

Board Meeting Minutes (Closed)

Date	April 25, 2017	Time	8:30-4:30 p.m. EDT
Dial-in #	N/A	Conference ID	N/A
Web meeting info	N/A	Location	Royal York Hotel, Toronto Alberta Boardroom
Chair	Leah Hollins	Recording secretary	Cassandra Tavares
Attendees	<p>Board: Leah Hollins (Chair); Robert Teskey; Wayne Gladstone; Dr. Gary Glavin; Craig Knight; Dunbar Russel; Suromitra Sanatani; Mike Shaw; Dr. Jeff Scott; Dr. Kevin Glasgow; Kelly Butt.</p> <p>EMT: Dr. Graham Sher (Chief Executive Officer); Dr. Christian Choquet (Vice-President, Quality & Regulatory Affairs); Rick Prinzen (Chief Supply Chain Officer); Andrew Pateman (Vice-President, Talent Management & Corporate Strategy); Pauline Port (Chief Financial Officer, and Vice-President, Corporate Services); Ralph Michaelis (Chief Information Officer); Watson Gale (Vice-President, General Counsel and Corporate Secretary); Mark Donnison (Vice-President, Donor Relations).</p>		
Guests	<p>Ron Vezina (Director, Corporate Reputation & Health Policy); Cristiane Bourbonnais (President, Cohesion); Mathias Haun (Director, Strategy Planning & Portfolio Management); Lise Simpson (Director, Strategy & Corporate Affairs); Kristina Ireland (Consultant, Strategy Planning & Portfolio Management); Michael Brazukas (President, Strategy Management Institute & board retreat facilitator)</p>		
Joining by phone	N/A		
Absent	<p>Board: Henry Pankratz, Elaine Sibson</p> <p>EMT: Dr. Dana Devine (Chief Medical and Scientific Officer); Jean-Paul Bédard (Vice-President, Public Affairs)</p>		

1. Members of the board with and without the CEO participated in an in-camera session from 8:30 to 10:15 a.m. EDT.

Leah Hollins, Chair, called the meeting to order at 10:30 a.m. EDT on April 25, 2017. She welcomed Board and EMT members to the meeting.

2. The agenda was approved as presented:
*After review, **ON MOTION** duly made and seconded, the agenda was unanimously approved.*

3. On invitation from L. Hollins, no conflicts of interest were declared.
4. The public minutes of March 1-2, 2017 were approved, as amended:
ON MOTION duly made and seconded, the public minutes of the March 1-2, 2017 meeting were unanimously approved. (Craig/Kelly)
5. There was no business arising, and it was noted that all matters would be captured in the agenda items to follow.

6. Report of the Chair (L. Hollins)

L. Hollins updated the board on recent meetings and activities taking place since the last meeting:

- A meeting with the Honourable Jim Reiter, Minister of Health, Saskatchewan. As of April 2017, Saskatchewan assumed the role of Lead Province. The purpose of the meeting was to introduce the minister to Canadian Blood Services and the blood file, including addressing any questions about the recent plasma plan, which went to governments in January 2017.
- The week beginning April 23, 2017 marked the 20th anniversary of National Organ and Tissue Donation Awareness Week (NOTDAW). A ceremony was held at Canadian Blood Services' head office on April 24, 2017. L. Hollins hosted the event, and guest speakers were invited to share their personal stories to highlight the impact and importance of organ and tissue donation in Canada.

It was noted that the Chair of the Governance Committee, Henry Pankratz, is currently away due to health matters. Dunbar Russel, Vice Chair, will be assuming the role of Governance Committee Chair in his absence.

7. Report of the CEO (G. Sher)

G. Sher provided the board with an update on emerging issues, and key activities with stakeholders and government since the last meeting. Due to the timing of this meeting, no quarterly performance highlights were provided.

Under emerging issues, G. Sher highlighted the following points:

- **Plasma business plan:** It was noted that this topic would be discussed later on in the agenda.
- **Advancing the digital environment:** Canadian Blood Services continues to evolve in the digital space, including changing its interaction with donors. The first business case for the Deeper Connections program has been approved with funding, and a detailed project plan is underway. This component of the strategy will see online appointments grow to 60 per cent of the total, or 900,000 appointments booked annually.
- **Alberta Voluntary Blood Donations Act:** On March 13, 2017, Alberta Health introduced voluntary blood donation legislation that would prohibit payment for blood donations in the province. Canadian Blood Services supports Alberta's efforts to help further strengthen Canada's voluntary, non-remunerated, publicly funded collections model.

- **The Organ Project:** Eugene Melnyk, owner of the Ottawa Senators and transplant recipient, has launched The Organ Project – an initiative to increase awareness of organ donation and explore improvements to registration and policy changes with government. There is potential for collaboration with Canadian Blood Services. At Mr. Melnyk’s invitation, Canadian Blood Services has submitted a proposal for funding through The Organ Project, and discussions are underway.
 - **ACTION:** Consider inviting Eugene Melnyk of The Organ Project to meet with the board in September or at a later meeting.
- **Leaders being recognized:** Susan Matsumoto, Director, Donor Relations Prairies Region, has won The Rolf Kovenetsky Leader of the Year Award through the Association of Donor Recruitment Professionals. This award recognizes outstanding leaders in both recruitment and collections. Susan is only the second Canadian Blood Services recipient of this distinguished award.
 - **ACTION:** Mark Donnison, Vice-President, Donor Relations to draft a letter on behalf of the board to send to S. Matsumoto.

G. Sher highlighted the following key activities and interactions with relevant parties:

- **Stakeholder meetings and relevant interactions:** The Alliance of Blood Operators (ABO) meeting took place on April 2-5, 2017 in London, England. Members of the ABO were invited to view a demonstration of IBM Watson, a cognitive system enabling new partnerships between people and computers. Discussion at April’s ABO meeting explored opportunities where artificial intelligence can affect how blood operators do business. The Chief Information Officers of all the ABO members have formed working groups and will continue the dialogue.

8. Digital transformation strategy (M. Donnison / R. Michaelis)

Ralph Michaelis, Chief Information Officer, and Mark Donnison, Vice-President, Donor Relations, presented an update to the board on Canadian Blood Services’ evolving digital transformation strategy. This is one of several discussions that will occur with the board over the coming year. Canadian Blood Services has been on a journey of digital transformation since 2014 and considerable change will continue in this area.

R. Michaelis and M. Donnison presented Canadian Blood Services’ digital enterprise strategy and the changes underway on the donor facing front. The creation of an effective digital strategy requires examination of the whole system and determination of how things can be done differently through the creation of new business models. The three pillars of a digital enterprise at Canadian Blood Services are the interaction with hospitals, donors, and employees and digital transformation requires that Canadian Blood Services adapt its relationships with these three entities, while ensuring the patient remains at the core.

In terms of the future of technology and its implication for Canadian Blood Services, M. Donnison commented on the challenge to remain current and connect with donors in the digital environment over time. The evolution of customer interaction has changed dramatically over the years to reflect an integration of all customer insight into one repository. Canadian Blood Services has recently introduced online tools designed to simplify the interaction with donors, such as live chat engagement and *MyStory.Blood.ca*, a socially-enabled story sharing site. Future transformation will include more automation through artificial intelligence, designed to increase digital appointments and result in productivity gains.

The board was asked to consider the risks Canadian Blood Services might face as a result of its digital transformation strategy, and what information they would like to have for future discussions. Discussion with the board included the following topics:

- How provincial (and federal) governments are dealing with a shift to digital, notably but not exclusively in the health care space.
- Disruptive technologies that may influence how Canadian Blood Services addresses digital transformation.
- Interaction and potential collaboration with organizations that are leading the way in digital transformation and artificial intelligence.

The Board adjourned for a lunch break at 12:37 pm.

The meeting resumed at 1:10 p.m. ET.

9. Business plan: Ensuring Canadian security of plasma supply for immune globulin (Ig) (G. Sher)

Dr. Graham Sher, Chief Executive Officer, provided a status update on activities relating to the business plan for *Ensuring Security of the Canadian Plasma Supply for Immune Globulin*. The business plan was delivered in January 2017, to federal, provincial and territorial governments. Since January, a series of discussions and other information-sharing opportunities have taken place with government officials to discuss the plan and determine next steps.

While there is no clear direction at the moment, the business plan has the attention of senior-level decision makers within the highest levels of government. Governments have requested time to review the plan to be able to decide on a path forward.

An update on any further progress made with respect to the advancement of the plan will come back to the board in June.

10. Corporate Plan budget drivers 2018-2021 (P. Port)

Each year, Canadian Blood Services submits a three-year corporate plan to its provincial and territorial funders. The board reviewed and discussed the 2018-2021 Corporate Plan budget drivers, presented by Pauline Port, Chief Financial Officer, and Vice-President, Corporate Services. Following this discussion, the 2018-2021 Corporate Plan will be drafted and presented for the board's approval at the June meeting. The proposed 2018-2021 Corporate Plan is to be officially issued to members on July 31, 2017 and the upcoming fiscal year budget (2018-2019) will be negotiated with P/T representatives in December.

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There was no further discussion under the consent and information updates.

The next meeting will be held in Edmonton on June 21-23, 2017 at the Sutton Place Hotel.

The meeting adjourned at 4:31 p.m. ET.

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