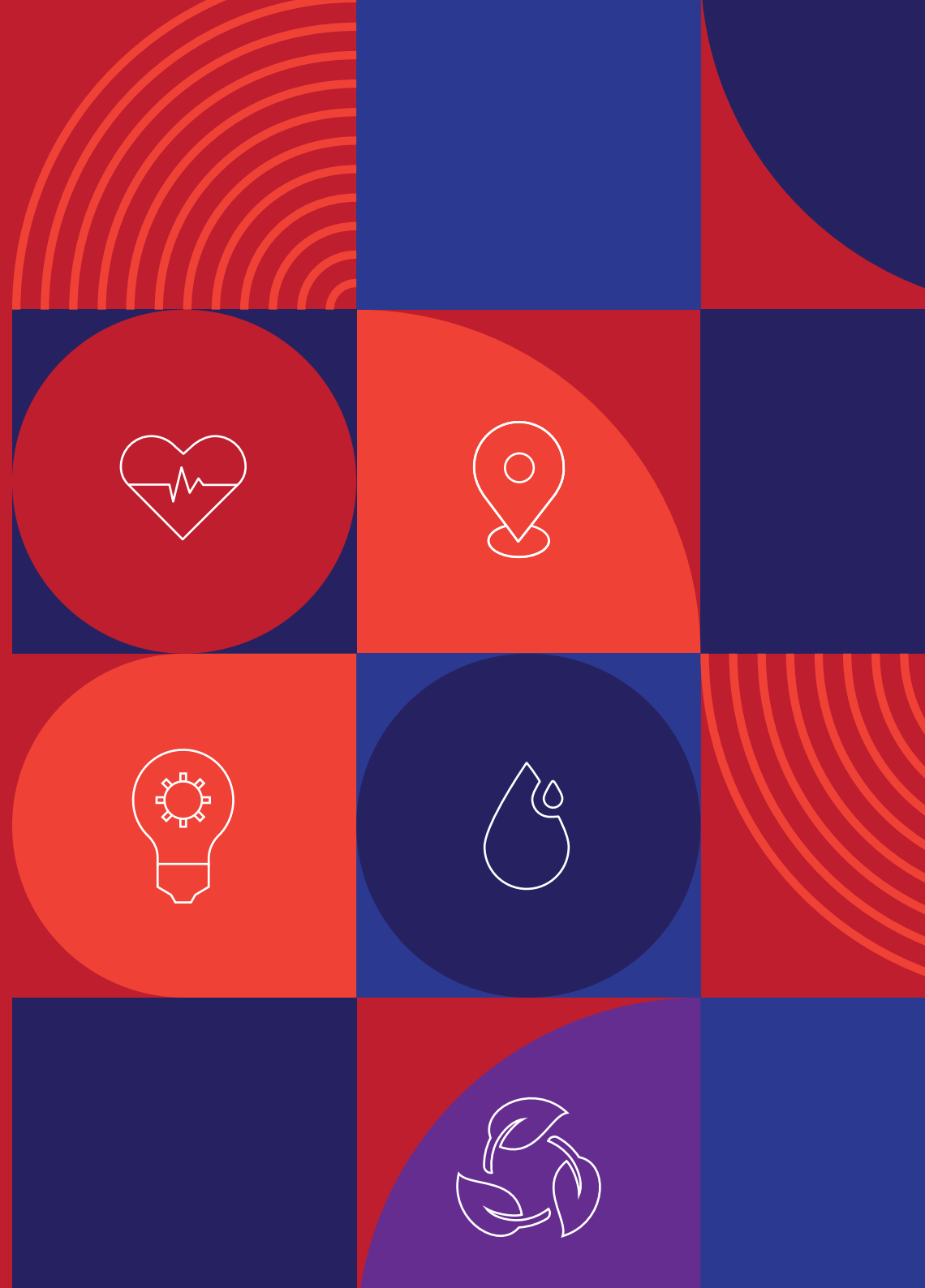


A Healthier Tomorrow

IBTS Strategy 2026 - 2030



A Message from our Chair and CEO



At the Irish Blood Transfusion Service (IBTS), we are proud to be a trusted sector leader and essential healthcare partner. Powered by the generosity of our committed donors, our skilled workforce and our healthcare partnerships, we provide high quality blood and tissue products to the people of Ireland.

We have much to be proud of - not only our sixty years of service to the Irish public and healthcare system, but also our strong delivery against the priorities of our previous strategy, Connections that Count – Developing the IBTS 2021–2025. Throughout the last strategy cycle, we maintained a safe, reliable supply of blood and tissue products and advanced key initiatives that will underpin our future work. These include reintroducing Irish plasma for therapeutic use, expanding donor inclusivity through individual donor risk assessment and malarial testing, improving testing efficiency with evidence-based processes and modern technologies and preparing to reopen Eye Bank Ireland. These achievements sit alongside increases in staff job satisfaction, consistently high employee pride, and an immeasurable shift toward a more open, learning and collaborative organisational culture. These successes were achieved during some of the most challenging periods of disruption in recent history.

The development of a new strategy is a welcome opportunity to reflect on our core purpose, the critical services we deliver, how we deliver them, and the values that guide us every day. The Board and Executive have adopted a collaborative and inclusive approach to the development of this strategy. It has been shaped by the voices of a wide range of internal and external stakeholders and we are grateful for the insights and expertise of all those who contributed.

A Healthier Tomorrow – IBTS Strategy 2026 – 2030 sets out a bold direction for the years ahead. Our strategy builds on what we have achieved so far and sets our course through an environment shaped by increasing global instability, growing expectations from our communities, rising costs and demand for health services, evolving patient needs, rapid digital transformation, and the power of data to help us make better choices. Our strategy reflects the strategic choice to strengthen our core foundations to ensure resilience in responding to these shaping forces, while focusing on our core purpose as Ireland's trusted agency with mandated responsibility for the blood supply.

Our strategy is built around four key strategic focus areas, each underpinned by clear objectives and measurable outcomes.

Over the next five years we will:

- > Grow and diversify our donor base, products and services to meet the evolving needs of patients and our healthcare partners;
- > Optimise operational resilience ensuring a solid foundation for sustainable growth;
- > Future-ready our workforce equipping our people for tomorrow's demands through continued investment in our People, Culture and Capabilities;
- > Drive targeted innovation to solve priority challenges by leveraging research insights, strategic partnerships, and employee-led pilots.

Our strategy is our shared roadmap – guiding our direction as we respond to a rapidly evolving environment. We look forward to working with our community of generous donors, our highly-skilled and dedicated teams, and our national and international healthcare partners to deliver on the ambitions of this strategic plan. Together, we are committed to delivering our strategy to enable a healthier tomorrow, powered by every life-changing donation.

Deirdre-Ann Barr
Chairperson

Orla O'Brien
Chief Executive



Who we are and what we do



The IBTS is a non-commercial state agency with responsibility for collecting, testing, processing and distributing blood and blood products within the Republic of Ireland. We are also responsible for the Irish Unrelated Bone Marrow Registry and the Tissue Bank. We rely completely on our community of voluntary non-remunerated donors to provide sufficient donations to ensure a consistent supply of blood and blood products to patients. Our products and services are essential to healthcare and impact patient care across a broad range of medical and surgical specialties. Our service is funded by charging hospitals for our products and services at a price agreed with the Department of Health.



Our Donors - we have a community of:

77,000 Blood Donors, with **11,500** new donors each year

2,200 Platelet donors

30,000 potential donors registered on the Irish Unrelated Bone Marrow Registry with over 2000 new donors added to the registry last year

Committed donors – **900+** blood donors have reached 50 donations, **100+** reached 100 donations, and platelet donors achieved **400, 500, 600** and **700** donation milestones



Our Clinics - we have:

6 Mobile and **3** fixed whole blood collection centres
2 fixed platelet apheresis collection centres

over **230** different clinic venues across the country

Over **1,800** clinics each year

More than **164,000** attendances and **140,000** donations made at our clinics each year



Our Products - we provide:

Blood components: Over **122,000** red cell units, and **23,000** Platelet units issued to hospitals

Medicinal products: Over **17,000** LG-Octaplas units and **10,000** Fibrinogen units to hospitals

Tissue products: **247** imported corneas enabling sight-saving transplants for Irish patients; **104** Sclera graft tissue used to restore eye health, **136** units of Serum Eye Drops issued to treat severe dry eye disease; **66** Heart valves provided for life-saving cardiac surgeries; **57,000 cm²** of human skin issued for treatment of severe burns patients; **106** human tissue grafts issued for ocular treatments



Our Research - we have:

20+ on-going collaborations with national and international partners



Our Commitment to Sustainability - we have:

Transitioned **7** of the **20** vehicles in our fleet to hydro-treated vegetable oil

6 MyGreen Lab Certified laboratories

National Transport Authority's Smarter Travel Mark – **1** of the first **100** Irish organisations to do so



Our People - we have:

640+ highly skilled staff across **9** locations

Our Recipients



Our products and services have a life-changing impact for recipient patients and their families. About 70,000 people receive blood transfusions and 26,000 receive platelet transfusions each year in Ireland. Patients are why we exist. We strive every day to improve their health by providing safe, high-quality, diverse blood and tissue products and by supporting healthcare teams with expert knowledge and specialist services so they can deliver the best possible care.



Fiadh was born with haemolytic disease of the newborn and spent her early weeks in the Neonatal Unit at Cork University Maternity Hospital. At just 13 days old, a lifesaving blood transfusion helped her not only survive, but thrive. Her mother, Sarah, thanks all the people who helped make sure Fiadh is with us today, "Fiadh is now 3 years old and starting playschool. I am eternally thankful to blood donors, the Irish Blood Transfusion Service, and the wonderful staff at CUMH."



In 2023, Neil was diagnosed with myelodysplastic syndrome, which advanced to acute myeloid leukemia by early 2024. He needed around 50 blood transfusions to survive and is immensely thankful to the donors, acknowledging their life-saving impact. In December 2024, he received a stem cell transplant from a 21-year-old unrelated donor. He describes 2025 as his best year, attributing it to the kindness of donors and urging others to donate, highlighting the potential to save lives.

Our Donors

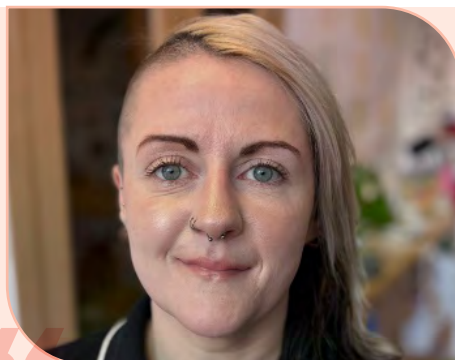


Our donors save and improve lives with every generous donation. We rely on our voluntary non-remunerated donors to provide sufficient donations to meet patient need and enable essential healthcare services.



I'm proud, and fascinated that my body, with no effort, can produce enough blood to keep me healthy, while donating it to those in need. I donate blood because, literally, a part of me helps another person. The process is smooth, and painless, people are supportive and kind. It is a practice of vulnerability and humanity at its best.

Joanna - Blood donor



I'm delighted to be able to give something back in some small way to people in need, as you never know when you will be in that position yourself. The process is so easy and the centres are so well organised. Everyone I have met along the way has been so helpful and positive. The fact that you get a text message saying when and where your blood has been used is a great bonus, as it really reinforces the whole reason behind doing it for me. It puts a person on the other side. I would do it more often if I could, and I'm only sorry I didn't start donating sooner.

Muirinn - Blood donor



I first heard about giving blood from my Godmother. After she could no longer donate, she encouraged me to go. I gave my first donation 2 years ago and it was a simple and painless process. After my first donation a man came up to me and thanked me for donating, as donations had saved his wife's life. I then received a message saying my blood had gone to a baby. From then on I felt giving blood was something I must do. Donating saves peoples lives and that's why I donate.

Michael - Blood donor

Our Products



Whole Blood

Every Donation Goes Further: By separating a single donation into three components – red cells, plasma, and platelets, we ensure more patients benefit. All of our whole blood donations are separated within 24 hours of collection and are available to patients as soon as the next day.

Red Cells

Essential Oxygen Carriers: These products carry oxygen through the body, helping people recover from significant blood loss or treat severe anaemia. They help people in emergency situations, women during childbirth or people being treated for cancer or blood diseases.

Platelets

Crucial for Clotting: Platelets help wounds heal and stop bleeding. Platelets are vital for people undergoing treatments like chemotherapy, surviving surgeries or major trauma, or having a bone marrow transplant.

Fresh Frozen Plasma

Life-Saving Fluid: Plasma, the liquid portion of blood, supports clotting and immunity. It is used to replace missing or low levels of blood clotting proteins in a range of medical and surgical situations including trauma care.

Granulocytes (Leukocytes)

Fighting Infections: These carefully processed white blood cell products offer critical support for patients whose immune systems are weakened—helping them combat life-threatening infections.

Cryoprecipitate

Concentrated Clotting Power: Rich in clotting factors, this product is used to treat bleeding disorders, especially in complex cases such as in neonatal care.

Modified blood components

Specialised Options and Advanced Processing: Blood components can be modified and tailored to meet specific patient needs – from foetuses to adults, in emergencies or chronic care. Variations include irradiated, washed, or partial red cell units, and split units for efficient use or safe application in infants and sensitive clinical scenarios.

Blood Components for Designated patients

Specially matched blood components: We investigate, analyse and match patients who have specific immunological needs with the most closely matched red cells or platelets. This gives patients the best possible outcome from their transfusion and involves careful co-ordination of donor and patient.

Plasma for Medicines

Life-saving medicines: We deliver plasma from whole blood donations to a plasma fractionator to make medicines for patients. These products are used for the treatment of a variety of conditions including immune disorders, neurological disorders, blood disorders and infectious diseases. We currently provide LG-Octaplas and Fibrinogen concentrate for patients in Ireland.

Serum Eye Drops

Serum for tears: Serum from donated blood is processed and diluted with saline to make serum eye drops. These eye drops are used as artificial tears to treat patients with severe dry eyes who do not respond to conventional treatment.

Eye Tissue

Gift of sight: Our Tissue Bank incorporates Eye Bank Ireland, which collects, tests, processes, preserves, stores and distributes donated eye tissues to restore sight. Eye Bank Ireland provides corneas and scleral tissue.

Valves

Mending hearts: Our Tissue Bank incorporates the Irish Heart Valve Bank, which tests, processes, preserves, stores and distributes donated Heart Valves. These Human Heart Valves are a biological alternative to mechanical valve replacement and are used to replace or rebuild damaged or malformed heart valves.

Our Services



Donor Screening Laboratory

We test over 140,000 blood donations every year to ensure they are safe and suitable for patients. Using advanced automation, our laboratories check each donation for infections and confirm blood group compatibility. These tests are essential to protect patients from serious complications during transfusion. Only donations that meet the highest safety and quality standards are released to hospitals. This work ensures that patients receive blood that is safe, accurately matched, and lifesaving.

Red Cell Immunohaematology (RCI) Laboratory

The RCI Laboratory supports hospitals across Ireland with expert testing in complex blood transfusion cases. We help ensure safe transfusions for patients with rare or complicated blood types by identifying antibodies that could cause reactions. The laboratory also plays a key role in managing high-risk pregnancies by monitoring antibodies that may affect unborn babies. With access to rare blood samples and reagents, we can provide accurate matches and source rare units when needed – directly improving patient safety.

National Histocompatibility & Immunogenetics Laboratory

This laboratory supports patients undergoing stem cell and bone marrow transplants. We perform DNA-based testing to identify the best donor matches and investigate antibodies that could affect transplant

success. We also support platelet matching for patients at risk of transfusion complications. By providing rapid and accurate results, we help hospitals make informed decisions and improve treatment outcomes for transplant patients across Ireland.

Blood Group Genetics Laboratory

Our Blood Group Genetics service uses DNA testing to precisely identify blood types in donors and patients. This is especially useful when standard blood typing is unclear or when rare blood group variants are involved. We also offer non-invasive testing during pregnancy to determine the baby's blood type, helping guide care and prevent complications. The result: safer transfusions, better matched blood, and improved patient outcomes – especially in complex or high-risk cases.

Diagnostics Crossmatch Laboratory - IBTS Cork Centre

Our Diagnostics Laboratory in Cork supports hospitals in the Munster region with a range of blood testing services. We manage both routine and complex cases, ensuring patients receive safe and compatible blood – particularly those with rare types or antibody complications. The laboratory responds to urgent cases like transfusion reactions and provides expert clinical advice. In collaboration with hospitals and national and international reference laboratories, we ensure even the most complex patients receive the safest care.

Tissue Bank

The Tissue Bank supplies hospitals with rigorously screened, clinically processed human tissue for therapeutic use. This includes skin, heart valves, and ocular tissue sourced from both Irish and international donors. All materials are handled in certified cleanroom environments under stringent regulatory and quality standards. These grafts support essential surgical interventions – facilitating wound healing, ocular reconstruction, and cardiac repair – contributing to enhanced patient recovery and surgical outcomes nationwide.

Irish Unrelated Bone Marrow Registry

The Irish Unrelated Bone Marrow Registry (IUBMR) helps patients to find a matching life-saving donor. A stem cell transplant can be a treatment option for more than 80 diseases and disorders. Every person who registers gives a patient in need a better chance of finding a suitable match for this life-saving treatment. The IUBMR is the designated World Marrow Donor Association National Hub and is responsible for processing requests for donors from within Ireland and from abroad and coordinates the activities of donor, harvest and transplant centres in the respective countries.

Clinical Services, Advisory and Guidance

Our medical team provides expert advice to healthcare professionals on all aspects of transfusion medicine. We guide the safe and appropriate use of blood products for different patient groups, support patient blood management, and promote best practice in transfusion medicine in hospitals across Ireland. We also help reduce unnecessary transfusions and offer safer alternatives where possible. By working closely with clinicians, we support better decisions, improved patient outcomes, and high-quality transfusion services across the country. The IBTS Cork Centre provides a Therapeutic Apheresis Service for patients across the Munster region in collaboration with Cork University Hospital and Mercy University Hospital. Using advanced mobile equipment and evidence-based protocols, the service delivers individualised care for conditions requiring plasma or red cell exchange.

Research and Development

Our Research and Development function plays a critical role in advancing transfusion and transplantation medicine in Ireland. It supports innovative, ethically approved research that improves the safety, effectiveness, and accessibility of blood and tissue services. It enables health research by supplying clinically unsuitable donated materials under strict consent and data protection protocols. Through its scientific output, national partnerships, and commitment to best practices, our R&D function contributes to evidence-based policy, improves clinical outcomes, and strengthens Ireland's position in global transfusion research.



Our Shaping Forces



Our operating environment is constantly changing with the accelerated pace of change set to continue. Through our national and international partnerships, we keep informed of the challenges experienced by blood and tissue establishments, innovations in technology and practice, emerging evidence and implications for clinical practice, and share learning. Over the five years of this strategy, we know that certain changes will shape our focus through creating opportunities or challenging our service to grow and evolve. These shaping forces are summarised below.

Regulatory landscape shaping our future

Rapidly evolving EU and National legislation is reshaping the strategic landscape for blood establishments. The forthcoming SoHO Regulation will require major digital, quality, and compliance upgrades to align with a unified EU framework for substances of human origin. New data, digital, and cybersecurity laws – including the European Health Data Space Regulation, NIS-2 Directive, and EU AI Act – will heighten governance, data protection, and technology oversight requirements, while also creating opportunities for innovation, interoperability, and research. In parallel, climate action mandates will drive more sustainable operational models, influencing investment and strategic decision-making across the next planning cycle.

Clinical drivers of change

Health system reforms and capacity enhancement initiatives, including Sláintecare implementation, waiting list initiatives, and the Human Tissue Act 2024, are increasing demand for blood, tissue, and specialist laboratory services primarily through expanded surgical and transplant activity. These developments require strategic capacity planning and alignment with evolving healthcare delivery models.

Demographic Change and Donor Diversity

An ageing, more complex patient population is driving demand for precisely matched blood, advanced testing, and expert clinical support. Growing population diversity necessitates more inclusive donor recruitment, testing, and screening strategies to ensure a blood supply that reflects Ireland's changing demographic and clinical needs, enabling equitable access, while maintaining safety and quality.

Advances in Molecular and Cellular Therapies

Emerging molecular diagnostics and Advanced Therapy Medicinal Products (ATMPs) are transforming clinical practice, increasing demand for high-precision blood products and specialised testing. The IBTS is one of the collaborating organisations of the 'Irish Medicines Centre for Personalised Advanced Cellular Therapeutics' (IMPACT) Consortium. Active participation in the IMPACT consortium strategically positions the IBTS to play a key role in supporting Ireland's future ATMP infrastructure.

Precision Transfusion and Blood Management

Irish hospitals are adopting Patient Blood Management (PBM) more actively, including restrictive transfusion thresholds, surgical techniques to reduce blood loss, and pharmacologic alternatives. There is growing emphasis on matching by phenotype/genotype in high-risk patients to reduce transfusion reactions and antibody formation. This focus emphasises the need for strengthening the IBTS role as an essential partner in healthcare delivery providing clinical support and education for hospitals around best transfusion practices, contributing to the development of decision support tools and guidelines, and working towards better data integration with hospitals to ensure national visibility of stock levels, blood usage and traceability.

Donor expectations and social shifts

Shifting social dynamics are reshaping donor engagement, with digital platforms driving the need for more targeted, responsive communication and proactive countering of health misinformation. Evolving values, lifestyles, and work patterns are reshaping how people choose to engage with donation opportunities. This requires innovative, flexible donation models that align with modern behaviours. Enhancing public awareness of the vital role blood donation plays in healthcare, while making donation more accessible and convenient, is key to sustaining participation and maintaining a stable blood supply.



Digital transformation shaping experiences

Accelerating technological advancements, including digital tools, automation, and artificial intelligence, are reshaping expectations for a seamless, digitally enabled donor and customer experience. Strengthening core digital infrastructure while advancing a clear transformation roadmap will be critical to enhancing efficiency, security, and service quality for donors, hospitals, and staff alike.

Economic pressures

Economic pressures, including rising labour, compliance, and operational costs, alongside potential health system funding constraints, will challenge financial sustainability. These dynamics demand a strategic focus on LEAN process optimisation, productivity gains, and rigorous value-for-money controls to maintain operational efficiency and resilience.

Geopolitical dynamics and supply resilience

Evolving geopolitical dynamics underscore the need to strengthen business continuity, supply chain resilience, and crisis preparedness. As Europe moves to reduce reliance on imported plasma-derived medicinal products, optimising plasma collection and processing has become a strategic imperative. This shift presents a key opportunity for the IBTS to engage stakeholders and advance the establishment of a national plasmapheresis programme, leveraging our recent success in reinstating compliant plasma handling and storage capabilities.

Environmental and Climate changes

Climate change and increasing global mobility are altering infectious disease patterns, introducing new and emerging risks with direct implications for donor screening and testing strategies. Proactive monitoring and adaptive screening policies will be essential to ensure our processes and technologies remain robust and responsive. Anticipated growth in vector-borne diseases, driven by climate shifts and population movement, will require expanded testing capabilities. Maintaining safe transfusion practices under these conditions underscores our commitment to resilience, adaptability, and climate responsibility.

Adverse and extreme weather events

The growing frequency and intensity of extreme weather events present a strategic risk to our ability to collect, process, and distribute blood and blood products. We will reinforce business continuity and disaster recovery frameworks to ensure operational resilience and service continuity under adverse conditions. Embedding climate resilience into our infrastructure, supply chains, and workforce planning will protect our mission-critical functions and sustain national transfusion safety.

At the IBTS Our Vision is – A healthier tomorrow, powered by every life-changing donation



A healthier tomorrow:

- > We are committed to continuously improving health outcomes for patients by enhancing the safety, quality, accessibility, and diversity of our products.
- > We ensure that our products and services consistently meet the highest regulatory and ethical standards by embedding robust quality systems and a continuous improvement mindset across all of our operations.
- > We support our healthcare partners in delivering exceptional care by sharing our clinical expertise and providing specialist services.
- > Our dedication to the UN Sustainable Development Goals underscores our long-term commitment to global health and wellbeing.
- > Investing in our core capabilities today is a strategic choice – building a healthier, more resilient organisation prepared for accelerated growth and innovation in the future.

Powered by every donation:

- > Our essential healthcare service is made possible by the generosity of our voluntary non-remunerated donors.
- > We value every donor and every donation.
- > We are committed to improving the donor experience by making donation more accessible and efficient.
- > We are committed to protecting our donors, ensuring ethical compliance, and upholding the highest standards of quality during donation.

Life-changing donation:

- > Each donation – whether blood, plasma, platelets, stem cells, or tissue – is a critical component of quality healthcare, with the power to save or transform lives.
- > It is our responsibility to maintain a sufficient and well-matched supply to meet the diverse needs of patients.
- > We maintain a safe, sufficient, and high-quality supply, built on traceability, regulatory compliance, and continuous vigilance from donation to delivery.
- > We will grow and diversify our donor base to serve all communities.
- > We seek ways to make our donor pool more inclusive, enhance product personalisation, and expand our offerings to meet the evolving needs of both patients and healthcare partners.
- > We will optimise the use of every donation – to save and improve lives today and to advance research that could transform outcomes for tomorrow's donors and patients.

A Healthier Tomorrow – IBTS Strategy 2026 – 2030



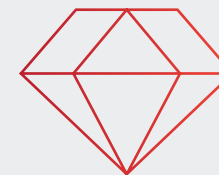
Our Vision

A healthier tomorrow, powered by every life-changing donation.



Our Mission

We save and improve lives by sustainably delivering quality blood and tissue services – powered by generous donors, skilled teams, and strong healthcare partnerships.



Our Values

We love our donors. We improve patients' lives together. We lead by example. We strive for excellence. We are one IBTS.

Grow and Diversify

We will grow and diversify our donor base, products and services to meet the evolving needs of patients and our healthcare partners.

Objectives

- Make donation simple and accessible
- Accelerate donor base growth and inclusivity by targeting engagement and leveraging partnerships
- Establish and scale national systems for plasma and cornea donation to secure supply

Optimise Operational Resilience

We will optimise our operational resilience ensuring a solid foundation for sustainable growth.

Objectives

- Upgrade our physical and digital infrastructure
- Streamline processes to enhance operational efficiency
- Build our capability to leverage data to plan, predict, prepare and perform
- Maintain regulatory compliance in an evolving regulatory landscape

Future-ready our Workforce

We will future-ready our workforce, equipping our people for tomorrow's demands through continued investment in our People, Culture and Capabilities.

Objectives

- Build a workforce for the future
- Enrich our culture to support continuous improvement and innovation
- Co-design meaningful experiences to improve satisfaction, well-being and meet multigenerational employee expectations

Drive Targeted Innovation

We will drive targeted innovation to solve priority challenges by leveraging research insights, strategic partnerships, and employee-led pilots.

Objectives

- Advance Research and Development collaborations and capabilities
- Leverage our clinical and scientific partnerships to drive best practice for patient care
- Establish enabling structures to deploy small-scale innovation to address priority challenges

Grow and Diversify our Donor base, Products and Services

We will grow and diversify our donor base, our products and our services to meet the evolving needs of patients and our healthcare partners.

Why it matters: Blood and tissue products are a scarce resource globally, making supply sustainability and security vital for life-saving care. In Ireland, red cell demand has steadily increased over the past five years, particularly for RhD negative units. Donors currently give blood an average of 1.7 times per year, with younger donors contributing proportionately less. Our donor population no longer matches the diversity of Ireland's wider community. Given the genetic links between blood groups and ethnicity, this limits our ability to meet the needs of patients with rare or complex transfusion requirements. To address these challenges, we will work closely with health system partners to support consistent, effective clinical practice, while expanding and diversifying our donor base. By welcoming new and younger donors from all backgrounds, we can better match donors to patients and improve outcomes. We will also broaden our products and services, focusing on plasmapheresis and scaling up Eye Bank Ireland to enhance national self-sufficiency, reduce reliance on vulnerable international supply chains, and strengthen Ireland's long-term resilience and compliance with global best practice in quality and safety.

Optimise Operational Resilience

We will optimise our operational resilience ensuring a solid foundation for sustainable growth.

Why it matters: Our healthcare partners rely on us to deliver clinically validated, high-quality blood and tissue products and specialist services – reliably, safely, and without interruption – enabling them to provide life-saving patient care. The pace and scale of disruption and change in our operational environment has increased and we need to be prepared to respond to whatever challenges arise. By modernising our physical and digital infrastructure, streamlining processes, and leveraging data we will free capacity to respond to the unexpected and enable more rapid adoption of change. This will strengthen our core foundations to ensure resilience in responding to change requirements, while focusing on our core purpose as Ireland's trusted agency with mandated responsibility for the blood supply. The people of Ireland depend on us sustainably delivering quality blood and tissue services every day.

Future-ready our People, Culture and Capabilities

We will future-ready our workforce, equipping our people for tomorrow's demands through continued investment in our People, Culture and Capabilities.

Why it matters: Our skilled and committed teams power our high-quality blood and tissue services. With over 640 talented professionals from diverse medical, nursing, scientific, business, and technology disciplines – we rely on the expertise of our teams every day. We are operating in an increasingly competitive labour market, where employees have heightened expectations for flexibility, career pathways, well-being and opportunities for continuous development. To continue to successfully recruit, retain and grow the diverse and specialised skill sets required for success, we must continue to strategically invest in our people, culture and capabilities. This means fostering a values-driven culture supporting continuous improvement and innovation, building future-focused leadership, digital and data skills and capabilities across all levels, and fostering a healthy and sustainable working environment. We must ensure that our people remain resilient, adaptable and equipped to navigate both current demands and emerging challenges, so they can continue delivering impact for our communities now and into the future. We embrace equality, diversity and inclusion in line with our public sector duty.

Drive targeted Innovation

We will drive targeted innovation to solve priority challenges by leveraging research insights, strategic partnerships and employee-led pilots.

Why it matters: A robust foundation in quality, governance, and operational excellence is essential to maintaining trust, safeguarding supply, and delivering consistent, high-quality outcomes. We must focus on strengthening our core foundations to deliver more resilient operations that can sustainably meet the evolving needs of patients and our healthcare partners. However, we must also create an environment that drives targeted innovation to ensure that we can leverage opportunities for change and development into the future.



Grow and Diversify our donor base, products and services

We will grow and diversify our donor base, our products and our services to meet the evolving needs of patients and our healthcare partners.

Objectives

- 1.1 Make donation simple and accessible
- 1.2 Accelerate donor base growth and inclusivity by targeting engagement and leveraging partnerships
- 1.3 Establish and scale national systems for plasma and cornea donation to secure supply

To achieve our objectives, we will:

- > Implement a new operating model for donor services and collections including clinic process improvements to enable an efficient and streamlined donation process
- > Develop a data-driven, clinically guided donor strategy with aligned targets to support a sustainable blood supply
- > Invest in new marketing capabilities, partnerships and donor relationship management system to meet the needs of a diverse donor base
- > Leverage digital applications to improve our donor interactions and experience
- > Secure investment to establish source plasma collection for medicines

We will know we have succeeded when:

- > Our active donor base is larger, more diverse and more closely reflects demand
- > We maintain our blood and platelet stock levels
- > We are better able to match specialised requirements of diverse transfusion patients leading to better health outcomes
- > Our donor satisfaction is consistently high





Optimise Operational Resilience

We will optimise our operational resilience ensuring a solid foundation for sustainable growth. Through modern, streamlined and data driven operations, we will free capacity for agile response to development opportunities and unexpected events to ensure a reliable supply chain that enables patient care.

Objectives

- 2.1 Upgrade our physical and digital infrastructure
- 2.2 Streamline processes to enhance operational efficiency
- 2.3 Build our capability to leverage data to plan, predict, prepare and perform
- 2.4 Maintain regulatory compliance in an evolving regulatory landscape

To achieve our objectives, we will:

- > Redevelop our IBTS Cork Centre to provide a purpose-built net-zero facility with improved clinic space and contingency capacity
- > Modernise our digital infrastructure through delivering actions aligned to our digital and data capability roadmap
- > Deploy a new electronic Quality Management System and Hospital Web-based Ordering System to underpin core business processes with secure modern systems
- > Establish a Lean Centre of Excellence and deploy Lean at scale
- > Embrace SoHO Regulation implementation to improve standardisation and strengthen cross-border cooperation for supply continuity, crisis preparedness, and response

We will know we have succeeded when:

- > We have improved overall productivity and performance
- > We have secure, stable, sustainable and compliant operations
- > Our services are not interrupted by failures in our supply chains, technology, or estates
- > We have improved our ability to respond to system shocks and business continuity challenges
- > We use data insights routinely to achieve and demonstrate efficiencies
- > We have improved our delivery time for priority initiatives

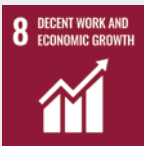
Action in this area contributes to SDGs:





Future-ready our People, Culture and Capabilities

We will build a future-ready workforce – one that has the skills and is empowered to succeed today and equipped to meet the challenges of tomorrow through continued investment in our People, Culture and Capabilities. We will strive to be a sustainable, learning and evolving organisation where our people thrive with the right mindset and capabilities.



Action in this area contributes to SDGs:

Objectives

- 3.1 Build a workforce of the future
- 3.2 Enrich our culture to support continuous improvement and innovation
- 3.3 Co-design experiences to improve satisfaction, well-being and meet multigenerational employee expectations.

To achieve our objectives, we will:

- > Implement a skills and capability framework including skills audits to identify skills gaps and build a future-ready, customer-centric, digitally advanced talent roadmap
- > Design targeted development programmes – invest in tailored learning that equips and empowers our people, prioritising our emerging leaders programme, Lean Six Sigma, expanded digital literacy and data analytics
- > Optimise performance development providing digital-first access to mandatory and personal learning pathways
- > Bring our values to life by embedding values-based recognition across the organisation
- > Embrace diversity and inclusion by co-creating EDI policies and initiatives that meet our evolving employee expectations

We will know we have succeeded when:

- > We have the right skills, capabilities and capacity to meet current and emerging needs
- > We attract, retain and grow our talent for the future
- > We continue to live our values
- > We embed, empower and recognise continuous improvement, innovation and well-being



Drive targeted innovation

We will drive targeted innovation to solve priority challenges by leveraging research insights, strategic partnerships, and employee-led pilots. By fostering a culture where collaborative innovation and creative problem solving thrive, we will accelerate practical solutions that deliver meaningful impact for our organisation, our donors and our partners.

Objectives

- 4.1 Advance Research and Development collaborations and capabilities
- 4.2 Leverage our clinical and scientific partnerships to drive best practice for patient care
- 4.3 Establish enabling structures to deploy small-scale innovations to address priority challenges

To achieve our objectives, we will:

- > Build a scalable and high-performing research eco-system by defining a research delivery operating model, robust data and materials management processes, research support tools and a state-of-the-art research and innovation space
- > Progress research collaborations aligned to priority areas
- > Strengthen our collaborations with the health service and advance our role as trusted sector leader and centre of excellence for clinical advisory and guidance in transfusion medicine and science
- > Create structured channels for employees to propose, pilot and scale creative solutions to operational challenges

We will know we have succeeded when:

- > We have increased capacity and output in applied research and innovation
- > We have integrated research evidence into engagement strategies, clinical guidelines, and practice
- > We have improved adoption of best practice in patient blood management across the Irish health system
- > We have addressed operational friction points in service delivery through employee-led innovation

Action in this area contributes to SDGs:



Realising our ambitions – Strategy Implementation



Sequencing and Phasing

Throughout the lifetime of the strategy, our focus across the strategic goal areas will evolve. Key initiatives will be mapped across three phases in the strategy cycle, with clear focus and deliverables for each year and phase of delivery.

**Phase
1**

**Strengthen and Prepare
(2026 – 2027)**

Immediate foundational work

**Build and Scale
(2027 – 2029)**

Main delivery of initiatives

**Phase
2**

**Phase
3**

**Embed and Optimise
(2029 – 2030)**

Consolidation
and improvement

Annual Business Planning

A Healthier Tomorrow – IBTS Strategy 2026 – 2030 provides a framework for the IBTS to deliver strategic change in a number of key areas. To deliver the core elements of the strategy, the IBTS will develop detailed annual business plans. The annual business plan will present our activities under each of the strategic focus areas of the IBTS Strategy, with specific and measurable targets for the year ahead. This annual planning cycle will allow us to be agile and responsive in our delivery approach to account for emerging issues and opportunities, while maintaining our strategic focus.

Mid-Strategy Review

A mid-strategy review will be conducted with our Board in **Q3 2027**.

Governance and oversight

We will track and monitor progress on delivering the IBTS Strategy through our Board performance management framework and we will publish and update progress in our annual report. Board Reporting will be biannually.

Assumptions

Our strategy has been prepared in consultation with a broad range of our stakeholders. We have developed this strategy based on what we believe is the best direction for the IBTS. We have made some assumptions based on the current economic environment, the national budget, our own internal resources and capacity. A key assumption is that we will mobilise necessary capital investment in growth strategies through engaging proactively with our parent Department and preparing robust evidence-based business cases.



**Irish Blood
Transfusion Service**

Seirbhís Fuilaidriúcháin na hÉireann

National Blood Centre
Lárionad Náisiúnta Fola

giveblood.ie

Blood is in Constant Demand

A⁺ A⁻ B⁺ B⁻ AB⁺ AB⁻ O⁺ O⁻



