



2021–2025 STRATEGIC PLAN

Leaders' message

2021–2025 Strategic Plan

During the deployment of our 2021-2025 strategic plan, Héma-Québec will be celebrating 25 years of operation. This anniversary, which will occur in 2023, will mark the constant and dynamic evolution of our organization. Thanks to the efforts of those at the forefront of its creation, and inspired by their commitment and passion, we are in a position today to lead Héma-Québec even further. This strategic plan is meant to serve as a beacon in the coming years as we approach the future with enthusiasm and ambition, always with the well-being of Quebecers at heart.

Héma-Québec is a strategic partner of Québec's healthcare network and a major collaborator with the rest of Canada and internationally. Our strategic planning falls within this role and is the object of careful consideration by several committees. It follows that Héma-Québec must begin a new phase in its development to meet the ever-evolving certification standards and criteria that regulate the organization. The same holds true for technology.

The highest objectives of safety and security must be constantly at the core of our practices. To this end, strategic planning guides our issues, orientations and objectives, as well as our strategies, targets and planned timelines to provide us with the momentum to move forward.

Our vision is clear, and we are confident. Above all, we are especially proud of the outstanding work accomplished in almost 25 years. We should mention the expertise, caring and thoroughness of the members of Héma-Québec's staff who rely on the vital and defining generosity of our donors and volunteers. We wish to thank them and express our highest recognition for their important contribution. Our thanks and recognition also go to Héma-Québec's board of directors, whose commitment and support contribute to our vital mission to help save lives.



Anne Bourhis
Chair of the Board of Directors

Nathalie Fagnan, CPA, CA, IAS.A
President and Chief Executive Officer



MISSION

Efficiently meet the needs of the Québec population for quality blood and other biological products of human origin.

VISION

Become a strategic partner for the Québec health system.

VALUES

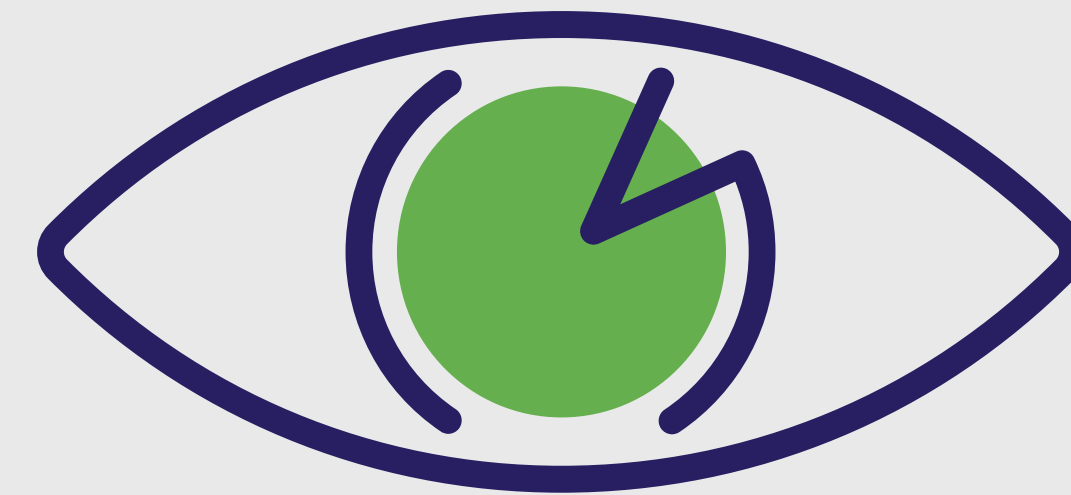
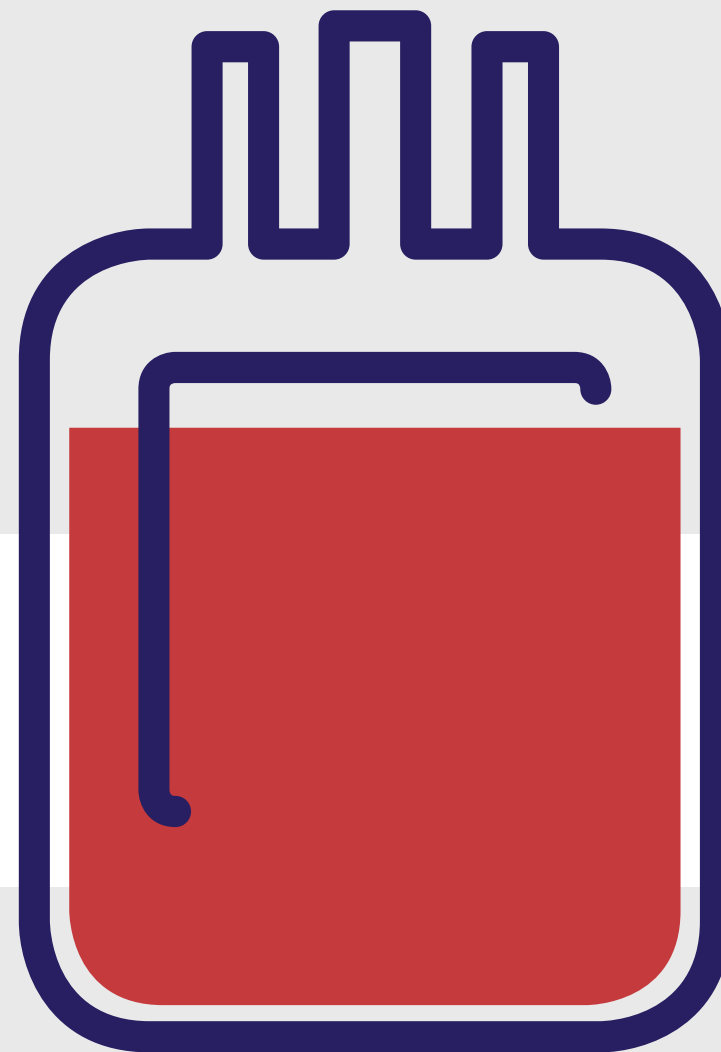
Integrity and honesty.
Respect.
Commitment.
Accountability.

Sectors of activity

STABLE
PRODUCTS



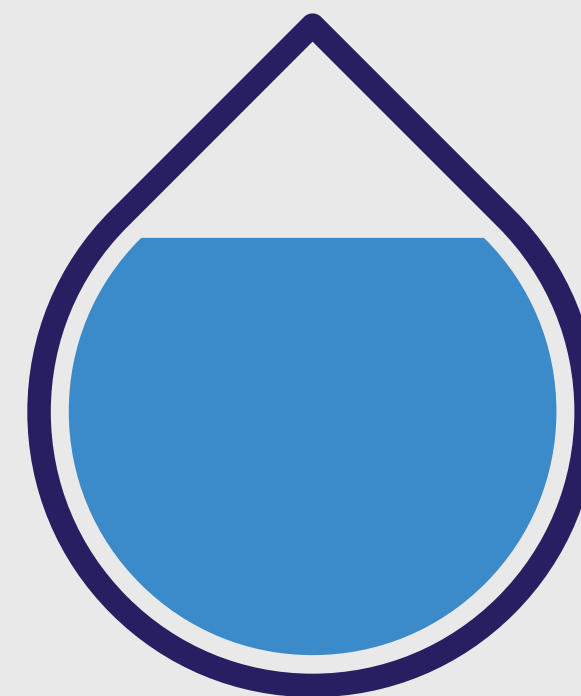
BLOOD
PRODUCTS



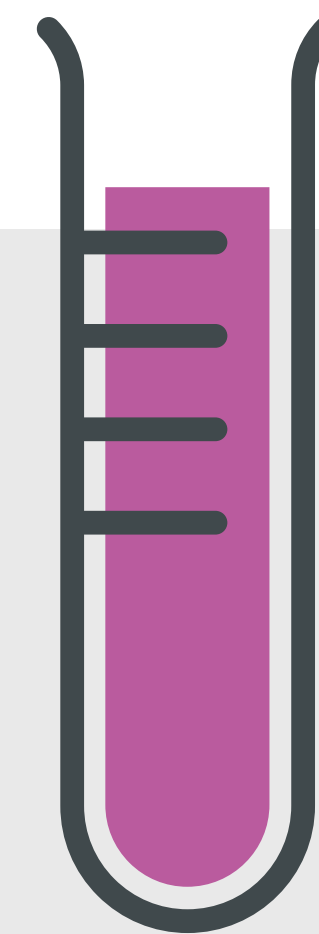
HUMAN
TISSUES



STEM
CELLS



MOTHER'S
MILK



SPECIALIZED
LABORATORIES

Héma-Québec is...

OVER
200,000
DONORS



OVER
1,500
EMPLOYEES









OVER
800,000
DISTRIBUTED
PRODUCTS



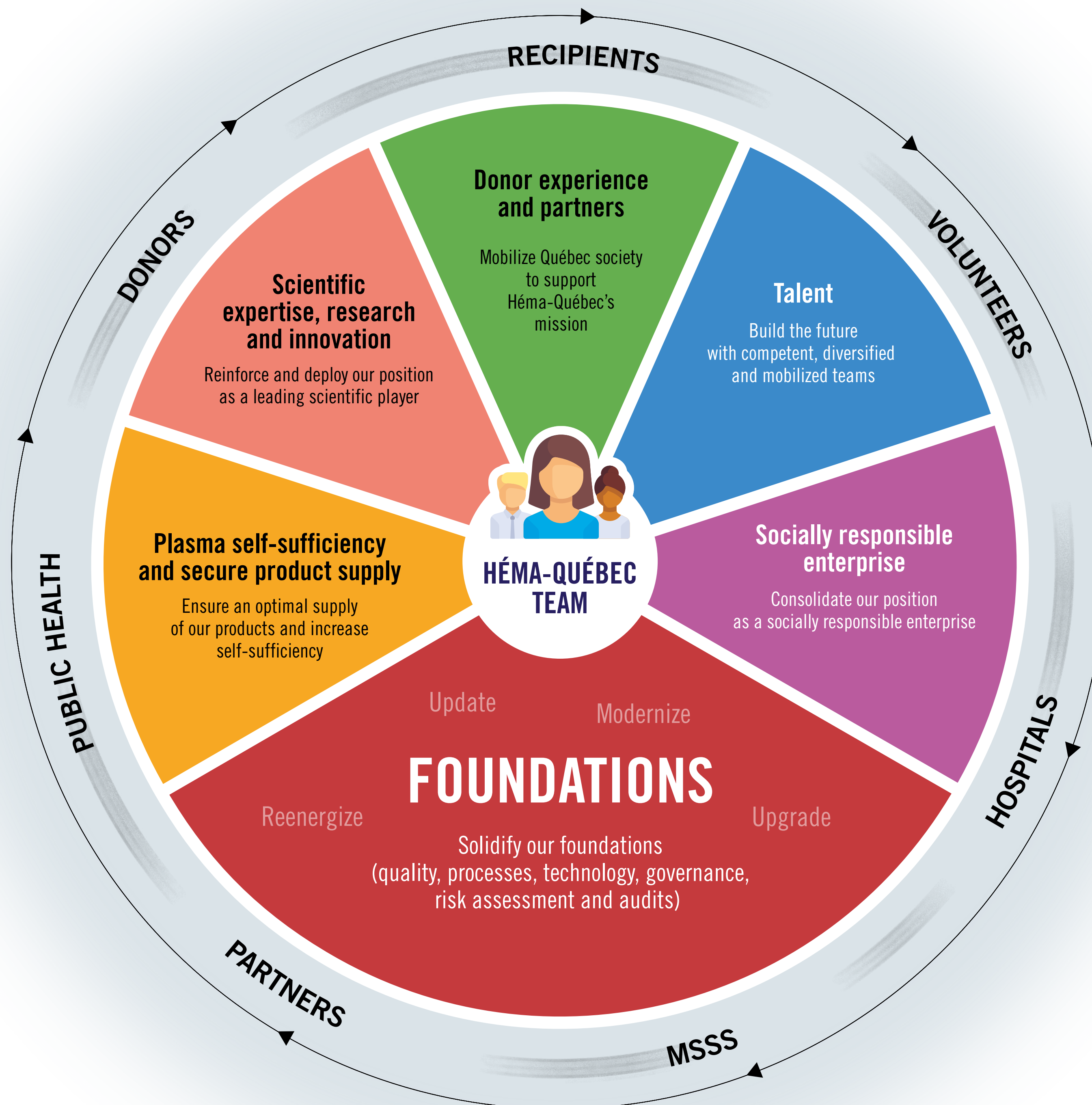
THOUSANDS
OF VOLUNTEERS

Permanent presence throughout Québec

-  Facility
-  GLOBULE Blood Donor Center
-  Mobile Blood Drive Regional Centre
-  PLASMAVIE Plasma Donor Lounge
-  PLASMAVIE with a blood donation area
-  Drop-off point for mother's milk



Strategic plan at a glance





Strategic orientations

1 Foundations

**Solidify our foundations
(quality, processes, technology,
governance, risk assessment
and audits)**

PRIORITIES

1.1 | **Quality and compliance** – Adopt improved quality practices, including a compliance culture shift

- a) Bring about a cultural shift in the organization and raise awareness among all staff of best quality practices because quality is everyone’s business
- b) Upgrade processes and tools to achieve the quality prerequisites necessary for best practices
- c) Equip Héma-Québec with a proactive governance to deal with quality events

1.2 | **Technology** – Acquire adapted, effective and safe technological solutions for our processes in line with our mission and support services, including the integrated management software package (PGI)

- a) Safely and efficiently upgrade the technological infrastructure to support operations/processes in line with our mission
- b) Deploy our new PGI, bringing together all key processes and upgrading certain key mission systems (e.g., eProgesa)
- c) Provide and deploy adapted tools to support the development and efficiency of support services
- d) Equip Héma-Québec with a proactive technology governance to support of our vision

1.3 | **Management** – Improve our management methods and information

- a) Increase reliable and accessible management information to support decision-making
- b) Establish the office of strategic initiatives to activate adapted agile planning
- c) Strengthen a solutions-oriented organizational culture

MEASURES OF SUCCESS

| Indicator | Current status | 2025 target |
|---|----------------|--------------------|
| Compliance with prescribed quality event timelines | 30% | 100% |
| Deployment of the new PGI | – | 80% |
| Deployment of a dashboard to evaluate the performance of the various activity sectors | 5% | 100% |
| Deployment of the office of strategic initiatives | 15% | 100% (end of 2022) |

1 Foundations (cont'd)

Solidify our foundations (quality, processes, technology, governance, risk assessment and audits)

PRIORITIES

1.4 | Supply – Optimize key supply processes

- a) Upgrade reception, storage and logistics processes to achieve quality standards corresponding to best supply practices

1.5 | Governance – Optimize governance

- a) Review and clarify the mandates of the board of directors and its committees
- b) Overhaul Héma-Québec’s general regulations

1.6 | Risk management – Adopt a fully integrated risk management system

- a) Proceed with and finalize the implementation of the integrated risk management and business continuity system
- b) Establish an integrated risk management committee and ensure its integration and relevance in the organization’s governance

1.7 | Internal audit function – Proceed with the development of the internal audit function

- a) Clarify the mandate, role and activities of the internal audit function and adopt a charter establishing its independence and governance
- b) Establish an accountability cycle and adopt a more user-friendly computer system adapted to the effective management of audits to ensure improved monitoring

MEASURES OF SUCCESS

| Indicator | Current status | 2025 target |
|---|----------------|----------------|
| Deployment of a service offering for the internal audit function | – | 100% (in 2023) |
| Updating of Héma-Québec’s general regulations in line with best practices | – | 100% (in 2024) |

2 Plasma self-sufficiency and safe product supply

Ensure an optimal supply of our products and increase self-sufficiency

PRIORITIES

2.1 | Plasma self-sufficiency – Implement the plasma self-sufficiency program

- a) Optimize the plasma for fractionation programs in the permanent centres
- b) Participate in the sustainability of the process to control IGIV demand, in collaboration with the Ministère de la Santé et des Services sociaux (MSSS)
- c) Integrate distribution data and share these with the appropriate bodies
- d) Open new “all-in-one” centres (e.g., Saint-Bruno and Montréal’s north shore)

2.2 | Human tissues – Identify and deploy human tissue development projects

- a) Deploy the distribution exclusivity mandate for human tissues

2.3 | Supply – Enhance planning and supply processes

- a) Deploy an optimal forecasting planning cycle for all sectors

2.4 | Blood drive operations – Review the planning of blood drives and the deployment of stable teams

- a) Plan and optimize collection equipment and the required freezing process

MEASURES OF SUCCESS

| Indicator | Current status | 2025 target |
|---|---|---|
| Percentage of plasma self-sufficiency | 27.9% | 42% |
| Strategic planning cycle performed each quarter for all activity sectors (in compliance with the deployment timeline) | Strategic planning cycle performed quarterly Labile blood products and mother’s milk | Strategic planning cycle performed quarterly for all activity sectors |

3 Donor experience and partners

Mobilize Québec society to support Héma-Québec’s mission

PRIORITIES

3.1 | Acquisition, retention and donor experience – Attract new donors and reinforce the commitment and retention of donors through an enhanced experience

- a) Increase the number and diversity of donors, especially through changes to exclusion criteria and through ethnic diversity, to meet recipients’ needs based on the needs of the activity sectors
- b) Optimize the appointment booking model, especially by changing the JeDonne app
- c) Improve the donor experience through a support program for new donors and a loyalty and recognition program
- d) Transform customer relations management tools, including new satisfaction measures and a customer relations management platform (CRM)

3.2 | Recognition – Increase the recognition and influence of Héma-Québec and its activities in Québec, Canada and internationally

- a) Overhaul the website to support Héma-Québec’s aspirations with its partners and customers
- b) Promote Héma-Québec and its activity sectors and services while broadening its brand portfolio
- c) Continue linkage with the Fondation Héma-Québec to optimize visibility

3.3 | Acquisition, retention and volunteer experience – Attract and retain our pool of volunteers while ensuring the relevance of our volunteer model

- a) Renew the volunteer program in collaboration with the Association des bénévoles du don de sang (ABDS) to provide a motivating experience

3.4 | Healthcare network – Consolidate our ties with healthcare network stakeholders, mainly hospitals and the Ministère de la Santé et des Services sociaux

- a) Develop a mission, action plan and targets for the network’s customer experience to strengthen ties

MEASURES OF SUCCESS

| Indicator | Current status | 2025 target |
|---|--|--------------------|
| Acquisition: Percentage of new blood and plasma donors enrolled | WB ¹ : 14% PF ² : 10% | ST: 22% PF: 13% |
| Recognition: Percentage of spontaneous recognition of Héma-Québec | 76% | 80% |

1. Whole blood
2. Plasma for fractionation

4 Scientific expertise, research and innovation

Reinforce and deploy our position as a leading scientific player

PRIORITIES

4.1 | Positioning – Strengthen our position in matters of services and reference laboratory expertise with target groups

- a) Position and promote the reference laboratory with three target groups: blood banks, the Ministère de la Santé et des Services sociaux, and Héma-Québec’s employees

4.2 | Stem cells – Define and structure Héma-Québec’s role in the stem cell and cell therapy sector and obtain the ministerial mandate for the stem cell registry

4.3 | Human tissues – Develop research collaborations

- a) Develop research collaborations with groups interested in tissue engineering (in particular, LOEX)

4.4 | New scientific services – Assess and deploy new leading-edge scientific services and a new range of biological products

- a) Fetal RhD
- b) Sustainability of the biobank (PlasCov)
- c) BioArray genotyping platform

4.5 | Leading-edge scientific projects – Pursue research, studies and projects with high potential

- a) Research on emerging pathogens, epidemiology (being explored)
- b) Reduction of pathogens (under review) and serum banking (being explored)

MEASURES OF SUCCESS

| Indicator | Current status | 2025 target |
|--|----------------|-------------|
| Deployment of services provided by fetal RhD and the Bioarray genotyping platform | – | 100% |
| Definition of the service offering for cell therapies and stem cells to network partners | – | 100% |

5 Talent

Build the future with competent, diversified and mobilized teams

PRIORITIES

5.1 | Employee experience – Retain, mobilize and enhance the well-being of employees by providing a work environment that offers enriching and rewarding opportunities in which our talent can progress

- a) Improve work organization to be more in line with employees’ expectations
- b) Enhance our management practices and programs to keep up with best practices and what “excites” Héma-Québec’s employees throughout their career, including the earliest days as a job applicant
- c) Ensure a fully integrated employee lifecycle model

5.2 | Talent and succession management – Plan, acquire, develop and mobilize talent with a recognized employer brand

- a) Optimize the talent acquisition process by drawing on integrated planning cycle processes to ensure that the right person is in the right role at the right time
- b) Improve the employer brand identity and promote the diversity of profiles and talent sought
- c) Assume responsibility for sound governance to deal with the risk of loss of knowledge and organizational efficiency, and invest in succession management
- d) Deploy the succession management program and conduct the first cross-sectional review of talent in critical and key positions and emerging leaders

MEASURES OF SUCCESS

| Indicator | Current status | 2025 target |
|---|----------------|-------------|
| Action plans to diagnose the employee experience | – | 80% |
| Action plans implemented and reviewed annually for all critical and key positions | – | 95% |

5 Talent (cont'd)

Build the future with competent, diversified and mobilized teams

PRIORITIES

5.3 | Skills development – Stimulate employees’ learning and professional development of leadership skills and regulatory and professional competencies

- a) Deploy a program to support leaders in the performance of their role (new leadership skills)
- b) Develop a comprehensive regulatory training program
- c) Deploy a standardized professional skills development program

5.4 | Environment, work organization and methods of collaboration – Enhance management culture and practices to provide an inspiring professional environment that fosters a balance between the needs for collaboration, organizational performance and socialization

- a) Plan reintegration in facilities and welcome employees into a new hybrid normal
- b) Optimize work organization to alleviate burnout and improve the well-being of employees

5.5 | Inclusion and diversity – Provide a welcoming and inclusive environment and foster the cultural diversity of profiles and prospects at all levels of the organization

- a) Create an integrated diversity, inclusion and equity (EDI) employment program with targets aligned with Héma-Québec’s organizational values
- b) Improve governance and shared responsibility at the executive level and increase awareness among all managers

MEASURES OF SUCCESS

| Indicator | Current status | 2025 target |
|---|----------------|-------------|
| Participation of managers at all levels in a comprehensive path to a new leadership development program | – | 85% |
| Development and professional training program deployed | – | 100% |
| Implementation of an enhanced introductory regulatory training program for new employees | 20% | 80% |

6 Socially responsible enterprise

Consolidate our position as a socially responsible enterprise

PRIORITIES

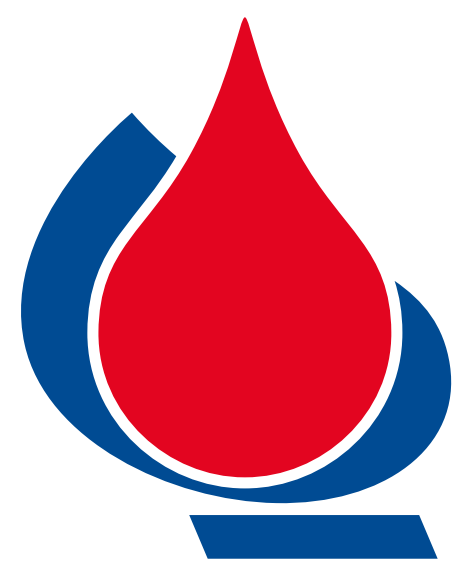
- 6.1 | Governance** – Acquire clear governance (roles and mechanisms) in line with our priorities as a socially responsible enterprise
 - a) Define clear governance, strategically positioned and supported by management
- 6.2 | Communication and accountability** – Review our approach to internal communications and accountability
 - a) Review our methods of communication and accountability to promote meaningful actions and benefits
- 6.3 | Aspirations and mobilizing actions** – Showcase our achievements, develop a new five-year plan in line with the *Sustainable Development Act* and deploy actions to achieve tangible results
 - a) Reinforce our inventory and the added value of our achievements, especially in the areas of diversity and inclusion, in line with our vision
 - b) Develop and adopt a new five-year plan in line with the *Sustainable Development Act*, along with actions including diversity and inclusion
 - c) Deploy and measure our actions to ensure tangible results and achieve our objectives

MEASURES OF SUCCESS

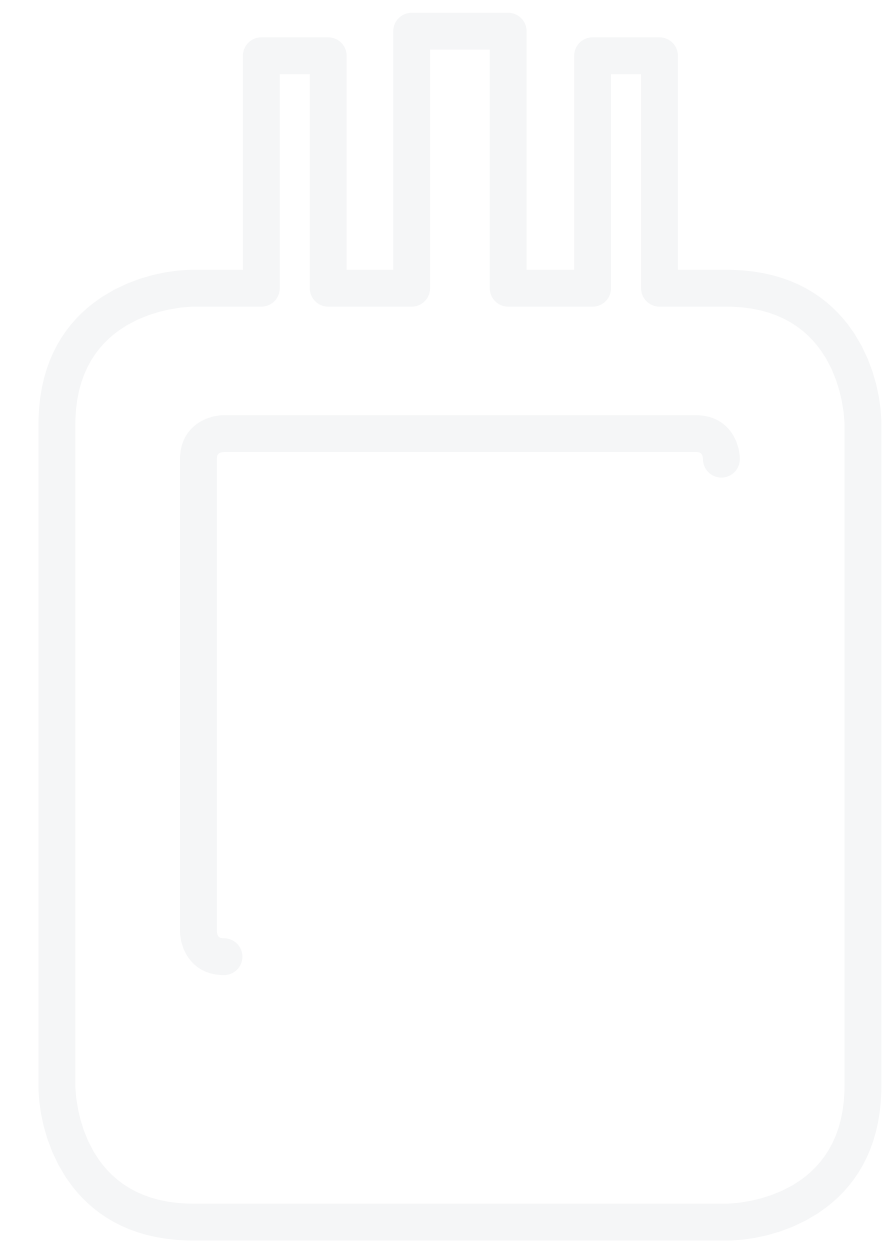
| Indicator | Current status | 2025 target |
|---|----------------|-------------|
| Percentage of achievement of the 2023–2028 five-year sustainable development plan | – | 40% |
| Measurement of employee commitment to activities (survey) | – | 70% |

Summary table

| STRATEGIC ORIENTATION 1 Foundations | STRATEGIC ORIENTATION 2 Plasma self-sufficiency and safe product supply | STRATEGIC ORIENTATION 3 Donor experience and partners | STRATEGIC ORIENTATION 4 Scientific expertise, research and innovation | STRATEGIC ORIENTATION 5 Talent | STRATEGIC ORIENTATION 6 Socially responsible enterprise |
|--|--|---|--|--|--|
| <p>Solidify our foundations (quality, processes, technology, governance, risk assessment and audits)</p> | <p>Ensure an optimal supply of our products and increase self-sufficiency</p> | <p>Mobilize Québec society to support Héma-Québec's mission</p> | <p>Reinforce and deploy our position as a leading scientific player</p> | <p>Build the future with competent, diversified and mobilized teams</p> | <p>Consolidate our position as a socially responsible enterprise</p> |
| <p>1.1 QUALITY AND COMPLIANCE Adopt improved quality practices, including a shift in the culture of compliance</p> <ul style="list-style-type: none"> Bring about a cultural shift in the organization and provide training in quality standards Upgrade processes and tools to achieve the quality necessary for best practices Equip Héma-Québec with a proactive governance to deal with quality events <p>1.2 TECHNOLOGY Acquire adapted, effective and safe technological solutions for our processes in line with our mission and support services, including the PGI</p> <ul style="list-style-type: none"> Safely and efficiently upgrade the technological infrastructure to support operations/processes in line with our mission Deploy our new PGI, bringing together all key processes and upgrading certain key mission systems (e.g., eProgesa) Provide and deploy adapted tools to support the development and efficiency of support services Equip Héma-Québec with a proactive technology governance in support of the vision <p>1.3 MANAGEMENT Improve our management methods and information</p> <ul style="list-style-type: none"> Increase reliable and accessible management information to support decision-making Establish the office of strategic initiatives to activate adapted agile planning Strengthen a solutions-oriented organizational culture <p>1.4 SUPPLY Optimize key supply processes</p> <ul style="list-style-type: none"> Upgrade reception, storage and logistics processes to achieve quality standards that correspond to best supply practices <p>1.5 GOVERNANCE Optimize governance</p> <ul style="list-style-type: none"> Review and clarify the mandates of the board of directors and of its committees Overhaul Héma-Québec's general regulations <p>1.6 RISK MANAGEMENT Adopt a fully integrated risk management system</p> <ul style="list-style-type: none"> Proceed with and finalize the implementation of the integrated risk management and business continuity system Establish an integrated risk management committee and ensure its integration and relevance in the organization's governance <p>1.7 INTERNAL AUDIT FUNCTION Proceed with the development of the internal audit function</p> <ul style="list-style-type: none"> Clarify the mandate, role and activities of the internal audit function and adopt a charter establishing its independence and governance Establish an accountability cycle and adopt a more user-friendly computer system adapted to effective management of audits to ensure improved monitoring | <p>2.1 PLASMA SELF-SUFFICIENCY Implement the plasma self-sufficiency program</p> <ul style="list-style-type: none"> Optimize the plasma for fractionation programs in the permanent centres Participate in the sustainability of the process to control IGIV demand, in collaboration with the MSSS Integrate distribution data and share these with the appropriate bodies Open new "all-in-one" centres (Saint-Bruno and Montréal's north shore) <p>2.2 HUMAN TISSUES Identify and deploy human tissue development projects</p> <ul style="list-style-type: none"> Deploy the distribution exclusivity mandate for human tissues <p>2.3 SUPPLY Enhance planning and supply processes</p> <ul style="list-style-type: none"> Deploy an optimal forecasting planning cycle for all sectors <p>2.4 BLOOD DRIVE OPERATIONS Review the planning of blood drives and the deployment of stable teams</p> <ul style="list-style-type: none"> Plan and optimize collection equipment and the required freezing process | <p>3.1 ACQUISITION, RETENTION, DONOR EXPERIENCE Attract new donors and reinforce the commitment and retention of donors through an enhanced experience</p> <ul style="list-style-type: none"> Increase the number and diversity of donors, especially through changes to exclusion criteria and through ethnic diversity, to meet recipients' needs based on the needs of the activity sectors Optimize the appointment booking model, especially by changing the JeDonne app Improve the donor experience through a support program for new donors and a loyalty and recognition program Transform customer relations management tools, including new satisfaction measures and a customer relations management platform (CRM) and better complaints management <p>3.2 RECOGNITION Increase the recognition and influence of Héma-Québec and its activities in Québec, Canada and internationally</p> <ul style="list-style-type: none"> Overhaul the website to support Héma-Québec's aspirations with its partners and clients Promote Héma-Québec and its activity sectors and services while broadening its brand portfolio Continue linkage with the Fondation Héma-Québec to optimize visibility <p>3.3 ACQUISITION, RETENTION, VOLUNTEER EXPERIENCE Attract and retain our pool of volunteers while ensuring the relevance of our volunteer model</p> <ul style="list-style-type: none"> Renew the volunteer program in collaboration with the Association des bénévoles du don de sang (ABDS) to provide a motivating experience <p>3.4 HEALTH NETWORK Consolidate our ties with health network stakeholders, mainly hospitals and the Ministère de la Santé et des Services sociaux</p> <ul style="list-style-type: none"> Develop a mission, action plan and targets for the network's customer experience to strengthen ties | <p>4.1 POSITIONING Strengthen our position in matters of services and reference laboratory expertise with target groups --</p> <ul style="list-style-type: none"> Position and promote the reference laboratory with three target groups: blood banks, the MSSS and Héma Québec's employees <p>4.2 STEM CELLS Define and structure Héma Québec's role in the stem cell and cell therapy sector and obtain the ministerial mandate for the stem cell registry</p> <p>4.3 HUMAN TISSUES Develop new research collaborations</p> <ul style="list-style-type: none"> Develop research collaborations with groups interested in tissue engineering (in particular, LOEX) <p>4.4 NEW SCIENTIFIC SERVICES Assess and deploy new leading-edge scientific services and a new range of biological products</p> <ul style="list-style-type: none"> Fetal RhD Sustainability of the biobank (PlasCov) BioArray genotyping platform <p>4.5 LEADING-EDGE SCIENTIFIC PROJECTS Pursue research, studies and projects with high potential</p> <ul style="list-style-type: none"> Research on emerging pathogens, epidemiology (being explored) Reduction of pathogens (under review) and serum banking (being explored) | <p>5.1 EMPLOYEE EXPERIENCE Retain, mobilize and enhance the well-being of employees by providing a work environment that offers enriching and rewarding opportunities in which our talent can progress</p> <ul style="list-style-type: none"> Improve work organization to be more in line with employees' expectations Enhance our management practices and programs to keep up with best practices Ensure a fully integrated employee lifecycle model <p>5.2 TALENT AND SUCCESSION MANAGEMENT Plan, acquire, develop and mobilize talent with a recognized employer brand</p> <ul style="list-style-type: none"> Optimize the talent acquisition process by drawing on integrated planning cycle processes to ensure that the right person is in the right role at the right time Improve the employer brand identity and promote the diversity of profiles and talent sought Assume responsibility for dealing with the risk of loss of knowledge and invest in succession management Deploy the succession management program and conduct the first cross-sectional review of talent in critical and key positions and emerging leaders <p>5.3 SKILLS DEVELOPMENT Stimulate employees' professional development</p> <ul style="list-style-type: none"> Deploy a program to support leaders in the performance of their role Develop a comprehensive regulatory training program Deploy a standardized professional skills development program <p>5.4 ENVIRONMENT, WORK ORGANIZATION AND METHODS OF COLLABORATION Enhance management culture and foster a balance between the needs for collaboration, organizational performance and socialization</p> <ul style="list-style-type: none"> Plan reintegration in facilities based on a new hybrid normal Optimize work organization to alleviate burnout and improve the well-being of employees <p>5.5 INCLUSION AND DIVERSITY Provide a welcoming and inclusive environment and foster cultural diversity</p> <ul style="list-style-type: none"> Create an integrated diversity, inclusion and equity (EDI) employment program Improve governance and shared responsibility at the executive level and increase awareness among all managers | <p>6.1 GOVERNANCE Acquire clear governance (roles and mechanisms) in line with social responsibility</p> <ul style="list-style-type: none"> Define clear governance, strategically positioned and supported by management <p>6.2 COMMUNICATIONS AND ACCOUNTABILITY Review our approach to internal communications and accountability</p> <ul style="list-style-type: none"> Review our methods of communication and accountability to promote meaningful actions and benefits <p>6.3 ASPIRATIONS AND MOBILIZING ACTIONS Showcase our achievements, develop a new five-year plan in line with the Sustainable Development Act and deploy actions to achieve tangible results</p> <ul style="list-style-type: none"> Reinforce our inventory and the added value of our achievements, especially in the areas of diversity and inclusion, in line with our vision Develop and adopt a new five-year plan in line with the Sustainable Development Act, along with actions including diversity and inclusion Deploy and measure our actions to ensure tangible results and achieve our objectives |



HÉMA-QUÉBEC



www.hema-quebec.qc.ca



YouTube

