Major achievements for 2018–2019

- Our brand
  - We are *Canada’s Biological Lifeline*
- Our strategic plan: Keeping the Promise 2019–2024
- National Accountability Agreement (NAA) draft negotiated
- Plasma program
  - Agreement and funding from governments
Brand renewal benefit

A change in staff views on the benefits of the brand renewal (n=756)

- Before its implementation, 54 per cent saw some level of benefit
- Today, eight in ten see benefits from the various aspects of brand renewal

Benefit
(To a great extent/Somewhat)

<table>
<thead>
<tr>
<th></th>
<th>Sep-18</th>
<th></th>
<th>Mar-19</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>To a great extent</td>
<td>19%</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Somewhat</td>
<td>35%</td>
<td>41%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not very much</td>
<td>33%</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not at all</td>
<td>13%</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

54%

81%
<table>
<thead>
<tr>
<th>Attitudes</th>
<th>Sep-18</th>
<th>Mar-19</th>
<th>Agree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand the need for change within the organization</td>
<td>51%</td>
<td>62%</td>
<td>89%</td>
</tr>
<tr>
<td>The internal brand, culture and practices align with the external brand communicated to Canadians</td>
<td>17%</td>
<td>31%</td>
<td>52%</td>
</tr>
<tr>
<td>Senior management communicate a clear direction for the organization to staff</td>
<td>15%</td>
<td>26%</td>
<td>51%</td>
</tr>
</tbody>
</table>

- **Strongly agree**
- **Somewhat agree**
Organizational values (ICARE)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Agree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I consistently model these values at work</td>
<td>64%</td>
<td>28%</td>
<td>92%</td>
</tr>
<tr>
<td>These values align with my personal values</td>
<td>69%</td>
<td>22%</td>
<td>91%</td>
</tr>
<tr>
<td>These values influence my decision-making process at work</td>
<td>58%</td>
<td>29%</td>
<td>86%</td>
</tr>
</tbody>
</table>
Brand: Unaided awareness

Spring 2018: 33% Canadian Blood Services, 34% Red Cross, 33% Don't know/none/other

Summer 2018: 33% Canadian Blood Services, 37% Red Cross, 40% Don't know/none/other

Fall 2018: 37% Canadian Blood Services, 30% Red Cross, 34% Don't know/none/other

Winter 2018: 36% Canadian Blood Services, 28% Red Cross, 36% Don't know/none/other

Spring 2019: 40% Canadian Blood Services, 26% Red Cross, 34% Don't know/none/other

Results may not add to 100% due to rounding.
Our products and services
Blood for Life
Our role

We manage the national supply of blood products for all of the provinces and territories (excluding Quebec).

We collect, test and manufacture blood and blood products, including red blood cells, platelets and plasma.
Key highlights

Achieved many key operational targets

• Whole blood collections target exceeded at 100.6 per cent
• Solid inventory and ability to fill orders
• Exceeded annual productivity targets for recruitment, collections, testing and production
Red blood cell shipments

<table>
<thead>
<tr>
<th>Year</th>
<th>Red blood cell shipments</th>
<th>Red blood cell issued per 1,000 population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014–2015</td>
<td>771,485</td>
<td>29.9</td>
</tr>
<tr>
<td>2015–2016</td>
<td>758,322</td>
<td>28.5</td>
</tr>
<tr>
<td>2016–2017</td>
<td>752,778</td>
<td>27.3</td>
</tr>
<tr>
<td>2017–2018</td>
<td>730,841</td>
<td>26.7</td>
</tr>
<tr>
<td>2018–2019</td>
<td>726,548</td>
<td>25.7</td>
</tr>
</tbody>
</table>

Red blood cell issued per 1,000 population
Red blood cells demand trends — ABO comparisons

Red blood cell issues per 1,000 population

Canadian Blood Services
NHSBT
ARCBS
ARC

---|---|---|---|---
31.7 | 30.7 | 28.5 | 27.5 | 26 | 25

Red blood cells demand trends — ABO comparisons

Red blood cell issues per 1,000 population

Canadian Blood Services
NHSBT
ARCBS
ARC

---|---|---|---|---
31.7 | 30.7 | 28.5 | 27.5 | 26 | 25
Platelet shipments

<table>
<thead>
<tr>
<th>Year</th>
<th>Pooled Platelets</th>
<th>Apheresis Platelets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014–2015</td>
<td>77,212</td>
<td>36,687</td>
</tr>
<tr>
<td>2015–2016</td>
<td>79,849</td>
<td>36,410</td>
</tr>
<tr>
<td>2016–2017</td>
<td>82,859</td>
<td>37,115</td>
</tr>
<tr>
<td>2017–2018</td>
<td>83,912</td>
<td>33,151</td>
</tr>
<tr>
<td>2018–2019</td>
<td>85,897</td>
<td>29,149</td>
</tr>
</tbody>
</table>
Plasma shipments

<table>
<thead>
<tr>
<th>Year</th>
<th>Plasma Shipments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014–2015</td>
<td>146,673</td>
</tr>
<tr>
<td>2015–2016</td>
<td>135,491</td>
</tr>
<tr>
<td>2016–2017</td>
<td>129,716</td>
</tr>
<tr>
<td>2017–2018</td>
<td>117,776</td>
</tr>
<tr>
<td>2018–2019</td>
<td>118,231</td>
</tr>
</tbody>
</table>
# Safety and surveillance

Annual surveillance report: Confirmed positive donations and prevalence rates per 100,000 allogeneic donations, 2018

<table>
<thead>
<tr>
<th>Donor status</th>
<th>Number of donations</th>
<th>Per cent of donations</th>
<th>HIV</th>
<th></th>
<th>HCV</th>
<th></th>
<th>HBV</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>#</td>
<td>Rate</td>
<td>#</td>
<td>Rate</td>
<td>#</td>
<td>Rate</td>
</tr>
<tr>
<td>First time</td>
<td>103,866</td>
<td>12.3</td>
<td>0</td>
<td>-</td>
<td>51</td>
<td>49.1</td>
<td>47</td>
<td>45.3</td>
</tr>
<tr>
<td>Repeat</td>
<td>742,828</td>
<td>87.7</td>
<td>1</td>
<td>0.1</td>
<td>1</td>
<td>0.1</td>
<td>9</td>
<td>1.2</td>
</tr>
</tbody>
</table>
Prevalence per 100,000 donations by donation status

Residual risk:

<table>
<thead>
<tr>
<th></th>
<th>HIV</th>
<th>HCV</th>
<th>HBV</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIV</td>
<td>1 in 12.9 million donations</td>
<td>1 in 27.1 million donations</td>
<td>1 in 1.4 million donations</td>
</tr>
</tbody>
</table>
Safety and surveillance

West Nile virus

- 42 donors tested positive across the country in 2018
- 21 (Ont.), 7 (Man.), 6 (Sask.), 7 (Alta.), 1 (N.B.)
- Second-highest year for positive donations since 2003

Travel-related infections (e.g., mosquito-borne viruses)

- Continue to address with post-travel donation deferral
- Not identifying any significant emerging trends
Safety and surveillance

**Babesia**
- Parasite passed to humans from tick bite

**Hepatitis E**
- Virus from uncooked or undercooked pork

- 50,000+ seroprevalence studies with Canadian Blood Services, Héma-Québec and America Red Cross
- Risk-based decision-making process still being completed
- Evidence suggests no need to test at this time
Our role

We collect plasma from voluntary, unpaid donors in Canada.

We retain some of this plasma to meet the transfusion needs of Canadian patients, but most is shipped to contract manufacturers of plasma protein products (PPPs).

We distribute approved PPPs to hospitals in Canada (excluding Quebec) to treat immune disorders and diseases such as hemophilia.
Plasma collections
Key highlights

- Secured funding from provinces and territories to advance three stand-alone proof-of-concept plasma sites
  - Test-and-learn model for greater efficiency
  - Finalizing location analysis
- Leveraging best practices from industry and other organizations
- Large-volume source plasma collections used to increase collections
  - Up to 37 per cent increase in volume per collection
Ig growth and sufficiency

Thousands of grams

<table>
<thead>
<tr>
<th>Year</th>
<th>IV Ig</th>
<th>Subcutaneous Ig</th>
<th>Ig sufficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014–2015</td>
<td>5,000</td>
<td>3,000</td>
<td>21%</td>
</tr>
<tr>
<td>2015–2016</td>
<td>4,500</td>
<td>2,500</td>
<td>18%</td>
</tr>
<tr>
<td>2016–2017</td>
<td>4,000</td>
<td>2,000</td>
<td>17%</td>
</tr>
<tr>
<td>2017–2018</td>
<td>3,500</td>
<td>1,500</td>
<td>15%</td>
</tr>
<tr>
<td>2018–2019</td>
<td>3,000</td>
<td>1,000</td>
<td>15%</td>
</tr>
<tr>
<td>2019–2020</td>
<td>2,500</td>
<td>1,000</td>
<td>13.5%</td>
</tr>
</tbody>
</table>

Ig sufficiency range: 0% to 24%
Plasma protein products
Key highlights

- Formulary program improvements
- New products
  - Panhematin: approved for labelled indications
  - Emicizumab: approved for patients with inhibitors
  - Lanadelumab: referred to Common Drug Review; Canadian Blood Services assisting CADTH
  - Alpha-1 proteinase inhibitor: not approved
- Supply constraint of formulary listed Subcutaneous Immune Globulin
  - Amber advisory in effect
  - Safety supply secured
Immune globulin (Ig)

Thousands of grams

<table>
<thead>
<tr>
<th>Period</th>
<th>IVIg</th>
<th>Subcutaneous Ig</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014–2015</td>
<td>3,950</td>
<td></td>
</tr>
<tr>
<td>2015–2016</td>
<td>4,253</td>
<td></td>
</tr>
<tr>
<td>2016–2017</td>
<td>4,511</td>
<td></td>
</tr>
<tr>
<td>2017–2018</td>
<td>4,778</td>
<td></td>
</tr>
<tr>
<td>2018–2019</td>
<td>4,957</td>
<td></td>
</tr>
</tbody>
</table>

Canadian Blood Services
Factor VIII concentrate

Thousands of international units

<table>
<thead>
<tr>
<th>Year</th>
<th>Recombinant FVIII</th>
<th>Plasma-derived FVIII</th>
<th>Extended half-life FVIII</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014–2015</td>
<td>168,960</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015–2016</td>
<td>182,855</td>
<td>34,251</td>
<td></td>
</tr>
<tr>
<td>2016–2017</td>
<td>162,885</td>
<td>32,918</td>
<td>34,267</td>
</tr>
<tr>
<td>2017–2018</td>
<td>141,435</td>
<td>27,352</td>
<td>58,090</td>
</tr>
<tr>
<td>2018–2019</td>
<td>156,887</td>
<td>26,455</td>
<td>53,379</td>
</tr>
</tbody>
</table>
C1 inhibitor products

Thousands of international units

- 2014–2015: 17,509
- 2015–2016: 23,222
- 2016–2017: 30,507
- 2018–2019: 48,297

Percentage increase:
- 32.6% from 2014–2015 to 2015–2016
- 31.4% from 2015–2016 to 2016–2017
- 27.9% from 2016–2017 to 2017–2018
- 23.7% from 2017–2018 to 2018–2019
Stem Cells for Life
Our role

We operate programs that support better outcomes for patients living with the many diseases and disorders that can be treated with stem cell transplants.

We collect umbilical cord blood and operate a national registry of adult stem cell donors.

We participate in an international network of donor registries.

We provide human leukocyte antigen (HLA) typing services.
Key highlights

• In 2018, the stem cell registry function was integrated with the cord blood bank and stem cell manufacturing into a single, integrated stem cell program

• Name change from OneMatch to Canadian Blood Services Stem Cell Registry

• Global Registration Identifier for Donors: World Marrow Donor Association patient safety initiative aimed at eliminating errors in donor identification

• Foundation for the Accreditation of Cellular Therapy (FACT) Accreditation
Canadian Blood Services Stem Cell Registry 2018–2019

1,053
• New unrelated donor searches for Canadian patients
• Performed by Canadian Blood Services

402
• Stem cell transplants
• Canadian and international donors
• Facilitated by Canadian Blood Services

116
(38 CDN recipients)
• Stem cell donations by Canadian Blood Services registrants at Canadian centres
• Facilitated by Canadian Blood Services
Canadian Blood Services’ Cord Blood Bank numbers to date

<table>
<thead>
<tr>
<th>&gt; 27,000</th>
<th>3,220 (+ 265 in process)</th>
<th>21 (9 CDN recipients)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Units collected</td>
<td>• Units listed to inventory</td>
<td>• Units distributed for transplant</td>
</tr>
<tr>
<td></td>
<td>• A further 265 pending</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Meeting targets for ethnic diversity in cord blood inventory</td>
<td></td>
</tr>
</tbody>
</table>
Organs and Tissues for Life
Our role

We manage a national transplant registry for interprovincial organ sharing, as well as related programs for donation and transplantation.

We develop leading practices, support professional education and public awareness activities, and collaborate on new ways to share data on the performance of the OTDT system in Canada.
Key highlights

- Organ donation and transplantation collaborative and Health Canada evaluation
- Incremental additional funding
  - $3.4 million over two years to support improvements
- Leading practice guidelines for deceased organ donation during end-of-life care in conscious, competent patients
- Humboldt Broncos player Logan Boulet and Green Shirt Day
Deceased organ donation performance in Canada

Results reflect deceased donation only.

- **Neurological determination of death**
- **Donation after circulatory death**
- **Total**

Donation performance per million population

- 2006: 14.4
- 2007: 13.1
- 2008: 14.4
- 2009: 13.1
- 2010: 14.0
- 2011: 14.3
- 2012: 16.1
- 2013: 16.4
- 2014: 16.4
- 2015: 20.9
- 2016: 16.4
- 2017: 21.8

+51%

Results reflect deceased donation only.
International deceased organ donation performance

Results reflect deceased donation only. International rates as reported by the International Registry in Organ Donation and Transplantation (IRODaT)
Interprovincial organ sharing programs

<table>
<thead>
<tr>
<th>Year</th>
<th>Highly Sensitized Patient Kidney program</th>
<th>Kidney Paired Donation program</th>
<th>Both programs combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>17</td>
<td>0</td>
<td>17</td>
</tr>
<tr>
<td>2010</td>
<td>65</td>
<td>0</td>
<td>65</td>
</tr>
<tr>
<td>2011</td>
<td>109</td>
<td>0</td>
<td>109</td>
</tr>
<tr>
<td>2012</td>
<td>159</td>
<td>0</td>
<td>159</td>
</tr>
<tr>
<td>2013</td>
<td>244</td>
<td>0</td>
<td>244</td>
</tr>
<tr>
<td>2014</td>
<td>384</td>
<td>574</td>
<td>958</td>
</tr>
<tr>
<td>2015</td>
<td>574</td>
<td>768</td>
<td>1,342</td>
</tr>
<tr>
<td>2016</td>
<td>768</td>
<td>954</td>
<td>1,722</td>
</tr>
<tr>
<td>2017</td>
<td>954</td>
<td>1,124</td>
<td>2,078</td>
</tr>
<tr>
<td>2018</td>
<td>1,124</td>
<td>1,183</td>
<td>2,307</td>
</tr>
<tr>
<td>2019</td>
<td>1,183</td>
<td>520</td>
<td>1,703</td>
</tr>
</tbody>
</table>

*Results as of May 1, 2019
Persons on waitlist reflects all transplant candidates with one or more active/on-hold organ requests at year-end.
International waitlist comparison (2016)

Per million population

- U.S.: Patients on waitlist
- Spain: Patients on waitlist
- U.K.: Patients on waitlist
- Canada: Patients on waitlist
- Australia: Patients on waitlist

- Died on waitlist
- Withdrew from waitlist
Craig, Manager, Product and Process Development

Our research contributions
Our research contributions

- **15 new funded projects/trainees** for competitive research and training programs
- **68 major projects** completed or in-progress in our product and process development laboratories
- **3,515 blood products** supported 68 production improvement projects
- **1,643 blood products** distributed to 41 Canadian researchers
- **150 fresh cord blood units** distributed to six Canadian researchers
- **5 frozen cord blood units** distributed to six Canadian researchers

15 new funded projects/trainees

3,515 blood products

1,643 blood products

150 fresh cord blood units

5 frozen cord blood units
Our relationship with donors

Becky, blood and financial donor
Key highlights

Creating a valued donor experience

• Donor experience project (including brand) implemented, government support of $7.1M
• Centre-level donor feedback system
• Donor commitments established

Building a more diverse donor base

• Diverse Donor Syntegration event
• Continue to engage with and empower diverse communities (Chinese, Filipino, Sikh, South Asian, Syrian and Vietnamese)

Elevated messaging

• Leveraged for historically difficult collection times and successfully drove a stronger donor response
Digital bookings continue to rise

Percentage of appointments


Digital National Contact Centre Donor centre
Donor satisfaction

- Spring 2018: 96%
- Summer 2018: 95%
- Fall 2018: 96%
- Winter 2019: 98%

(rating of 7, 8, 9, 10, excluding “don’t know”)  Ipsos polling data
Stem cell new registrant mix

Per cent

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

Per cent male Per cent diverse
Men who have sex with men (MSM) policy update

- MSM donation policy shortened to three months
- MSM and plasma donation research
  - Aim to address barriers to plasma donation and the implementation of alternative eligibility criteria
  - Project kick-off in London in May 2019
    - Plasma clinic staff open house
    - Community conversation to recruit highly interested members of MSM community for study advisory group
Organizational excellence
Key highlights

Continuous improvement program
  • Spreading concept from Toyota to donor centres
  • Developing a model in Ontario (Hillcrest)
  • Production equipment changes — 78 per cent reduction in paper documentation

Front-end automation
  • Health and safety benefits
  • More efficient and simplified workflow
  • Reduction in errors and processing time
Productivity and efficiency: fresh blood products

Productivity relative to 2014–2015 (2014–2015 = 100%)

- Recruitment: 3,050 (17% improvement)
- Collections: 1,089 (16% improvement)
- Production: 7,894 (42% improvement)
- Testing: 18,700 (70% improvement)

Grey text highlights improvement since 2014–2015.
# Infrastructure: Calgary launch timeline

<table>
<thead>
<tr>
<th>Time frame</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 1, 2019</td>
<td>Building possession</td>
</tr>
<tr>
<td>Summer 2019 – Winter 2020</td>
<td>Building systems and equipment validation</td>
</tr>
<tr>
<td>Spring 2020</td>
<td>Health Canada approval anticipated</td>
</tr>
<tr>
<td>Summer 2020 – Fall 2020</td>
<td>Phased operational moves</td>
</tr>
<tr>
<td>December 2020</td>
<td>Full occupancy</td>
</tr>
</tbody>
</table>

**Entrance and signage**

**Reception area**

**Installed solar panels**
IT highlights

Cybersecurity
• Zero significant incidents in 2018–2019
• Continued need for ongoing cybersecurity awareness
• Proactive detection of threats and attacks

Data centres
• Two data centres, geographically separated, that back each other up
• Migration completed in Q4
Our commitment to quality
Key highlights

- Launch of the quality policy
  - Linked to launch of the new brand
- Corrective and preventive action program
- Automation of the quality management system
  - Automation of the CAPA process
  - Current focus is on the learning management system
Corrective action and preventive action

- CAPA specialist team introduced
  - 50 per cent of plans approved in less than 45 days in 2018–2019
- Successful implementation of CAPA automation
  - Improved effectiveness of quality management system
  - Data reviewed/approved electronically, tracked in real-time
# Quality index: 8 out of 8

<table>
<thead>
<tr>
<th>Quality indicator</th>
<th>Target 2018–2019</th>
<th>Actual 2018–2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh blood products recalled due to E/As and PDIs</td>
<td>≤1,200</td>
<td>974</td>
</tr>
<tr>
<td>Extreme E/As related to fresh blood products</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Adverse transfusion events</td>
<td>≤80</td>
<td>41</td>
</tr>
<tr>
<td>Health Canada critical observations</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Type A errors (diagnostic services)</td>
<td>≤8</td>
<td>2</td>
</tr>
<tr>
<td>Serious events (stem cells)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Recalled plasma units sent for fractionation</td>
<td>≤600</td>
<td>262</td>
</tr>
<tr>
<td>Timely execution of plasma protein products recall</td>
<td>Executed on day notified</td>
<td>All recalls (2) executed on day notified</td>
</tr>
</tbody>
</table>
Engaging and empowering our employees
Key highlights

• Diversity and inclusion
• Healthy workplace strategy
• Occupational health and safety
• Corporate social responsibility program
  • Canadian Blood Services establishing an enhanced CSR program
Diversity and inclusion

- Updates to relevant policies
- Employee voluntary self-identification
- Accessibility review
- Review of hiring and promotion policies and practices
- Internal training and education
- Refreshing D&I strategy in 2019–2020 to:
  - Incorporate recommendations from Diverse Donor Syntegration
  - Integrate donor and employee diversity strategy
Healthy workplace strategy

• Strengthening our commitment to employee wellbeing
• Healthy workplace strategy
  • Reflects our unique needs, culture and environment
  • Promotes the notion that the environment where we work is as important as the work itself
• Aligning to the National Standard for Psychological Health and Safety
  • Voluntary guidelines, tools and resources to guide organizations in promoting mental health and preventing psychological harm at work
Occupational health and safety

• Silver award as Canada’s Safest Employer (2016 and 2018)
• Completed first-ever benchmarking with Alliance of Blood Operators
• Total injury frequency rates consistently below 3.5 per cent
Our financial results
Summary financial results: 2018–2019

Unreserved cash

March 2018: $58
March 2019: $141

March 2018: $52
March 2019: $31

March 2018: $141
March 2019: $58

Accounts payable

March 2018: $95
March 2019: $101

Inventory

March 2018: $162
March 2019: $137

Members advance

March 2018: $45
March 2019: $62

As of March 31, 2019 (charts in millions of dollars)

Working capital reduced by the members advances received for unspecified purposes.
Captive insurance investments

March 2018

- Investments: $89
- Premium net assets: $107

March 2019

- Investments: $462
- Premium net assets: $475

$13 million or 3%
Captive limit reallocation

- Premium net assets held in captive operations will be used to reduce member indemnification.
- Effective April 1, 2019, CBSI primary policy limit increased from $250M to $300M, with a reduction to CBSE excess policy limit from $750M to $700M.
Capital assets

- National Facilities Redevelopment Program (NFRP) Phase IIA ($35.5 million)
- IT Data Centre ($5.6 million)
- Production equipment ($3.2 million)
- Fleet (vehicles) ($1.6 million)

March 2018: $247
March 2019: $281
Total expenditures

As of March 31, 2019 (chart in millions of dollars)
Conclusion

Positive results:

• Meeting collections targets and solid inventory of red blood cells
• Gains in productivity and efficiency
• Donor experience and brand renewal introduced to Canadians
• Launch of first public-facing strategic plan
• Secured funding for proof-of-concept plasma sites
What we do matters

Harrison, grade 5 student, nephew of blood recipient