Rosalie makes her first apheresis plasma donation.

2017–2020 STRATEGIC PLAN

HÉMA-QUÉBEC

MESSAGE
FROM THE CHAIR
OF THE BOARD OF DIRECTORS

Time for Action!

The Board of Directors aims for best practices in governance, as illustrated by its strategic planning process. The directors, who represent the donor-recipient axis and seek to include the stakeholders in the strategic approach, worked in collaboration with Héma-Québec management and managers, as well as with all the Board committees, made up of recipient associations and experts in human biological products, information technology and research.

Through its role as a stakeholder representative, the Board has ensured that the strategic orientations address the concerns of stakeholders.

The results of the reflection and work on the 2017–2020 Strategic Plan can be found in the following pages. Following this reflection, the time has come to move from intentions to actions. We are well equipped to carry out our mission dedicated to the gift of life.

I am convinced that Héma-Québec, backed by the competence, dedication and professionalism of its staff, will accomplish its mission successfully.

It is therefore with enthusiasm that the directors, together with management, present the fruit of this ambitious project, set out over three years.

Martine Carré
Chair of the Board of Directors

MESSAGE
FROM THE PRESIDENT
AND CHIEF EXECUTIVE OFFICER

Strive for more

Constantly striving to do more for the gift of life. Always doing better when it comes to the safety and sufficiency of the supply of human-derived biological products. This is obviously what guides our day-to-day.

And this is reflected in our mission statement, which reiterates and emphasizes, in simpler terms, the reality that is ours today and for the years to come: “To efficiently meet the needs of the Québec population for quality blood and other biological products of human origin.”

Our vision has also been revised to make it clear that we intend to position ourselves as a partner of the health care system rather than solely as a provider of human-derived biological products. This vision: “To become a strategic partner for the Québec health system,” emphasizes the partnership, strengths and complementarity of each stakeholder.

We will achieve our new strategic objectives by comparing our practices with those of the leaders in our field and taking the necessary steps, for the benefit of our partners. Beyond our goals alone, we intend to measure our performance and assume our responsibility for the results.

We will do this by looking for the latest developments in human-derived biological products. This knowledge of the environment, combined with our efforts to manage risks in an integrated manner at all levels of the organization in accordance with best practices, will allow us to be proactive so that the health system can benefit from this expertise.

By 2020, we want to be more effective by modernizing and streamlining our processes and using the potential offered by digital technologies, while respecting the values and expectations of donors and volunteers and benefitting our staff. We will do this by being fully aware that they are essential to the fulfilment of our mission.

Now more than ever, we affirm our commitment to the gift of life.

Serge Maltais
President and Chief Executive Officer

OUR MISSION

To efficiently meet the needs of the Québec population for quality blood and other biological products of human origin

A mission that establishes Héma-Québec's role in biological products of human origin.

OUR VALUES

Integrity and honesty

Respect

Commitment

Accountability

OUR VISION

To become a strategic partner for the Québec health system

A vision focused on the partnership, strengths and complementarity of each stakeholder.

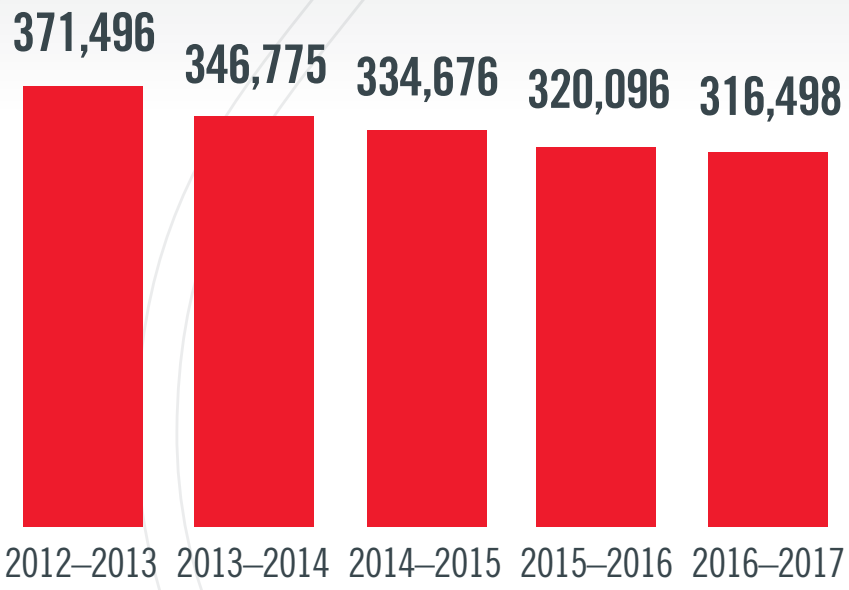
OUR RESULTS FOR 2012–2016

OUR RESULTS FOR 2012–2016

Context
Drop in demand

This trend, which can be seen throughout North America and Europe, requires excellent adaptability in terms of our procurement strategy.

Blood products delivered to hospitals



OUR RESULTS FOR 2012–2016

BLOOD PRODUCTS

Client Satisfaction Rating
Satisfied clients

Héma-Québec enjoys a solid reputation, but it must seize opportunities for development to make progress.

98%

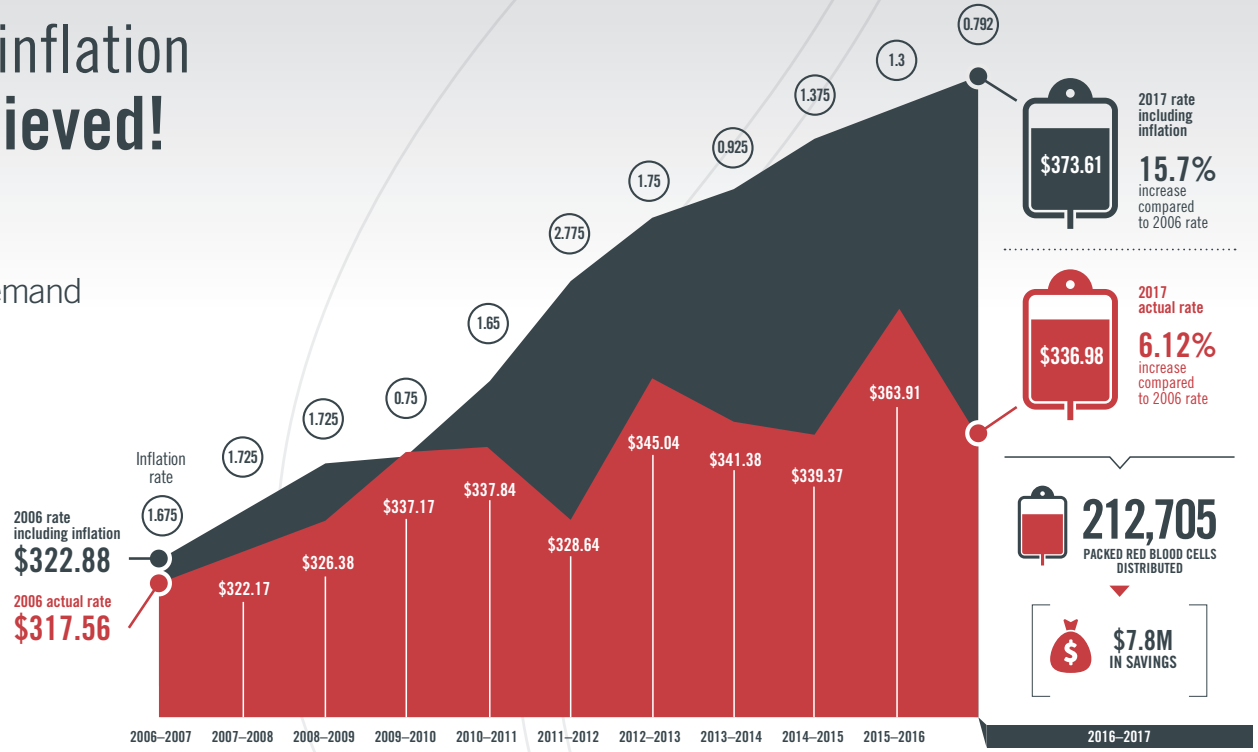
Our hospital client satisfaction rate remains very high

OUR RESULTS FOR 2012–2016

BLOOD PRODUCTS

Fee stabilization after adjustment for inflation **Objective achieved!**

Despite the decrease in demand for packed red blood cells Héma-Québec has managed to maintain fees as low as possible while absorbing the increase in wages and prices of supplies.



$33.9M
IN SAVINGS

over 10 fiscal years compared to the increase in the consumer price index (CPI)

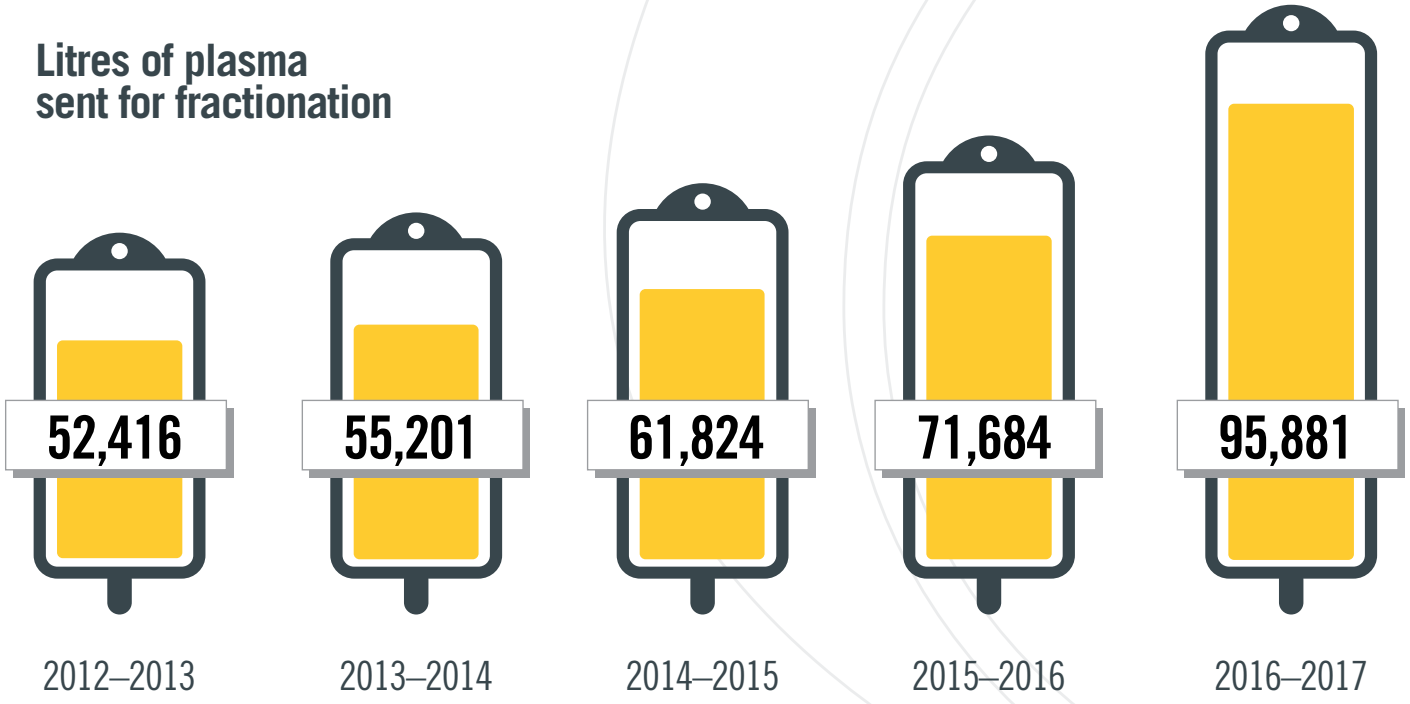
OUR RESULTS FOR 2012–2016

STABLE PRODUCTS

Increased plasma collection
Towards self-sufficiency

Héma-Québec wants to increase the proportion of IVIg derived from Québec plasma to maintain a steady supply of plasma products for Québec patients. Currently, the vast majority of IVIgs come from foreign sources.

Litres of plasma sent for fractionation

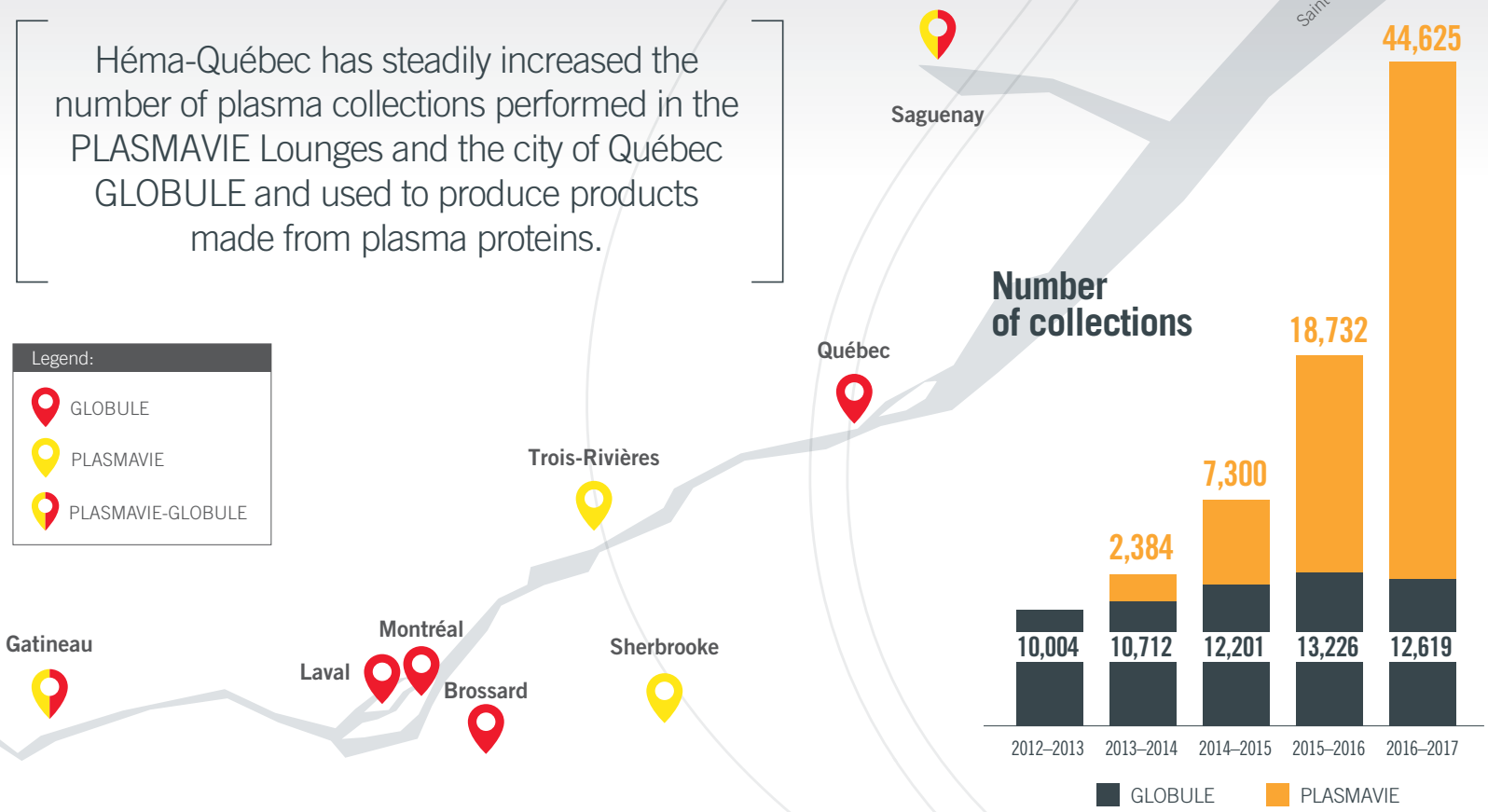


OUR RESULTS FOR 2012–2016

STABLE PRODUCTS

Increased plasma collection
Development of a network of dedicated centres

Héma-Québec has steadily increased the number of plasma collections performed in the PLASMAVIE Lounges and the city of Québec GLOBULE and used to produce products made from plasma proteins.



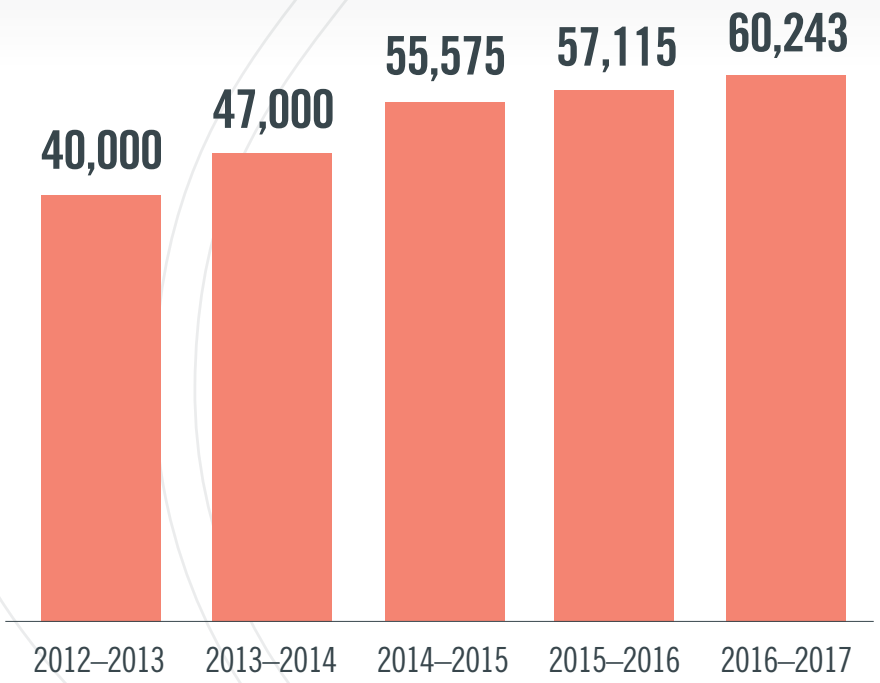
OUR RESULTS FOR 2012–2016

STEM CELLS

Stem Cell Donor Registry
Impact of the digital era on recruitment

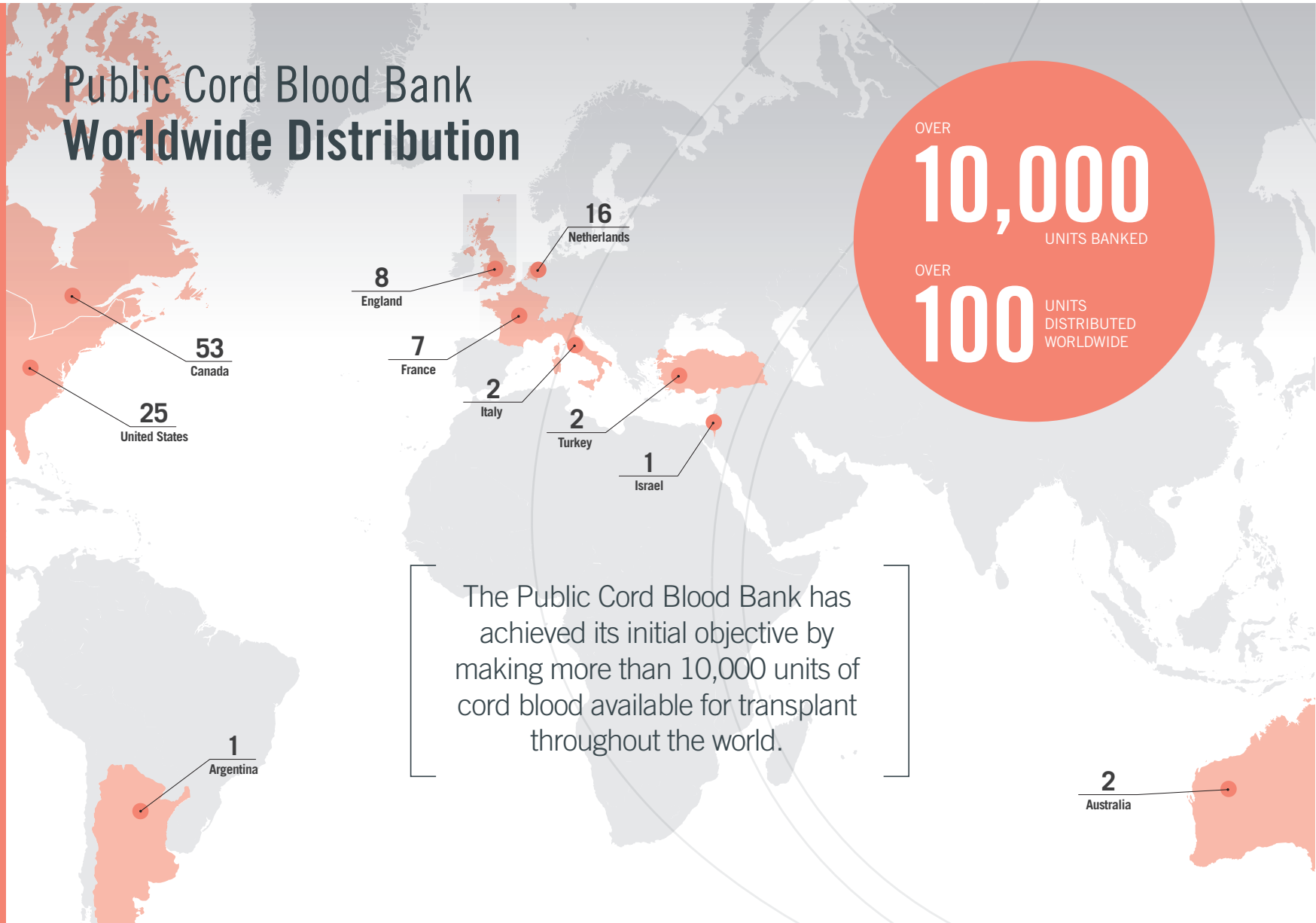
Registrations jumped almost 40% during the 2013–2015 period due to the initiatives of some patients waiting for a transplant.

Registrations in the Stem Cell Donor Registry



OUR RESULTS FOR 2012–2016

Public Cord Blood Bank
Worldwide Distribution



OVER
10,000
UNITS BANKED

OVER
100
UNITS DISTRIBUTED WORLDWIDE

The Public Cord Blood Bank has achieved its initial objective by making more than 10,000 units of cord blood available for transplant throughout the world.

OUR RESULTS FOR 2012–2016

HUMAN TISSUES

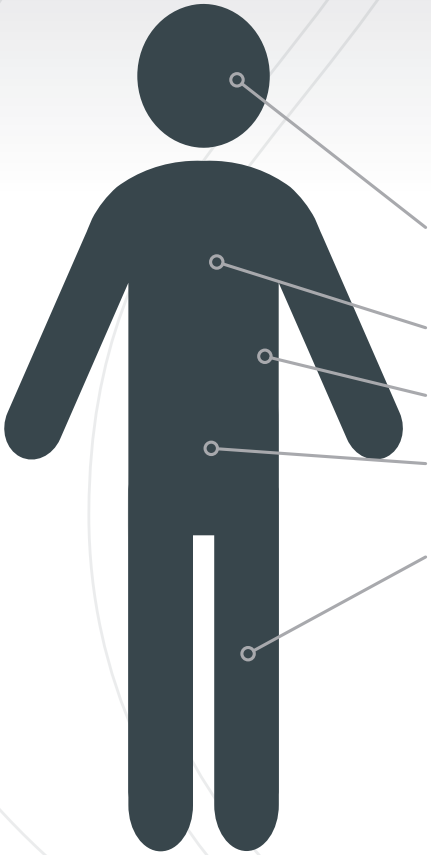
The largest human tissue bank in Canada
A leader in Québec

Héma-Québec ranks first
in terms of volume
and the variety of grafts offered.

The efforts invested have reduced
the number of patients waiting
for a corneal transplant by 69%
since 2011.

REDUCTION IN THE WAIT TIME FOR A TRANSPLANT

5 YEARS (2011) → **3 MONTHS** (2017)



Héma-Québec collects the following human tissues:

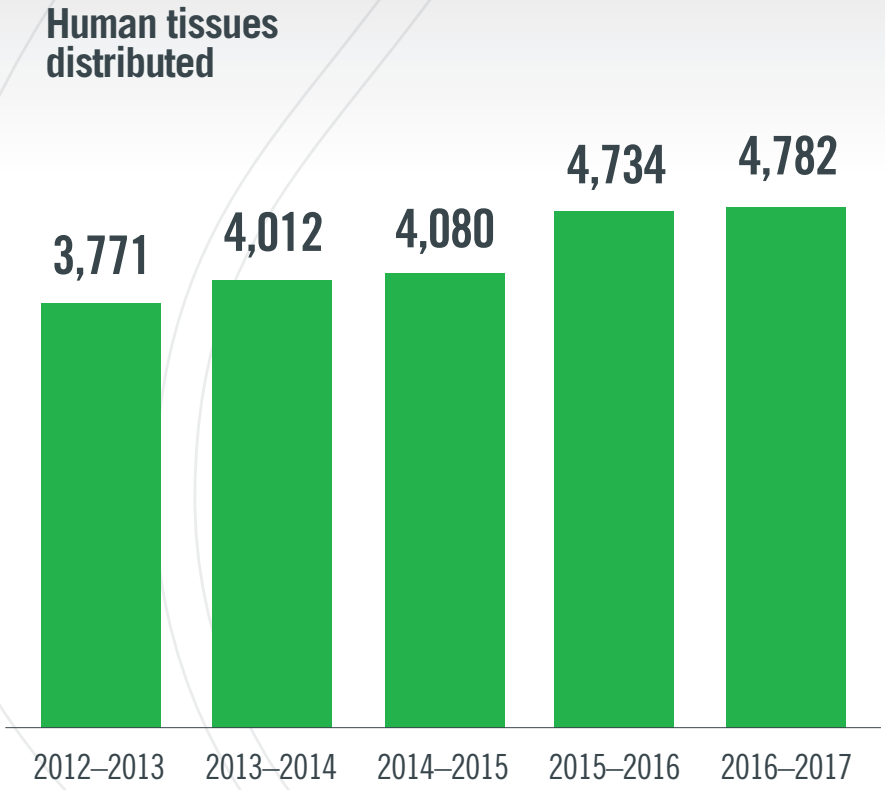
- Eye tissues (corneas, scleras)
- Heart valves
- Skin tissues
- Arterial tissues (abdominal aortas, arteries)
- Musculoskeletal tissues (ligaments, tendons, bone chips, femoral heads)

OUR RESULTS FOR 2012–2016

HUMAN TISSUES

Largest human tissue bank in Canada
Growth of products manufactured by Héma-Québec

Héma-Québec collects, processes, banks and distributes an ever-growing number of human tissues. Arterial tissues have recently been added to its product range.



OUR RESULTS FOR 2012–2016

MOTHER'S MILK

Amendment to the Act
Expanded mandate for Héma-Québec

The adoption of the new *Act respecting Héma-Québec and the Biovigilance Committee* on May 28, 2013, confirms the role of Héma-Québec as a supplier of biological products of human origin.

This legislative amendment enabled the creation of the Public Mothers' Milk Bank.

OUR RESULTS FOR 2012–2016

MOTHER'S MILK

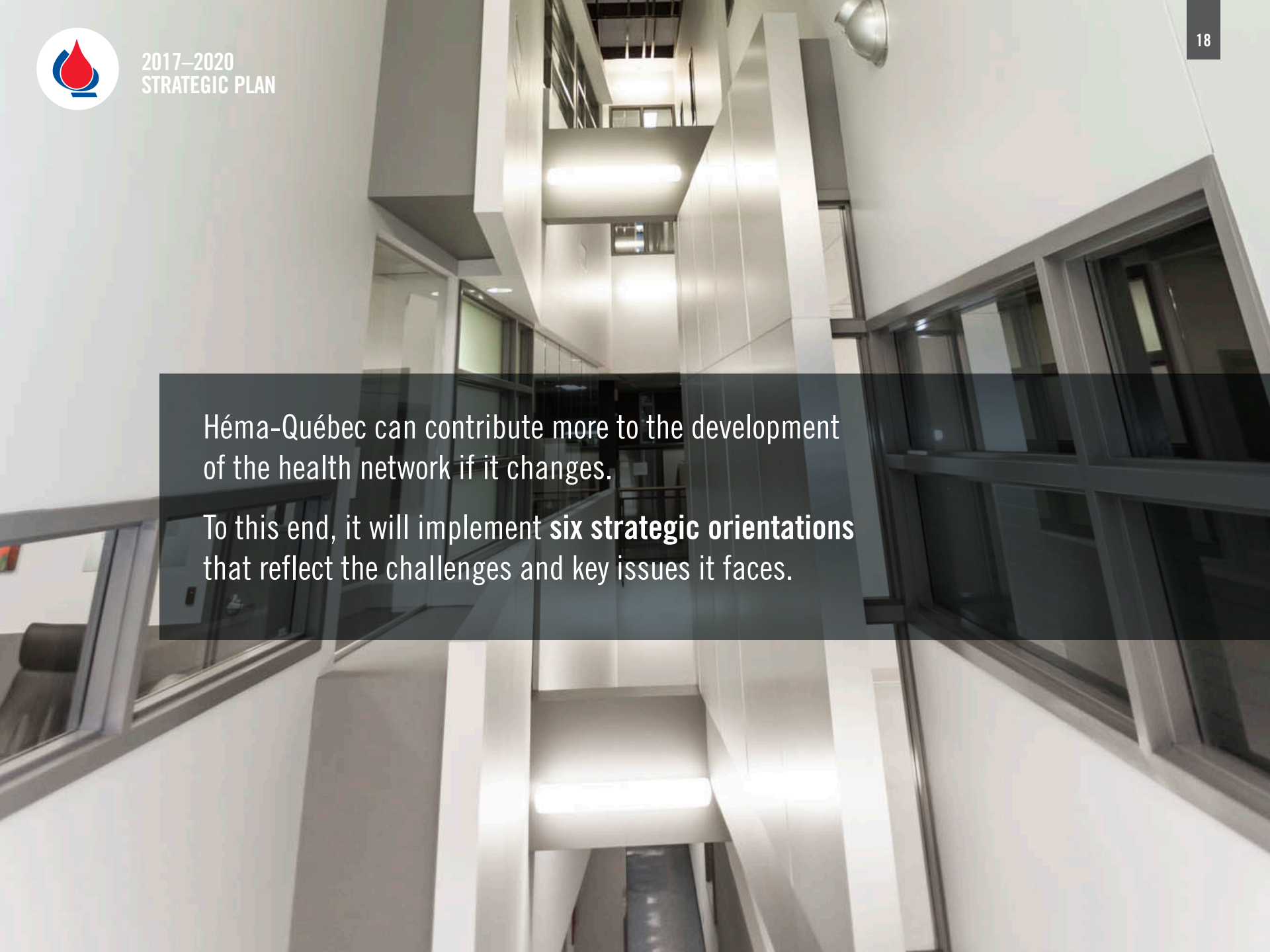
Public Mothers' Milk Bank
Birth and first steps

- Héma-Québec has been distributing mother's milk since April 30, 2014.
- Production was suspended from December 2014 to June 2015 due to issues with the equipment and rejection rates.
- There was a gradual resumption of distribution at the end of summer 2015 following the implementation of corrective measures.

CLOSE TO
700
DONORS REGISTERED
IN 2016–2017

OVER
9,000
BOTTLES DISTRIBUTED
IN 2016–2017

ISSUES, STRATEGIC ORIENTATIONS AND AREAS OF INTERVENTION



Héma-Québec can contribute more to the development of the health network if it changes.

To this end, it will implement **six strategic orientations** that reflect the challenges and key issues it faces.

OVERVIEW

6
STRATEGIC ORIENTATIONS

13
AREAS OF INTERVENTION

44*
OBJECTIVES

1. Compare our practices with those of the leaders in our field, and take the necessary steps to achieve our objectives for the benefit of our partners, and assume our responsibility for the results
2. Keep up with the latest developments in human biological products and be proactive so that the healthcare network can benefit from this expertise
3. Manage risks in an integrated manner at all levels of the organization in accordance with best practices
4. Modernize and streamline our processes in order to be more effective
5. Take advantage of digital technology to improve our communication with our partners
6. Develop the skills of our employees and mobilize them by implementing a talent and succession management program

*See summary table.

STRATEGIC ORIENTATION 1

Issue 1:

Organize and process management information so as to assess the overall health of the organization

STRATEGIC ORIENTATION	AREA OF INTERVENTION
1 Compare our practices with those of the leaders in our field, and take the necessary steps to achieve our objectives for the benefit of our partners, and assume our responsibility for the results	1.1 Benchmarking and accountability of areas of activity
	1.2 High-performing areas of activity

STRATEGIC ORIENTATION 1

Issue 1: *Organize and process management information so as to assess the overall health of the organization*

Héma-Québec's mission, dedicated to the gift of life, mobilizes hundreds of thousands of donors and volunteers. The 1,300 people who work there every day are invested with a great responsibility to make this gift possible.

STRATEGIC ORIENTATION

1 Compare our practices with those of the leaders in our field, and take the necessary steps to achieve our objectives for the benefit of our partners, and assume our responsibility for the results

Héma-Québec keeps up to date with best practices to optimize the use of its resources (human, material and financial) and deploys innovative solutions to constantly improve.

AREAS OF INTERVENTION

1.1 Benchmarking and accountability of areas of activity

You cannot improve what you do not measure. Although the need to use indicators to measure performance is recognized and accepted, the right indicators need to be defined. The organization needs to have indicators to evaluate the effectiveness of its various actions, using a scorecard to measure the performance of its activities in the supply of labile and stable blood products, stem cells, human tissues and mother's milk.

Overall performance remains a key aspect of the day-to-day operations of Héma-Québec. Assessment of the organization's performance also depends on its ability to provide safe products in sufficient quantities within a strict financial framework.

STRATEGIC ORIENTATION 1

1.2 High-performing areas of activity

Our mission is to provide Quebecers with the best access to blood products, stable products, human tissues, stem cells and mother's milk. To do so in the context of sound public finance management is our obligation.

The collection of blood products remains a predominant activity of our organization. The time taken to collect each donation is critical, as this procedure is repeated nearly 300,000 times a year in the case of whole blood donations. Reducing the number of collection hours per product collected remains an objective to be improved, with the aim of reaching a ratio of 1.3 hours per product in 2020.

Lowering the cost of plasma collection (for the manufacture of plasma protein solutions) is a critical objective. The utilization rate of collection beds in PLASMAVIE Plasma Donor Lounges and the opening of new donor centres are among the actions chosen to increase the quantity of plasma to be collected. A more effective recruitment and retention strategy must also be included.

Greater diversity remains paramount so that the Stem Cell Donor Registry can better represent the Québec population. The umbilical cord blood bank reached a critical size in 2015 with more than 10,000 units banked and must now adapt its service offering to offer the products most sought after by transplanting physicians.

Héma-Québec has the largest human tissue bank in Canada, but this presents some challenges. The field of human tissues is characterized by a diversity of products and markets. An increase in the volumes of products distributed must be materialized in order to improve the performance of this area of activity. A 10% increase in distribution per year is targeted by 2020, due to the development of new products and an increase in collections.

The Public Mothers' Milk Bank is continuing to grow to achieve its goal of meeting all the needs of very premature babies born at 32 weeks or earlier hospitalized in Québec by April 2018. An expansion of this area of activity will subsequently be evaluated.

STRATEGIC ORIENTATION 2

Issue 2: *Seize and promote opportunities that will benefit the health network*

STRATEGIC ORIENTATION		AREAS OF INTERVENTION
2	Keep up with the latest developments in human biological products and be proactive so that the healthcare network can benefit from this expertise	2.1 Value-added products and services for the health network
		2.2 Knowledge of the environment

STRATEGIC ORIENTATION 2

Issue 2: *Seize and promote opportunities that will benefit the health network*

Héma-Québec plays a key role in the health care system. The organization fulfilled its primary mission successfully and gained the trust of its partners and the public. Its mission has evolved and it has demonstrated its expertise as a supplier of human-derived biological products.

Héma-Québec is well positioned to exercise influential leadership on increasingly complex issues and has the potential to establish strategic partnerships for a changing health network.

STRATEGIC ORIENTATION

2 Keep up with the latest developments in human biological products and be proactive so that the healthcare network can benefit from this expertise

The health network is undergoing changes and has had to cope with a more complex reality for several years. Héma-Québec intends to provide concrete solutions to its partners in the health network and research on biological products of human origin.

AREAS OF INTERVENTION

2.1 Value-added products and services for the health network

Our products and services will be even better adapted to the needs and expectations of the various users. Our expertise will be known to more health system stakeholders.

STRATEGIC ORIENTATION 2

A more consistent and better integrated management will help to link the expertise available in our environment more systematically. Stronger partnerships with the health network and the academic community will be on the agenda.

Our partners in the health network and in research institutes affiliated with the academic community could benefit from the recovery of by-products and production waste. This project will be issued by a decision-making framework and will respect the wishes of the donors. Héma-Québec will thus provide added value to its product range while contributing to the improvement of practices and, ultimately, the health of Quebecers.

These activities will complement our specialized products and services, including human tissues, hematopoietic stem cells and specialized testing at the reference laboratory.

2.2 Knowledge of the environment

Héma-Québec has developed its expertise over the years. The main beneficiaries are the users of the health network in Québec. The use of biological products of human origin is constantly on the rise and the trend is only growing.

Adequate knowledge of the environment involves continuous monitoring to enable Héma-Québec to keep up with best practices, if not contribute directly to defining them.

STRATEGIC ORIENTATION 3

Issue 3: *Addressing and managing risks in a systematic, comprehensive and integrated manner*

STRATEGIC ORIENTATION		AREAS OF INTERVENTION
3	Manage risks in an integrated manner at all levels of the organization in accordance with best practices	3.1 Overall risk management culture
		3.2 Program that reflects the latest best practices

STRATEGIC ORIENTATION 3

Issue 3: *Addressing and managing risks in a systematic, comprehensive and integrated manner*

In the management of biological products of human origin, every action has an impact: whether it be donating part of one's health or working on the processing and qualification of a product meant to improve the quality of life of another person. These well-established reflexes with regard to product safety and supply must be reflected at all levels of the organization, including finances and information technology.

If risk is part of our reality, rigorous management of this risk is essential to our success. An integrated risk management framework provides independent oversight and plays a key role in maintaining our strengths.

STRATEGIC ORIENTATION

3 Manage risks in an integrated manner at all levels of the organization in accordance with best practices

Biological products such as blood, human tissues, stem cells and mother's milk come from human beings. There is always the risk of transmission of bacteria, viruses or parasites. This is why, from the time it was created, Héma-Québec developed a proactive risk management philosophy.

This risk management philosophy means that the safety issue is paramount. This approach is part of our organizational DNA. Héma-Québec faces the challenge of applying the principles of risk management to all of its actions, whether they concern product safety, customer service, finances or workforce management.

STRATEGIC ORIENTATION 3

AREAS OF INTERVENTION

3.1 Overall risk management culture

The reality of the management system for blood and other biological products of human origin calls for a proactive rather than reactive approach to risk management.

While Héma-Québec rigorously applies these principles in its product collection, processing and qualification activities, the systematization of these reflexes remains to be done at an organization-wide level.

3.2 Program that reflects the latest best practices

The challenge is to put in place an effective overall system based on mechanisms adapted both to risks and operational realities. This challenge will be met by optimizing the risk management program according to recognized standards. It will be audited periodically in order to verify its effectiveness.

The interest in such a tool stems from the growing complexity of the management models and the environment in which Héma-Québec operates, particularly in matters of cybersecurity and information security, which are priority risk management areas.

STRATEGIC ORIENTATION 4

Issue 4: *Increase agility. Adapt management practices and processes to meet current needs*

STRATEGIC ORIENTATION	AREAS OF INTERVENTION
4 Modernize and streamline our processes in order to be more effective	4.1 An effective management model that focuses on accountability and a comprehensive view of processes
	4.2 A culture of accountability and synergetic partnership

STRATEGIC ORIENTATION 4

Issue 4: *Increase agility. Adapt management practices and processes to meet current needs*

Héma-Québec must carry out a major humanitarian mission that goes far beyond the management of the collective supply of blood products. Its activities have constantly developed over nearly 20 years, with the takeover of a human tissue bank and the creation of an umbilical cord blood bank and a mother's milk bank.

This increased number of activities has resulted in more complexity in current operations; not to mention the permanent adjustments brought about by the regulatory context, the emergence of new diseases, viruses or pathogens and the administrative dimension.

STRATEGIC ORIENTATION

4 Modernize and streamline our processes in order to be more effective

It becomes easy to lose sight of the whole picture when the data is spread across several systems, applications and physical locations, which is a handicap in terms of response time and could cause client dissatisfaction.

The increased number of rules, standards and procedures make our operations more complex.

The most complicated processes have been identified and will undergo specific interventions in order to simplify them.

STRATEGIC ORIENTATION 4

AREAS OF INTERVENTION

4.1 An effective management model that focuses on accountability and a comprehensive view of processes

Simplifying our processes and finding the way to more easily access information that will lead to informed decisions is the goal of process mapping. Special attention will be given to the following functions:

> Production process
> Acquisition of goods and services
> Talent acquisition and workforce management
> Management accounting
> Computer support

4.2 Culture of accountability and synergetic partnership

A project management culture is being advocated through the implementation of a project management framework in 2018. This framework will result from a centralized management of the project portfolio. Implementation of these new measures will involve several challenges such as standardization of project management processes and increased rigour in their planning.

STRATEGIC ORIENTATION 5

Issue 5: *Take full advantage of the opportunities offered by digital technologies*

STRATEGIC ORIENTATION	AREAS OF INTERVENTION
5 Take advantage of digital technology to improve our communication with our partners	5.1 Foundations for digital transformation
	5.2 Digital technology for the benefit of partners
	5.3 Digital technology for the benefit of employees

STRATEGIC ORIENTATION 5

Issue 5: *Take full advantage of the opportunities offered by digital technologies*

The relationship between Héma-Québec donors, volunteers, hospitals and the other partners remains deeply humanitarian and will continue to be so. However, innovative digital technologies are transforming the way we do things and forcing us to rethink our processes. Digital technology is transforming the context in which Héma-Québec carries out its mission.

Digital technology changes the way donors and volunteers interact with us. The same is true of our suppliers and partners in the health network. Digital technology has great potential to improve our day-to-day work.

This transformation is not only technological: it involves issues of skills, uses, organization and culture. To seize opportunities and meet new digital demands, our organization must change. This transformation requires ownership, flexibility and an ability to anticipate.

STRATEGIC ORIENTATION

5 Take advantage of digital technology to improve our communication with our partners

Understanding trends related to the digital dimension, preparing for the future, innovating and mastering each digital component while ensuring overall consistency. The planning of our action in digital technology is just as important, if not more so than the digital applications and solutions that will be developed and implemented.

STRATEGIC ORIENTATION 5

AREAS OF INTERVENTION

5.1 Foundations for digital transformation

Digital projects must therefore be carried out in accordance with general principles promoting the cooperation of clients and development teams, simplicity, openness and ongoing dialogue, continuous attention to technical excellence and the design and accountability of teams.

The choice of technological platforms, the training of personnel in project management and a complete cultural shift are on the agenda.

5.2 Digital technology for the benefit of partners

Digital technology promotes communication. It is essentially a new form of relationship that is emerging between the partners and Héma-Québec. Our organization has distinguished itself in more traditional communication methods, and it must do the same in an era where digital communication is becoming the norm. Particular attention will be paid, from now until the end of 2018, to the implementation of an appointment scheduling system for plasma donors, as well as a system to manage the relationship with blood donors and volunteers. This will be followed by a project to computerize product order taking.

5.3 Digital technology for the benefit of employees

The software currently used for controlled documents will be evaluated to determine if it is still the best tool.

There is also an important need for an effective application in the management of workforce planning.

Partial automation of the production of platelet pools for transfusion has already been a reality for the past few years. The automation process for labile blood product processing will be developed on other levels for implementation in 2020.

The intranet used in communication with employees will also receive attention in order to improve its user-friendliness.

STRATEGIC ORIENTATION 6

Issue 6:

Have a structured program to develop the skills of employees and ensure the renewal of the workforce

STRATEGIC ORIENTATION

6

Develop the skills of our employees and mobilize them by implementing a talent and succession management program

AREAS OF INTERVENTION

6.1 Integrated and open-ended talent and succession management program

6.2 Motivational and inspiring leaders

STRATEGIC ORIENTATION 6

Issue 6: *Develop the skills of our employees and mobilize them by implementing a talent and succession management program*

The successful employer is the one who fully knows how to stimulate, develop and use the strengths of each individual by creating conditions that promote staff engagement and motivation with a view to contributing in an effective and meaningful way to the stakes of the organization. This is why Héma-Québec will focus on developing and leveraging the talents of its staff.

STRATEGIC ORIENTATION

6 Develop the skills of our employees and mobilize them by implementing a talent and succession management program

The successful employer is the one who fully knows how to stimulate, develop and use the strengths of each individual by creating conditions that promote staff engagement and motivation with a view to contributing in an effective and meaningful way to the stakes of the organization. This is why Héma-Québec will focus on developing and leveraging the talents of its staff.

STRATEGIC ORIENTATION 6

AREAS OF INTERVENTION

6.1 Integrated and open-ended talent and succession management program

Succession management is an issue that affects all organizations in Québec, particularly because of demographic issues, and Héma-Québec is no exception. On the eve of its 20th anniversary, the organization is entering an era of maturity, and many of the staff occupying critical positions will be expected to change, particularly as a result of retirements and career paths. Héma-Québec intends to be able to deal with these realities inherent to the labour market by adopting not only a strategy that identifies key positions but also a program for managing talent and succession that promotes the development of skills related to business needs.

6.2 Motivational and inspiring leaders

Leadership management has received particular attention within the organization since 2014, including a development program in this area. This leadership development pathway will continue in 2018, and all of the managers will be invited to take part in it once again to help them become inspiring and motivating leaders who will improve the organization's employee engagement rate.