiences. Like many other charities, as well as consumer-facing businesses, we find that historically effective ways of attracting and retaining donors and registrants are growing less and less effective.

At the same time, to fulfill the mission of Canadian Blood Services, we are called upon to diversify our donor and registrant base. To better match blood and stem cells to clinical needs, we require a more ethnically diverse base of donors and registrants. Greater precision in matching not only benefits patients, it also allows us to better serve underrepresented and marginalized groups for whom access to these treatments has historically been challenging. For example, frequently transfused sickle cell patients, as well as Indigenous patients who need stem cell transplants, will benefit from the closer genetic matching enabled by a more diverse donor and registrant base. We also want the donation and registrant experience to be accessible to more people: everyone in this country is served by **Canada's Lifeline** and should have the opportunity to contribute to it.

Building life-long relationships is a priority. As people choose among the many different ways they can give to **Canada's Lifeline**, we will be agile in directing and facilitating their contributions to where the need is most urgent. Our ultimate goal is to develop a single donor and registrant base to sustain our expanding

“multi-product” offering, giving people flexibility to donate in light of what is currently required. The recruitment and collections environment we envision will be designed to collect the optimal product from the optimal donor or registrant — at the optimal place and time — to deliver the best possible care to patients in need.

Benny,
*blood donor and
stem cell registrant*



How we will deliver on this priority:

Create new ways of inspiring donors and registrants to give, aligning their profiles and preferences with changing patient and health system needs.

- We will maximize participation in **Canada's Lifeline** by promoting the full range of donation options, raising awareness via our donor centres and digital channels, as well as by growing and nurturing partnerships.
- We will deepen our connections with individual donors and registrants, prioritizing their choices within a more responsive and personalized experience. And we will guide them to contribute where they can have the greatest impact based on their stage of life and unique biology.
- We will ultimately build a single donor and registrant base to meet all patient and health system needs, enabling us to quickly adjust our complex supply chain systems as those needs evolve.

Define the characteristics of a resilient donor and registrant base while increasing overall participation in **Canada's Lifeline**.

- We will strengthen our loyal base of support by creating a model outlining the ideal size and composition required to meet evolving patient needs — taking into account characteristics such as age, location, blood type, racial or ethnic background and, when relevant, frequency of past donations.
- We will grow our data and analytics capabilities to gain deeper insights into the motivations and behaviours of our generous donors and registrants, aiming to consistently deliver the right messages to the right people through the right channels at the right times.
- We will design and execute a growth strategy focused on acquisition, participation rates and frequency of donation, tailoring our approach to all types and sizes of communities across Canada.
- We will engage more donors and registrants from diverse communities through an inclusive approach focused on relationship-building.
- We will co-create growth and diversification strategies alongside groups that historically have been underrepresented in our donor and registrant base, working together to dismantle barriers and identify experiences and messages that resonate with their communities.

Intensify efforts to deliver an easy, flexible and personalized experience in which every donor and registrant feels valued.

- We will create personalized interactions with donors and registrants, using data, analytics and social science research to gain a deeper understanding of their donation preferences and motivations.
- We will modernize how we recruit donors and registrants, and harmonize digital and in-person engagement across our product and service portfolio, by implementing new technologies, including marketing automation.
- We will create high-quality, tailored experiences for donors and registrants using data, analytics and artificial intelligence-based tools.
- We will explore new ways to expand our value proposition for donors and registrants — for example, by offering blood and plasma donors insights into their own health by sharing data we routinely gather through the donation and testing process.

How we will know we are making progress:

- Increased proportion of people in Canada donating to **Canada's Lifeline**.
- Increased proportion of our donor and registrant base donating more than one product.
- A larger, more diverse donor and registrant base that reflects demand and strengthens resilience to any disruptive scenario.
- Increased donor and registrant loyalty and retention.
- Consistently fulfilling the needs of patients who have rare blood types and/or require complex and precise matching (e.g., sickle cell patients).
- Stronger inventories across all our major product and service lines.



STRATEGIC PRIORITY 3

Invest in our people and culture.

As we build the capabilities to realize our strategic ambition, our employee experience and culture must be designed to foster inclusion, development, flexibility and accountability.

Canadian Blood Services employs more than 3,700 people in diverse roles across a broad spectrum of specialties, many of which are unique to our organization. About two-thirds of our employees are unionized, and we take pride in working alongside our representing unions to provide an engaging, safe and inclusive place to work. Every day, employees fulfill our mission as **Canada's Biological Lifeline**. Each person in their own way contributes to our broader aim of serving people across Canada. The work they do matters.

As Canadian Blood Services charts its future beyond the urgency of the pandemic, this strategic priority is defined by two fundamental strategic choices. First, we choose to design an employee experience and culture emphasizing inclusion, development, flexibility and accountability. Second, we choose to invest in building the capabilities needed to realize our strategic ambition.

The COVID-19 pandemic transformed the meaning of work for many people — its place in their lives, as well as where and how it is performed. The shift to hybrid work for office-based employees, and the expectation of increased workplace flexibility and digital connection, are standard features of modern workplaces. The majority of Canadian Blood Services employees, though, are not office-based. During the pandemic, these colleagues worked at collection events, operated production and testing facilities, and distributed products to hospitals. Across the organization, whatever the circumstance, employees worked with remarkable resolve and resilience to deliver on our mission.

The pandemic was a catalyst that highlighted more clearly what *all* Canadian Blood Services employees expect from their workplace: opportunities to develop and grow in an inclusive, fair and safe environment, led by effective and empathetic leaders.

People across Canada are energized around the need for organizations to be more inclusive and diverse, to remove barriers in recruiting and developing diverse talent, and to have leadership teams that tangibly demonstrate their commitment to equity. The imperative to advance reconciliation with Indigenous communities has further inspired organizations and their employees to commit to improvement.

As the nature of work shifts, so do our strategic priorities. Elsewhere in this plan we describe our pursuit of transformational change in our relationship with donors and registrants, in our product innovation strategy and in the network infrastructure and technology required to enable change. These initiatives require new or enhanced capabilities, and therefore further investment in talent and skills development, to achieve our ambitions.

Employees collaborating at our head office in Ottawa



How we will deliver on this priority:

Provide a compelling employee experience and strengthen our collective sense of purpose.

- We will deepen the commitment employees feel to our mission, values and culture by renewing our employee value proposition, investing heavily in onboarding and focusing deeply on “moments that matter” — the regular acts of recognition, validation and support that foster engagement and attachment.
- We will deliver an engaging employee experience, concentrating efforts on the talent processes most critical to enabling this strategy, such as fostering an inclusive benefits philosophy and design that support a diverse workforce at all life and career stages.
- We will reimagine the experience of our front-line employees, enabling them to participate more fully in the life of the organization. We will ensure that the value they bring is recognized and rewarded, and we will design their work to maximize their level of engagement.

Advance diversity, equity, inclusion and reconciliation throughout our organization.

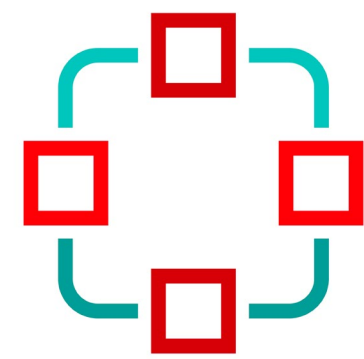
- We will evolve our approach to talent recruitment, onboarding, career development, promotion and retention — all with the goal of building leadership teams that are more reflective of Canada’s diversity.
- We will identify, recruit, integrate and retain diverse talent, dismantling barriers and reaching out to promising candidates in innovative ways. We will build a stronger foundation for success as we welcome new employees into our organization.
- We will improve how we measure and monitor progress in our efforts to foster diversity, equity, inclusion and reconciliation.

Develop the capabilities needed to prepare Canadian Blood Services for the future.

- We will identify the skills and capabilities most critical to pursuing our strategic priorities and systematically acquire them — both through developing people within our organization and by recruiting new talent.
- We will expand the range of development opportunities available to Canadian Blood Services employees through formal learning programs and on-the-job training.
- We will modernize and adapt our leadership development strategy to create a measurably more diverse, inclusive and high-performing cadre of leaders across our organization.

How we will know we are making progress:

- Stable or increased aggregate employee engagement scores, with significant improvements in front-line engagement.
- A higher aggregate Employee Net Promoter Score for the organization.
- Increased share of employees considered “thriving” using the Gallup Net Thriving scale.
- Competitive per capita investment in employee development (compared to similar organizations).
- No disruption of business operations due to lack of skills or capacity.



STRATEGIC PRIORITY 4

Enhance our digital and physical infrastructure.

Our strategy is enabled by increasingly responsive and resilient infrastructure — infrastructure that was tested during the pandemic and is in need of investment and modernization.

Building agile, resilient and adaptable digital and physical infrastructure throughout Canadian Blood Services will ensure that Canada continues to have a safe, accessible and effective donation and transplantation system — ready to help every patient, match every need and serve everyone across the country.

During the COVID-19 pandemic, we maintained operations and continued to collect, produce, test and transport products to all patients in need. But while our digital and physical network rose to the challenge, its capacity and resilience were tested. Moreover, this experience highlighted the essential importance of a robust, resilient, digitally enabled pan-Canadian supply chain — from donor to hospital to patient. Although patients were well served during the pandemic and remain so, we are alert to the risks posed to Canada's blood system if our network does not become more agile and adaptable.

To manage risk and remain a sophisticated and responsive health care partner, we must modernize our digital and physical infrastructure. Our path to modernization ties together two interrelated imperatives: to optimize our digital capabilities and, at the same time, to transform our physical infrastructure. Both imperatives enable and support our strategic priorities focused on innovation in our product and service mix, and on the growth of our donor and registrant base.

We have made notable progress in digitalization and automation over the past three years; however, the

post-pandemic commitment to create additional resilient and automated processes has heightened urgency around the scale and scope of our ambitions. We need to digitalize and automate enterprise processes to improve resilience, productivity and quality, as well as the experience of donors, registrants and our own team members. At the same time, we must invest in data and analytics capabilities to gain deeper insights into product and system needs, and to better understand donor behaviour.

Our physical spaces are the heart of Canadian Blood Services. They are the places where donors and registrants interact with our organization, the sites where we manufacture life-saving products and distribute them to patients, and the connection spaces where employees meet and collaborate. Some of our sites are modern and efficient, while others reflect an earlier time in our history and need to be upgraded or replaced.

Our current physical network has a mix of owned and leased assets, ranging from new facilities that have updated branding consistent with our donor strategy, to legacy sites with minimal upgrades completed. We need to manage these assets with the explicit goal of balancing priorities such as donor convenience, diversity and inclusion, employee engagement and immunoglobulin sufficiency — while also advancing our commitment to be good environmental stewards. At the same time, we must evolve our footprint and strengthen connections among network components so Canadian Blood Services can deliver maximum value to patients and health systems.

Photo taken at our
Calgary facility
Klassen Photography



How we will deliver on this priority:

Further digitalize and automate our enterprise processes to improve how we work and to gain deeper analytical insights.

- We will build added resilience into our core infrastructure to ensure it serves patients even during unforeseen system-level disruptions.
- We will deploy new technology solutions to enhance operational and organizational productivity, as well as the experience of donors and registrants.
- We will leverage data and analytics with focus and purpose, generating insights that can be combined with qualitative information to help drive problem-solving, decision-making and the advancement of our strategic priorities.
- We will adopt emerging technologies — including robotics, machine learning and other forms of artificial intelligence (AI) — to enhance safety and efficiency across the organization, guided by an integrated roadmap of prioritized initiatives.

Optimize our facilities across the country to make the Canadian Blood Services network more responsive, flexible and resilient.

- We will pursue a centralized, coordinated approach to infrastructure planning, investment, development, governance and decision-making across our national network to ensure our physical assets support our strategic priorities.
- We will evaluate our physical footprint to determine what changes are needed to better serve donors, patients and health systems. And we will develop long-term plans accordingly, taking into account sustainability-related factors such as environmental performance, climate resilience and accessibility.

Alicia, Hockey Gives Blood player ambassador and blood recipient



How we will know we are making progress:

- Improved overall productivity and resilience across our operations.
- Enhanced problem-solving and decision-making informed by data-driven insights.
- Digital tools, data modelling and analytics improving key outcomes (e.g., our recruitment and engagement of donors and registrants, as well as employees).
- Increased use of robotics, machine learning and other AI-based technologies to support the experience of donors, registrants and other stakeholders, as well as organizational resilience and the optimization of employees' work processes.
- Systematic adoption of automation and digital capabilities throughout the organization, guided by an integrated roadmap.
- A national, multi-product network strategy and master plan — published and updated on a regular basis.
- Our new enterprise asset management strategy fully implemented and guiding all facilities-related decisions across our national network.
- Management of physical infrastructure at all locations integrated into our formal asset evaluation and long-term planning processes.

Organizational excellence and system resilience

This strategic plan describes the choices Canadian Blood Services is making to improve health outcomes for patients who rely on our products and services, and to drive better health system performance in the areas where we have influence. The impact of these choices will be strengthened by our ability to consistently maintain quality and effectiveness across our operations. In many respects, how well we “run the business” is an essential precursor to achieving the ambitions mapped out in our strategy.

Our previous strategic plan included a specific focus on cost-savings and productivity. It set an ambitious productivity savings target — which we have achieved. In pursuing this disciplined approach, we have become one of the most efficient blood operators in the world.

This new strategic plan reorients our focus to apply many lessons learned during the COVID-19 pandemic. One was the criticality of *system resilience*; our processes, systems, procedures and technologies must be able to withstand unpredictable shocks (such as a global pandemic) and continue delivering essential products and services to patients.

We will maintain this focus, dedicating consistent attention to building and improving the following core organizational capabilities:

Quality management

Customer satisfaction and continuous improvement are the key outcomes of an effective quality management system. Over the past decade, quality management at Canadian Blood Services has been transformed, evolving in line with the best practices of leading global biologics manufacturers. Going forward, our continuous improvement activities will focus on further enhancing

our quality management system by refining and expanding the use of automation in quality processes, and by using more advanced data and analytics to monitor performance. We will also refine our quality assurance and employee training programs, and will continue benchmarking our quality activities to further improve cost-efficiency.

Continuous improvement

Building on processes already embedded in our quality management system, in recent years we have expanded our Continuous Improvement program. The program equips team members with the technical tools and skills required to improve processes and procedures they touch every day, ensuring their voices are central to advancing how work gets done. We regularly use a continuous improvement approach to make processes safer and easier for employees to implement. Within our broader pursuit of quality management, our goal is to instill a continuous improvement mindset across Canadian Blood Services.

As we continue to expand the Continuous Improvement program, we will look for ways to integrate these activities wherever possible with our digital transformation and optimization activities, aiming to maximize the value of our technology and automation investments.

Enterprise risk and business continuity

Given our critical role in supporting Canada’s health systems, Canadian Blood Services is committed to appropriately identifying and managing risk. We have invested in a robust enterprise risk management approach that is integral to all strategic, operational and project management decision-making. We also use evidence- and risk-based tools to guide significant

decisions. A key focus is ensuring resilient operations so we can respond effectively to crises or disruptions that may directly impact patient care and safety.

Our business continuity strategies have allowed us to maintain operations during unforeseen incidents. Going forward, we face escalating risks from potential emerging pathogens, supply chain disruptions and severe environmental events caused by climate change. We are focused on increasing our resilience and preparedness to absorb, adapt to and recover from business disruptions in an ever-changing and increasingly complex environment.

During the life of this plan, we will use our newly developed foresight capability to help prepare for future events through scenario-planning and other exercises. The outcomes of these activities, along with additional environmental intelligence, will further inform our approaches to enterprise risk and organizational resilience.

Resilience and productivity

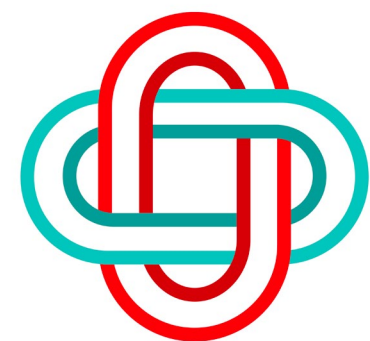
As part of this strategic plan, we will invest in the digital and physical infrastructure of Canadian Blood Services, both as a critical enabler of our strategic priorities and to add a robust layer of resilience in the face of unpredictable shocks to the donation, transfusion and transplantation system. This fortification of our network will include expanding our automation and digital capabilities, as well as balancing consistency with flexibility across our physical locations. As a result, we expect to see overall productivity and cost-efficiency gains that are stable and predictable (if less dramatic than in the past) throughout the life of this plan.

Photo taken at our
Calgary facility
Klassen Photography



Our strategy at a glance

Delivering value to patients, donors and health systems



Strategic priority 1

Match products and services to patient and health system needs.

- Enhance products and services to ensure patients consistently receive safe, optimal and timely treatment.
- Secure Canada’s domestic supply of plasma-derived immunoglobulins as global demand steadily rises.
- Leverage our capabilities and infrastructure to provide new value to health systems, working together to bridge gaps.



Strategic priority 2

Grow and diversify a flexible, sustainable donor and registrant base.

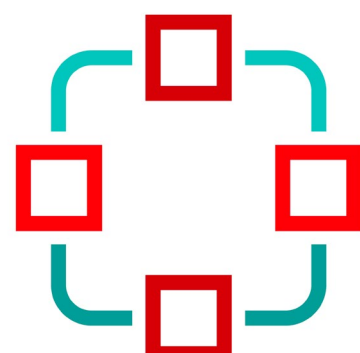
- Create new ways of inspiring donors and registrants to give, aligning their profiles and preferences with changing patient and health system needs.
- Define the characteristics of a resilient donor and registrant base while increasing overall participation in **Canada’s Lifeline**.
- Intensify efforts to deliver an easy, flexible and personalized experience in which every donor and registrant feels valued.



Strategic priority 3

Invest in our people and culture.

- Provide a compelling employee experience and strengthen our collective sense of purpose.
- Advance diversity, equity, inclusion and reconciliation throughout our organization.
- Develop the capabilities needed to prepare Canadian Blood Services for the future.



Strategic priority 4

Enhance our digital and physical infrastructure.

- Further digitalize and automate our enterprise processes to improve how we work and to gain deeper analytical insights.
- Optimize our facilities across the country to make the Canadian Blood Services network more responsive, flexible and resilient.

Organizational excellence and system resilience

Quality management

Continuous improvement

Enterprise risk and business continuity

Resilience and productivity

“We would like to thank all who helped create this strategy and who informed our thinking and challenged us to be forward-looking and innovative. We especially wish to acknowledge our dedicated and resilient employees, as well as our thousands of committed volunteers, who are at the heart of our national system and are fundamental to all we do.”

— *Dr. Brian Postl, Chair and Dr. Graham D. Sher, CEO*