STRATEGIC PLAN

2024-2027

We are a life bank



Banc de Sang i Teixits

Generalitat de Catalunya

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FOREWORD

This is the Banc de Sang i Teixits (Blood and Tissue Bank, BST) **Strategic Plan 2024-2027**, the roadmap to mark our path for this period. The plan is the result of a broad reflection on the present and the future, in which, with the participation of the organization's members from all areas and teams, along with the stakeholders in our area of action.

In this new phase, we aim to tackle challenges and opportunities with the foresight necessary to consolidate our mission; **we are the leading life bank**, we are accessible and innovative and we work for people's health.

And, as always, we do this with transparency, excellence, responsibility and a vocation for service.

Our aim is to **transform and improve the lives** of citizens through the adequate and efficient supply of blood, blood products and tissues. We are a leader in the research and development of blood-, cell- and tissue-based therapies, and we are working to advance personalised medicine and the possibilities for cures.

We want to establish **strategic alliances** internationally to strengthen us and raise our profile globally.

This plan is **an invitation** to everyone in our organization and all the stakeholders around us **to join in this mission with passion, determination and collaboration**. Let us build the future hand in hand with our donors, health professionals and society in general.

This is a strategic plan with a well-focused vision for the future: we are a team that moves forward together with dedication and commitment.This is a new plan whose implementation we trust will bring optimism and hope to the whole of society.

OUR STAKEHOLDERS

We place great value on the relationships we have established over the years with **donors, patients, the care network, volunteers, suppliers, the scientific community, health authority, professionals, the productive network and society in general**.

Active participation with all these stakeholders has been crucial to the development of our work. These partnerships are vital to our success as we continue to strengthen our contribution to healthcare in Catalonia.









KEY DATA

+900
employees

13
hospital blood bank with blood donation area

250,000
blood donations

1,800
tissue donors

70,000
transfused patients

600
newborns fed with breast milk

15
mobile units

700
breast milk donations

6,500
registered REDMO volunteers

27,500
plasma donations

60
research projects

11
innovation projects

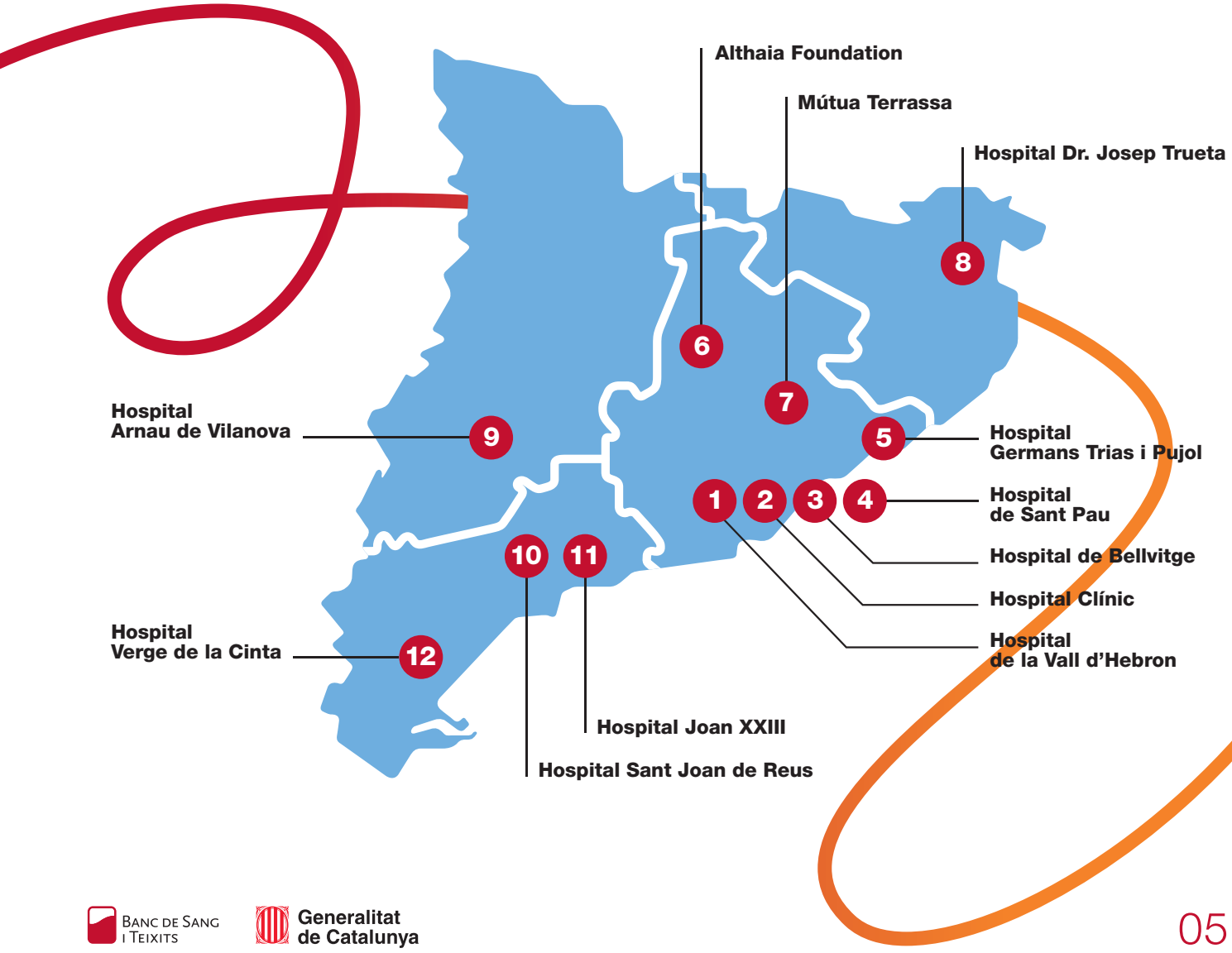
OUR TERRITORIAL MODEL

The Blood and Tissue Bank has **over 800 professionals** throughout Catalonia.

Such strong territorial coverage, through the different centres in the main hospitals in Catalonia, brings us **closer to clients**, understanding as a customer the donors, prescribers and clinical units.

This structure means we can organise donation, distribution and service delivery campaigns more efficiently and effectively.

Our organizational culture is characterised by **teamwork, service orientation and the participation of people with initiative** to achieve the corporate goals.



OUR VALUES



Transparency

We are an open institution that promotes trust and honesty; we convey information clearly and truthfully; we share our achievements and recognise our areas of improvement.



Collaboration

We work in a cross-cutting manner and we encourage partnerships and teamwork.



Vocation for service

We respond to health challenges, we know what is needed, we are accessible and we adapt to our environment.



Excellence

We act with the utmost professionalism, quality, rigour, safety and efficiency.



Responsibility

We are committed to improving people's health and lives, we ensure that resources are put to good use and we respect the environment.

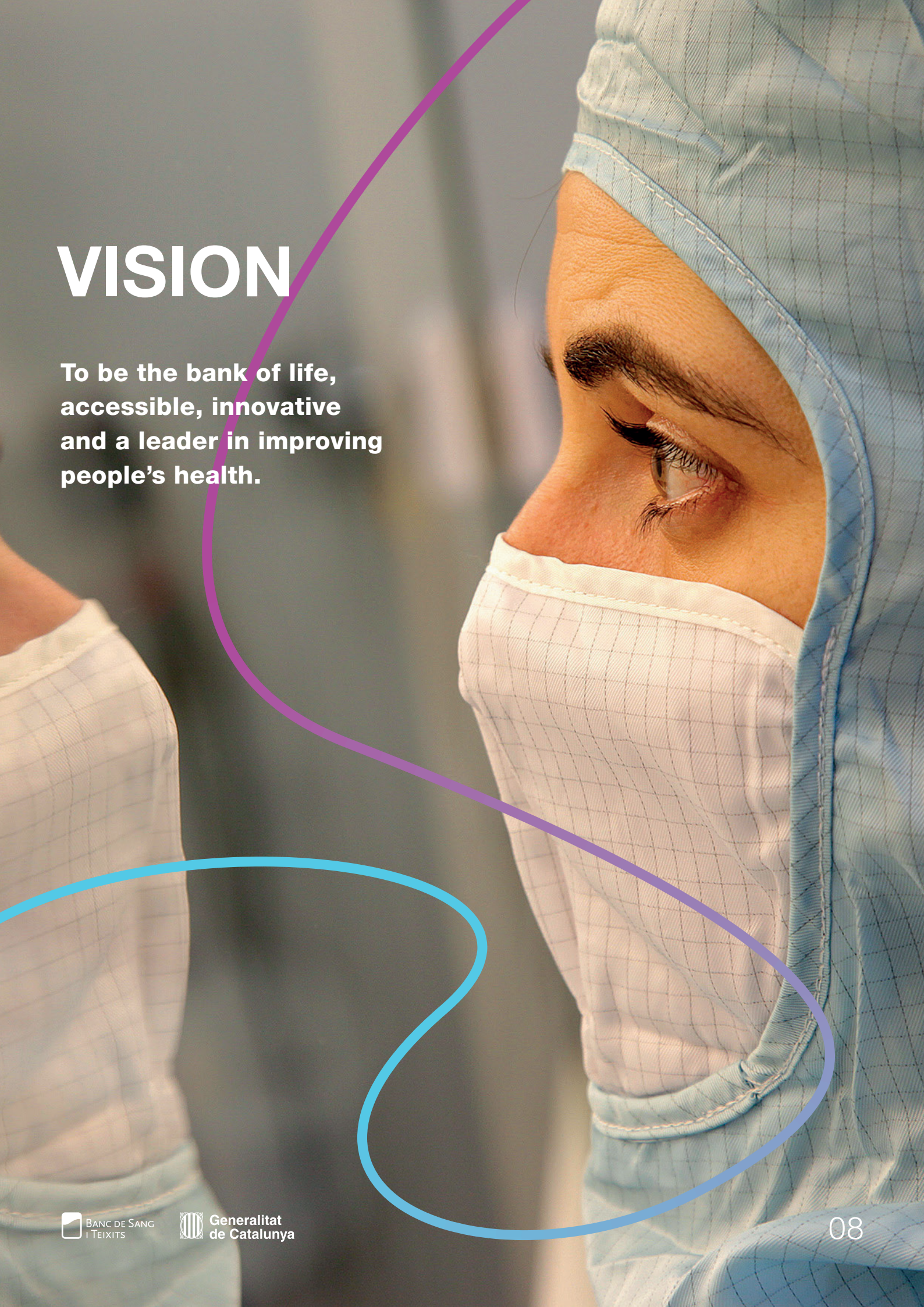


MISSION

Ensuring the availability and proper use of blood components, hemoderivatives and tissues in Catalonia, and promoting the development of therapies based on blood, cells and tissues.

VISION

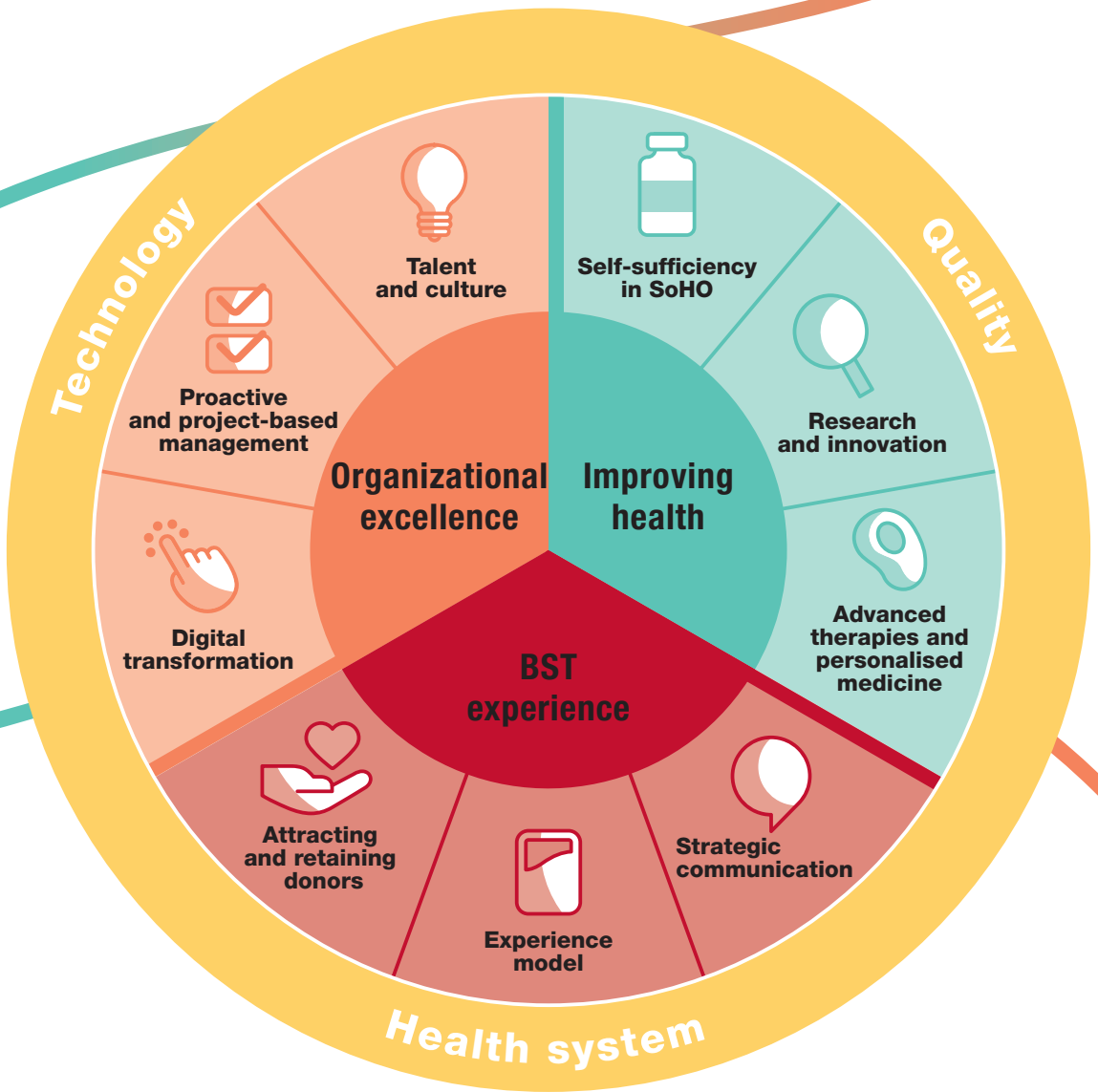
To be the bank of life, accessible, innovative and a leader in improving people's health.



STRATEGY
2024-2027

After extensive analysis and active participation in a co-creation process involving professionals from all areas of the institution, the BST will focus its efforts on **three key areas**:

1. **Improving health**
2. **Organizational excellence**
3. **BST experience**



AREA 1
IMPROVING HEALTH

We will ensure that our services, products and research and innovation activity are a valuable, quality, safe and knowledge-generating resource for providing the best possible treatment for the people's care and health.

AREA 2
ORGANIZATIONAL EXCELLENCE

As a committed, highly qualified and multidisciplinary team, we will work to our best with a transformative, proactive and digital vision, measuring results and seeking continuous improvement.
We are aware of the impact of our activity on the planet and will work to reduce our carbon footprint.

AREA 3
BST EXPERIENCE

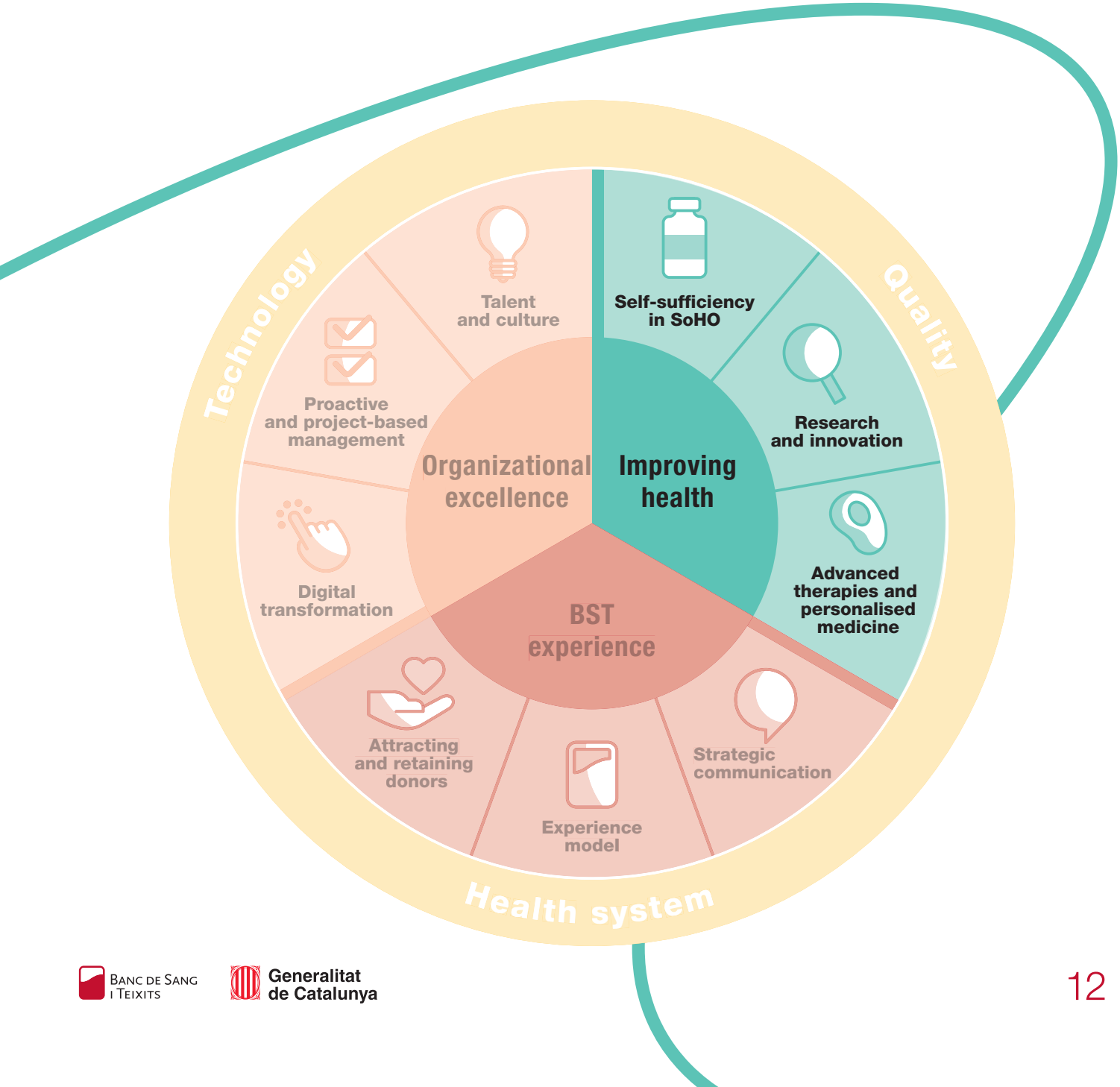
We will achieve the relevance and visibility necessary to optimise our positioning among all our stakeholders and improve the model for our relationship with them to ensure excellence in their experience with us.



AREA 1
IMPROVING HEALTH

OUR AMBITION

To focus on growth areas that will make a greater contribution to healthcare, guarantee plasma in Catalonia and develop our capabilities in advanced therapies and precision medicine through research and innovation.
We will be recognised as a critical component of health care in Catalonia with strong partnerships with stakeholders in the catalan health system.



STRATEGIC OBJECTIVES



Self-sufficiency in SoHO*

Guaranteeing sufficient supply, safety, good use and quality of SoHO in Catalonia, through a consolidated territorial network built on alliances with all the stakeholders in the health system.



Research and innovation

Promoting impactful and sustainable research that provides solutions to healthcare needs, with the incorporation of new products and services, as well as new processes and technologies.



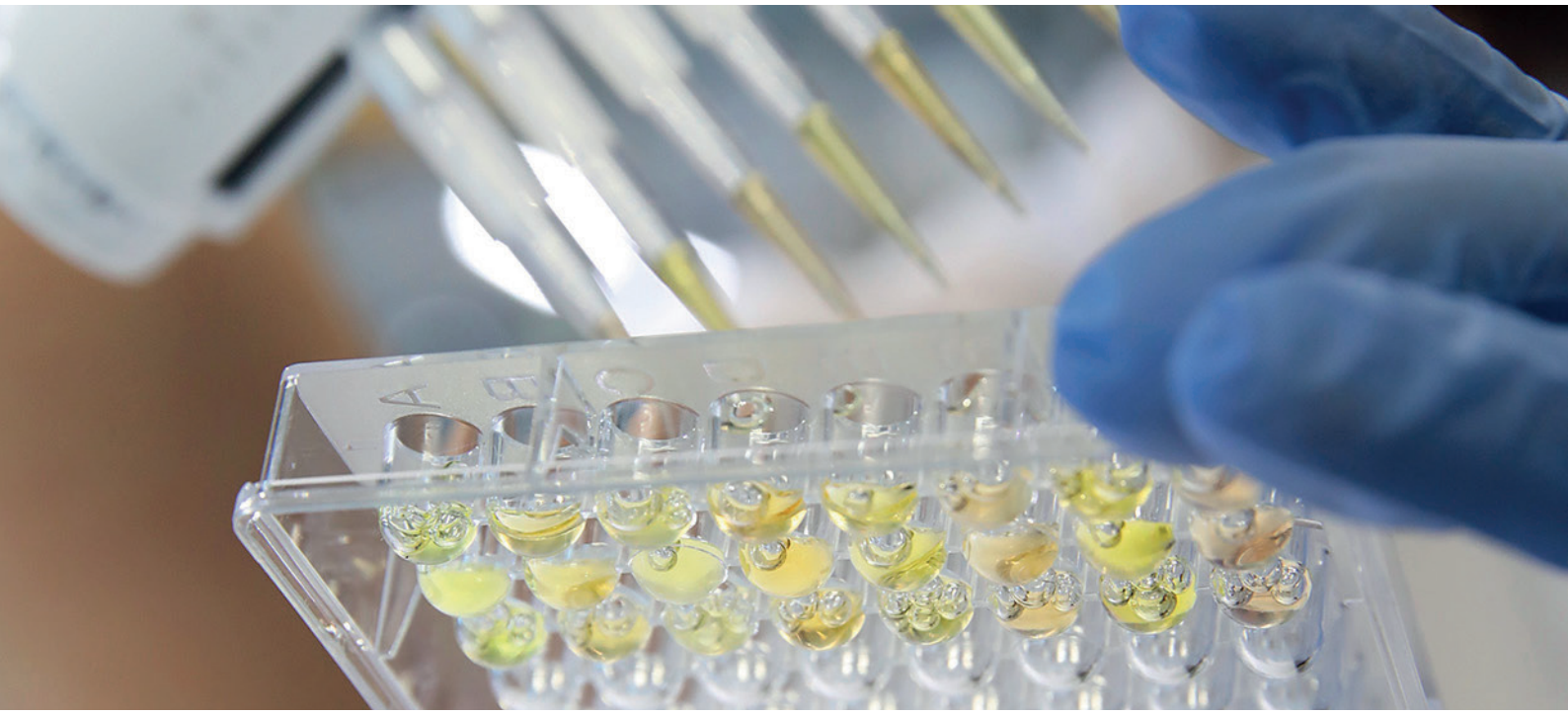
Advanced therapies and personalised medicine

Enhancing the role of the BST as a leading platform for manufacturing, research and innovation in Advanced medicinal therapy products (AMTPs).

* Substances of human origin.

PRIORITY INITIATIVES

1. Designing a self-sufficiency plan.
2. Consolidating the donor-to-patient model.
3. Creating a donor health area.
4. Implementing the new Strategic plan for research and innovation in order to generate knowledge and respond to healthcare needs.
5. Fostering strategic alliances and internationalisation.
6. Positioning the AMTP platform as an expert body in advanced therapy and personalised medicine research and development in Catalonia.



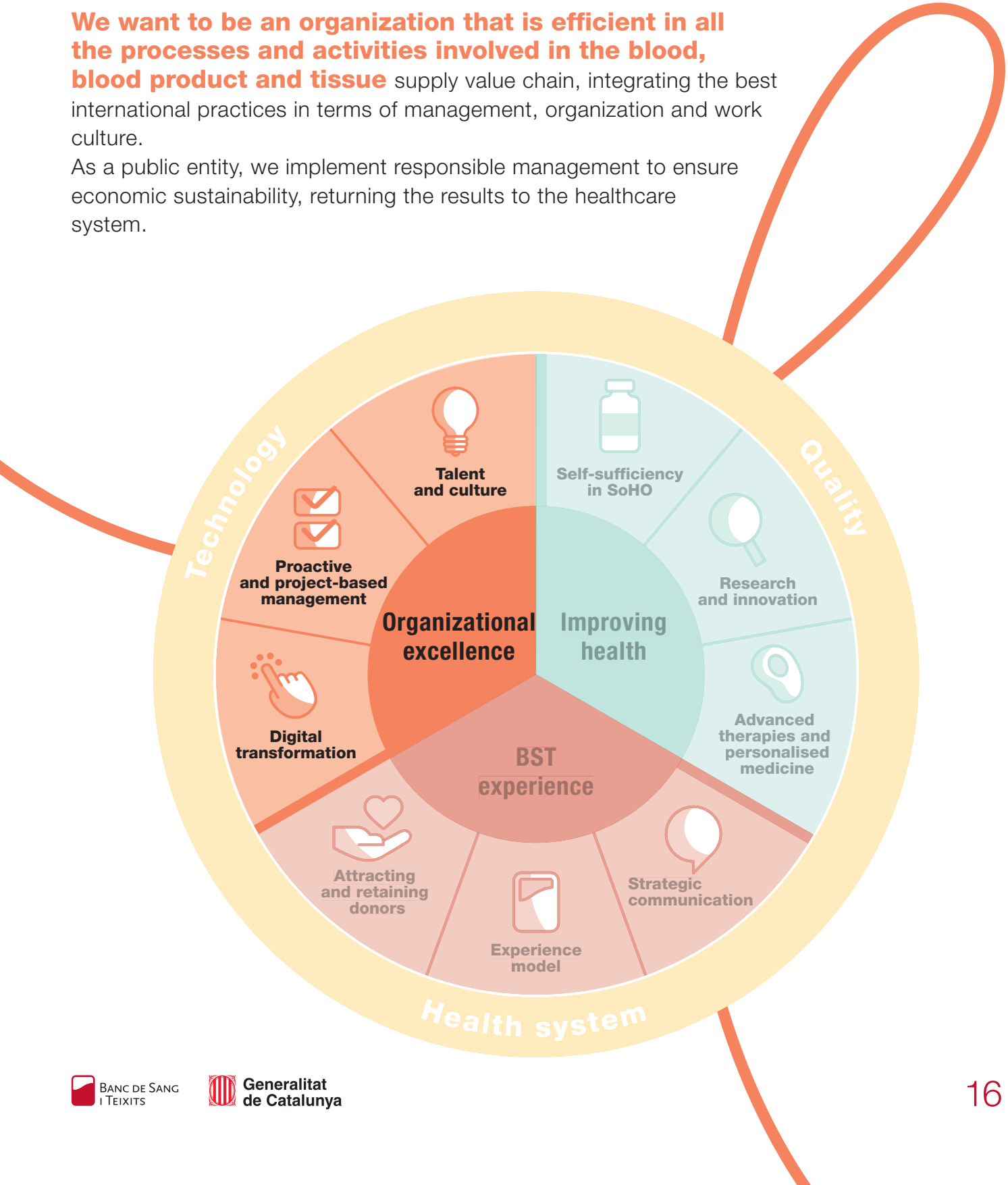


AREA 2
ORGANIZATIONAL EXCELLENCE

OUR AMBITION

We want to be an organization that is efficient in all the processes and activities involved in the blood, blood product and tissue supply value chain, integrating the best international practices in terms of management, organization and work culture.

As a public entity, we implement responsible management to ensure economic sustainability, returning the results to the healthcare system.



STRATEGIC OBJECTIVES



Talent and culture

Positioning our professionals as a vital element for the success of the BST, fostering their commitment and development, and empowering their leadership.



Proactive and project-based management

Incorporating cross-cutting working methodologies and promoting collaboration between teams with a culture of agile, data-driven decision-making and continuous assessment.



Digital transformation

Transforming the model of relations with internal and external stakeholders, integrating new technologies in all processes and embedding digital culture in the organization's DNA.

PRIORITY INITIATIVES

1. Designing the experience of the BST professional, covering attraction, recruitment, training, retention, development and designing career plans.
2. Promoting inclusion and work-life balance policies and healthy working environments.
3. Promoting the diversity of professional profiles and talents that will allow us to guide the BST in the future.
4. Ensuring professionalism in project design, implementation and monitoring through the creation of a Project Office.
5. Enhancing the use of a balanced scorecard to improve data-driven management and benchmarking.
6. Developing the GEA digital platform for managing the donor-patient model by facilitating interconnection with health system platforms.
7. Consolidating a benchmark structure for technological excellence.

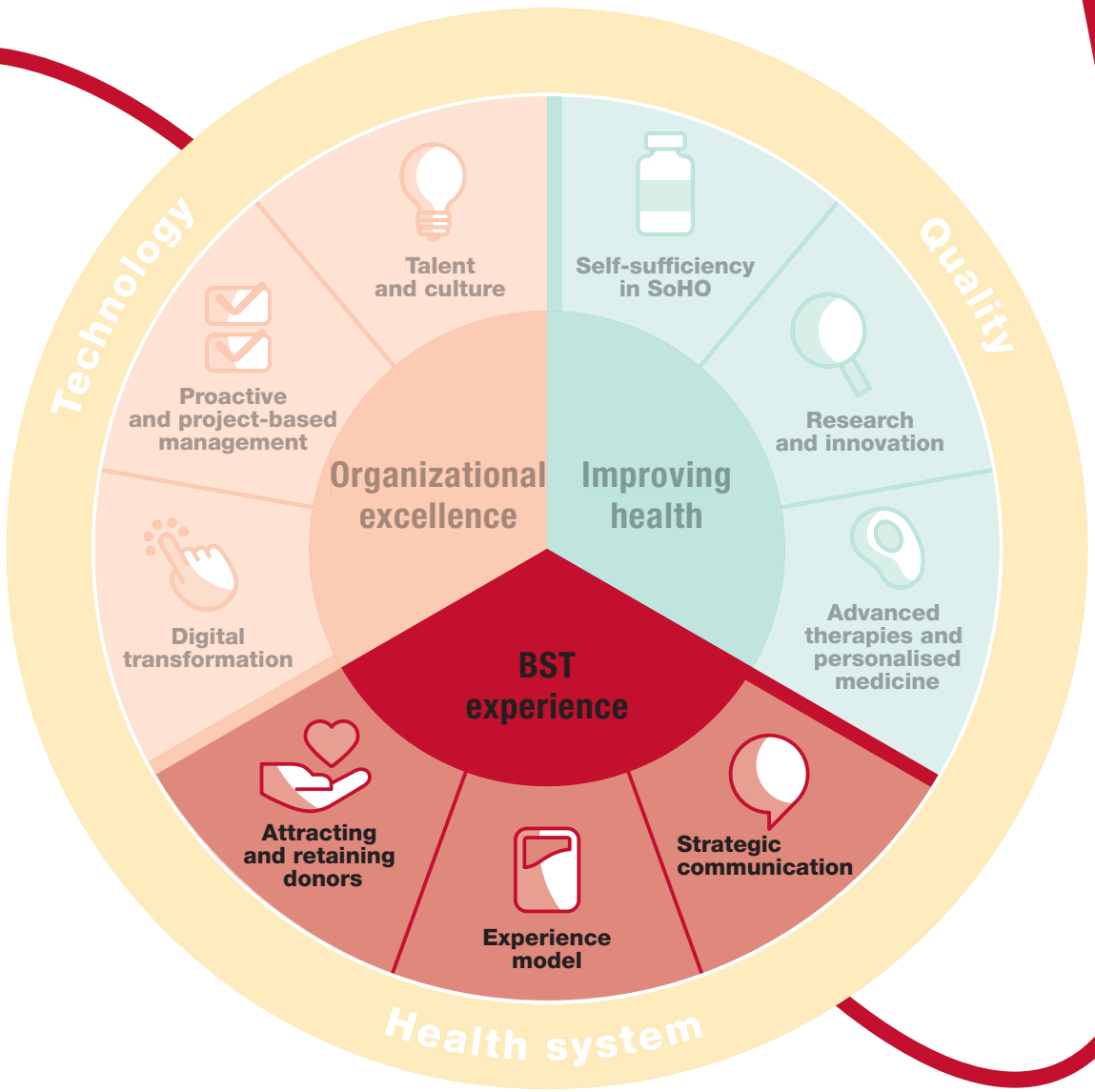




AREA 3
BST EXPERIENCE

OUR AMBITION

We want to strengthen our connection with donors,
with recipients of our products and services, and with all those who work with us to make possible the service we offer to the country.
This means a deep understanding of their needs is essential, in order to offer exceptional experiences and services.

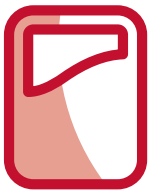


STRATEGIC OBJECTIVES



Attracting and retaining donors

Achieving visibility and relevance, raising awareness and generating a sense of community to promote all types of donations among the public.



Experience model

Improving the model of our relationship with all our stakeholders to ensure excellence in their experience with us.



Strategic communication

Ensuring full value for all our activity, with a broad and segmented vision, and fostering scientific and research positioning.

PRIORITY INITIATIVES

1. Developing a corporate campaign that provides coherence, positions, moves and connects our stakeholders.
2. Establishing alliances with key groups and individuals with influence and credibility for each stakeholder group.
3. Generating a culture of all types of donation among citizens.
4. Designing and structuring the BST experience for donors, patients and health prescribers, encouraging their active participation and ensuring excellence in their relationship with us.
5. Focussing the impact of communication based on individual profiles.
6. Asserting our scientific knowledge and expertise and carrying out dissemination actions and training programmes aligned with the Strategic research and innovation plan.



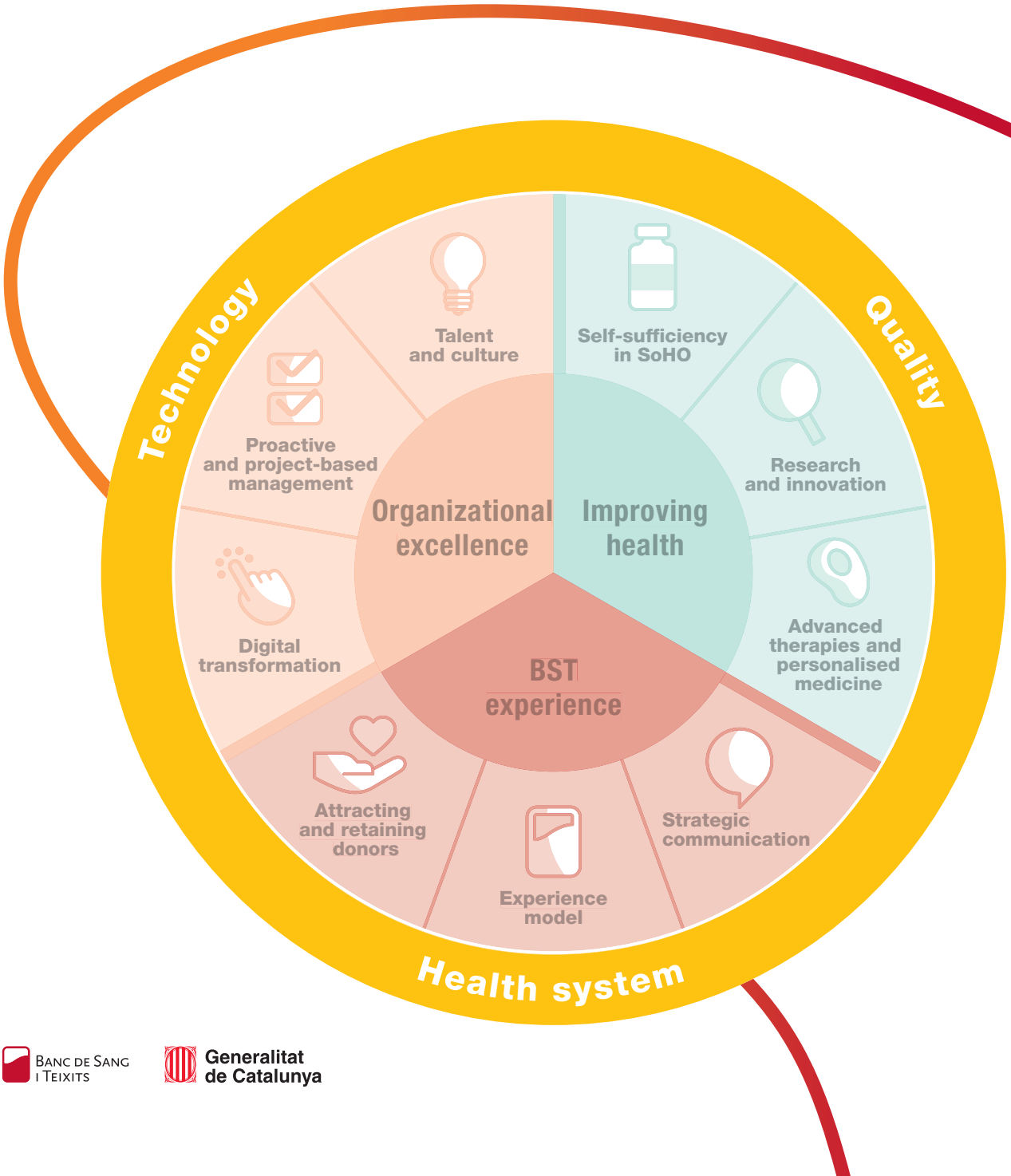


KEY FACTORS

KEY FACTORS

There are three core areas that provide support for delivering the services offered by the BST and which will facilitate successful implementation of the strategy:

Health System
Quality
Technology

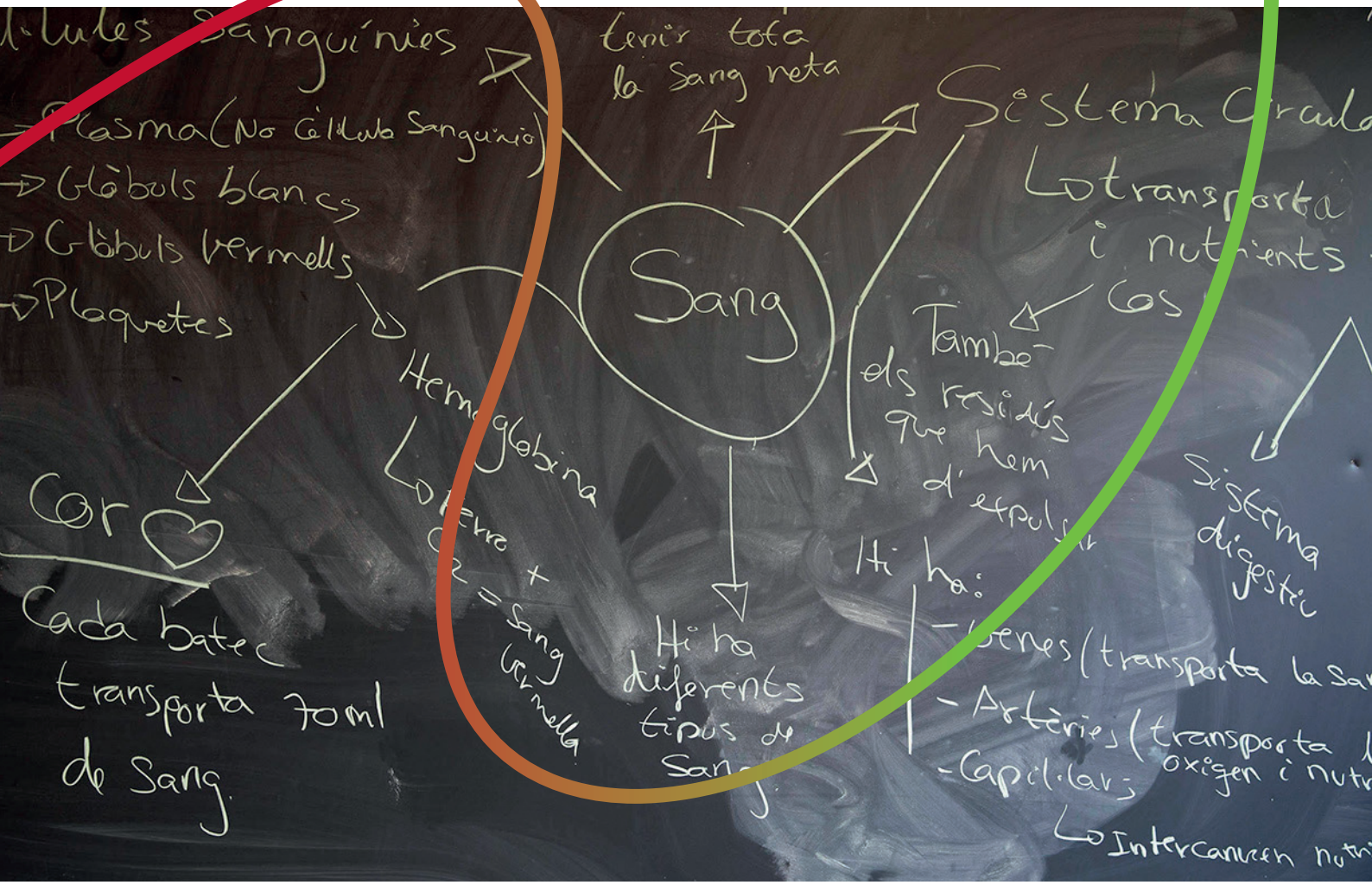


KEY FACTORS

HEALTH SYSTEM

As a significant figure in the catalan health system, we will work with the support and collaboration of institutions, with healthcare providers and educational and research centres and contribute to improving health care in Catalonia.

We want our organization to play an important role in supporting public health institutions by contributing our knowledge and experience to detecting diseases potentially transmissible through donation.



TECHNOLOGY

We want to be a digitally integrated organization with cutting-edge infrastructure, which uses advances in information technology, automation and unique state-of-the-art equipment to improve processes, decision-making and the overall performance of our activity.



QUALITY

Because of its significance to and impact on people who work in BST, the culture of quality must permeate the entire organization, covering everything from care and research to management, to **ensure that everything we offer society is provided in conditions of absolute safety,** at the right time, while minimising the likelihood of process errors.



STRATEGIC PLAN
2024-2027



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