



THE GRIFOLS  
ACADEMY

# THE GRIFOLS ACADEMY 2021 ANNUAL REPORT

GRIFOLS



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## Section 01

# THE GRIFOLS ACADEMY

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THE GRIFOLS  
ACADEMY









# WELCOME LETTER



**DR. MARILYN ROSA-BRAY**

*Chief Medical Officer, and Vice President Quality, Regulatory Compliance & Laboratories*

**This year's Annual Report invites us to recall some of the Grifols Academy moments that shaped 2021. It was a year characterized by the challenges of an ongoing pandemic that showed the capacity of the Academy teams to adapt and persevere. As challenging times often do, new perspectives are presented that give a renewed sense of purpose and the excitement of the possibilities ahead for us. With characteristic enthusiasm, excellence, and determination, Grifols Academy advanced the mission of continuous improvement through initiatives ranging from the creation of innovative methodologies for learning to progressive technical training solutions.**

In 2021, the three Grifols Academies: Plasmapheresis, Professional Development and Transfusion Medicine, provided thoughtful leadership, vibrant learning experiences, and creative and collaborative initiatives designed to drive positive change both locally and globally.

## THE GRIFOLS ACADEMY OF PLASMAPHERESIS (TGAP)

In 2021, TGAP continued support of Biomat USA business optimization efforts with the integration of donor centers, systems, procedures, and staff from BPL, GCAM and KedPlasma as they were brought into the Grifols family. Transitioning these businesses to Biomat training practices and learning systems drove the organization further toward the standardization of all the Grifols plasma centers.

A new and innovative training approach was introduced for new employees and was launched with the 10 additional Biomat centers that opened in 2021. TGAP also created tailored training programs to support digital transformation initiatives of Biomat USA. A new electronic donor record software was implemented in 89 existing centers replacing outdated technology, and GNS, Grifols' own software, was used as the electronic donor record for all new Biomat donor centers.

Also, the next generation of apheresis machines were implemented in 20 donor centers requiring further training in these new processes. These activities, both software and apheresis equipment, will continue in 2022 to continue to modernize the operations of all our donor centers.

TGAP was proud to support training for employees at the Grifols Egypt for Plasma Derivatives company. TGAP provided consultation services on the design and function of the training space at the new facility in Cairo. The first donor center opened in October 2021 with the staff trained, certified and ready to receive donors. The Academy of Plasmapheresis will also be sharing the academic curriculum and programs as we expand the company expertise in plasma science globally.

With more than 300 donor center locations across the US and growing, it is critical that robust development programs are available to groom future leaders with a wide range of skills and abilities. In 2021 TGAP achieved significant milestones in the continued evolution of the Odyssey Leadership Development Program and the Center Leadership Development Program. Also, a comprehensive Regional Skills Training program was designed that will launch in 2022.



## THE GRIFOLS ACADEMY OF PROFESSIONAL DEVELOPMENT (TGAPD)

As training and development practices adapt to the new business needs, TGAPD continues to expand the use of virtual training by introducing new ways of learning to maximize the experience. In 2021, TGAPD launched a global virtual workshop titled *Make it Happen! Leading by Objectives in Flexible Environments*, which allowed leaders to achieve results working in this hybrid learning environment. In addition, the *Digital Leader Sessions* were made available to evolve our internal and global onboarding program.

As TGAPD is fostering this new way of learning, they are prioritizing a culture of “learner owned/leader supported” training where everyone is personally accountable for the success of their development plans with support from their supervisor. A library of online resources including courses, videos, books, and webinars are offered through a learning platform that provides expansive content for skill development. This platform is currently being developed and will become available globally in the near future.

In 2021, 72% of the TGAPD training was provided virtually. The use of innovative training technology such as gamification as well as new collaboration and simulation tools are being used to augment the training experience. These technologies were successfully piloted in the courses *Innovate: How to think differently* and *Digital Leader* programs this year.

## THE GRIFOLS ACADEMY OF TRANSFUSION MEDICINE (TGATM)

TGATM continues to provide educational programs in the field of transfusion medicine facilitated by renowned leaders in the field. These offerings are made available across the globe. A new immunohematology workshop was added in 2021 and proved to be popular and highly successful with over 1,495 attendees. In addition, TGATM augmented their educational curriculum with supplementary virtual courses, webinars, and the virtual *Transfusion Science Educational Courses* TSEC. TGATM offerings and the number of participants grew significantly in 2021 with a 38% increase in attendees over 2020. 4,937 transfusion medical professionals participated the virtual courses with representation from all four Grifols regions.

As we reflect on the accomplishments of 2021, the second year of the COVID pandemic, the resilience and commitment of our Academies, leaders and employees is more evident than ever. We prepare for the opportunities of today and tomorrow, remembering the legacy we keep: one inspired by innovation and continuous improvement, born from challenge, excellence, and with an unbreakable commitment to quality for the safety of our employees, donors and patients. With determination, Grifols Academy continues to be an essential contributor to Grifols strategic plan and an asset for its people.



THE GRIFOLS  
ACADEMY



# GROWING TALENT

## INTRODUCTION

**The Grifols Academy provides training and support to our expanding company through an infinite commitment to continuous learning and employee development at all levels of the organization.**

Grifols, and the Grifols Academy, solidifies this commitment by offering educational programs, professional development courses, technical training, events management, and other services that support Grifols values and standards.

The Grifols Academy (TGA) is comprised of three independent academies: The Grifols Academy of Plasmapheresis (TGAP), The Grifols Academy of Professional Development (TGAPD) and The Grifols Academy of Transfusion Medicine (TGATM).

### THE ACADEMY OF PLASMAPHERESIS

TGAP utilizes its platform to provide educational opportunities, development and innovation in the field of plasma science to Grifols employees. The Academy offers standardized educational programs, while emphasizing the fundamentals of leadership tenets, quality principles, ethics, medical, and safety.

### THE ACADEMY OF PROFESSIONAL DEVELOPMENT

TGAPD offers a variety of professional development opportunities to the company's employees. The Academy also provides opportunities for employees to understand and exemplify the Grifols mission and corporate values.

### THE ACADEMY OF TRANSFUSION MEDICINE

TGATM provides educational programs to transfusion medicine professionals internationally, with the goal of building a capable workforce for this specialized medical field. The Academy offers high-quality and field-relevant continuing education opportunities, equipping professionals with the knowledge and tools they can apply to their daily laboratory operations and transfusion medicine practices.





## TIMELINE OF THE ACADEMIES



**2009**  
**TGAP**  
**Opening**



**2011**  
**TGAPD**  
**Opening**



**2011**  
**Indianapolis**  
**Campus Joins**  
**TGAP**



**2014**  
**TGATM**  
**Opening**



## Section 02

# THE GRIFOLS ACADEMY PLASMAPHERESIS

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THE GRIFOLS  
ACADEMY  
PLASMAPHERESIS









# MISSION AND GOALS



**This was a great soft skills class; I like that it could be fit into a short time period but packed a good value. The job aid provided is a really nice document.”**

BUILDING TRUST UNDER PRESSURE PARTICIPANT

**The Grifols Academy of Plasmapheresis (TGAP) serves all company employees by offering accredited educational programs and growth opportunities for professional development. In addition to face-to-face classroom instruction, TGAP offers a plethora of student services, including a well-rounded eLearning platform, and dynamic Interactive Distance Learning (IDL) courses.**

## MISSION STATEMENT

To build on the Company's rich history and experience to enhance the educational and professional development opportunities for all employees. The Academy is dedicated to continuous improvement through lifelong learning and innovation by offering general and specialized education in the field of plasma science in the key disciplines of leadership, quality, operations, medical, and safety.



## GOALS

The Mission Statement for TGAP is supported by specific goals which serve as directional guidance for the Academy.

### These goals are:

- To provide standardized interactive classes that foster critical thinking skills, sound leadership competencies, intellectual and professional growth and are current with industry standards.
- To design and deliver curriculum in a combination of methodologies including classroom instruction, hands-on activities, goal-based scenarios and computer eLearning modules applicable in the bioscience business models/biopharmaceutical industry.
- To provide Academy participants with a professional, engaging learning environment, the opportunity to network with their colleagues, and support in addressing any questions or concerns.
- To evaluate feedback and satisfaction surveys and take appropriate action to ensure continuous improvement.
- To ensure compliance with all regulatory guidelines related to the Academy's administration procedures and processes.
- To ensure instructional personnel have relevant subject matter knowledge, experience and the skills to provide effective instructional delivery in an engaging learning environment.





# STRUCTURE

TGAP is directed and advised by a ten-member Academy Board. The Board is comprised of leaders who represent various areas of expertise within Grifols and who can provide different perspectives on the varying areas of the organization. The Board, chaired by Beth Eacret, sets the vision for the Academy and is directly supported by Teresa Adams, Senior Director, Grifols Academy of Plasmapheresis. Together the Board and Academy staff work in harmony to ensure the mission and goals of TGAP are attained and exceeded.





## ACADEMY OF PLASMAPHERESIS STRUCTURE

### COLOR CHART

Grifols Academy  
Employee

Contractor

**VP Academy of  
Plasmapheresis and Safety**  
Beth Eacret

**CHAIRMAN OF  
THE BOARD**  
Beth Eacret

#### ACADEMY BOARD

Marilyn Rosa-Bray  
Marla Salmon  
Tony Procaccio  
Eduardo Herrero  
Charles Auger  
Shane Stremming  
Karen Croat  
Teresa Adams  
Ileana Carlisle  
Robert Sanchez

**Senior Director Grifols  
Academy of Plasmapheresis**  
Teresa Adams

**Director Management  
Education and Excellence**  
Nick Singleton

**Manager Academy  
Operations Glendale**  
Hannah Ayala

**Manager Academy  
Operations Indianapolis**  
Terry Fearing

**Academy Regulatory  
and Compliance Manager**  
Mark Brasher

**Learning and Innovation  
Training Specialist**  
Kayla Cassidy

**Learning and  
Development Manager**  
Libby Jones

**International Operations  
Manager**  
Jonathan McDaniel

**Administrative Training  
Specialist**  
Carmen Araujo

**Administrative Training  
Specialist**  
Rashonda Gilbreath

**eLearning and  
Technology Specialist**  
Jasper Simonds

**Instructional Designer**  
Zascha Hamilton

**Project and Systems  
Training Manager**  
Tonya Stewart

**Learning Systems Specialist**  
Briana McGrady

**Learning and  
Development Manager**  
Cristina Curtin

**Instructional Design Manager**  
Steve Sadler

**AD Training and Education**  
Open

**Manager of Education  
and Excellence**  
Robin Garcia

**Management Education  
Manager**  
Open

**Manager Education Instructor**  
Elise Marek

**Manager, Learning Systems**  
Kim Walters

**Learning Systems  
Technology Manager**  
Phong Huynh

The Academy trains and certifies Subject Matter Experts from within the company to facilitate engaging classroom and virtual instruction. In addition to these certified instructors, the Academy also utilizes outside vendors to provide their unique experiences and insights to Academy students. As of 2021, there are over 50 internal instructors that share their industry knowledge with students each year.



**The instructor was very energetic and got everyone involved, A+! This class was very fun to learn about and think about past history and how things can be changed for the future.”**

SKILLFUL CONVERSATIONS PARTICIPANT

## DISCIPLINES



**Operations Management**



**Training**



**Quality Assurance**



**Leadership Development**



**Medical**



**Systems and Technology**





# FACILITIES

Leaders from across the organization travel to our two main campuses in Glendale, AZ and Indianapolis, IN to learn, network, and grow. Also, TGAP boasts satellite locations that are strategically placed throughout the US in Raleigh, NC, Los Angeles, CA, Seattle, WA and San Marcos, TX. These facilities provide over 30,000 sq. ft of training space, the latest audio-visual equipment, and spacious conference rooms that are equipped to host non-academic events. Each Academy campus houses exhibits of historical significance, allowing visitors a glimpse into the rich heritage and pioneering spirit of Grifols.

**12****Training  
Rooms****6****Offices/Workspaces  
for Guests****4****Conference  
Rooms****1****Large Theater  
Style Auditorium****350****Total  
Capacity**

## NON-ACADEMIC EVENTS

In addition to classrooms for our various academic offerings, the campuses also feature conference rooms, offices, workspaces and a large theater-style auditorium. The additional features of each campus allow our Academy staff to serve the greater organization by hosting a wide variety of specialized events such as division meetings, ad-hoc trainings, and other business gatherings.



**I think it's great and look forward to seeing how it rolls out and how it ties into my current goals and objectives. I felt honored to be able to attend. It filled my bucket/my tank and helps to reignite my fire to inspire. It means a lot, a true gift!"**

SERVANT LEADERSHIP PARTICIPANT



# ACCET APPROVED COURSES AND PROGRAMS

TGAP boasts an industry-unique and educationally accredited curriculum of academic programs. These programs are developed around a wide variety of key disciplines including Operations, Quality, Medical, Safety and Training. In addition to the core programs, TGAP offers education in other subjects such as leadership, management, communication, statistics, technology skills, and plasmapheresis device repair. The Academy is continuing to develop a catalog of Interactive Distance Learning (IDL) offerings to reach Grifols employees where they are.

TGAP courses and programs are offered in varying modalities to allow for heightened understanding of the targeted content being covered and increased accessibility for our students.

## ON-CAMPUS PROGRAMS AND COURSES

On-campus programs and courses are held at our Academy campuses, satellite locations, or at pre-determined requested offsite locations. These programs and courses consist of a live, instructor-led, collaborative environment, that features activity-based learning. Students are divided into groups to discuss topics, solve problems, and brainstorm ideas anchored in the key disciplines and values of Grifols. This face-to-face learning environment creates personal engagement moments, allows for network development, and emphasizes skills growth.

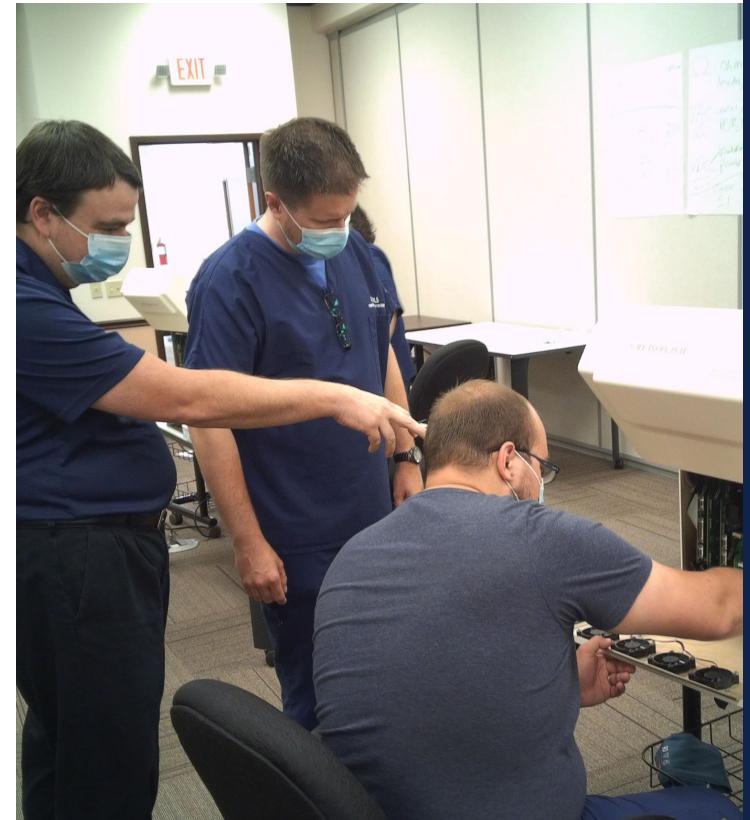
## SELF-PACED ELEARNINGS

On-campus programs and courses are held at our Academy. eLearnings are a cutting edge, highly interactive means of providing information to students from a distance at their own pace and convenience. This online content was composed by Subject Matter Experts and is assigned to employees through a modular, self-paced approach. Our catalog of over 30 online courses allows employees to self-register and have ownership over a piece of their individual and unique learning path.



**This offering is essential for any person in a position of leadership professionally, but also extends beyond the literal and/or figurative walls to just make people the best version of themselves!”**

SERVANT LEADERSHIP PARTICIPANT





# OTHER ACADEMY PROGRAMS

## INTERACTIVE DISTANCE LEARNING (IDL) COURSES

Academy IDL (virtual) courses provide a digital take on the brick-and-mortar classroom approach. Delivered via the enterprise platform of Grifols, Microsoft Teams, IDL courses allow the Academy to reach a greater audience and provide necessary information on desired topics in a quick and efficient manner. An IDL delivery team consisting of a Director, Producer, and Instructor work in unison to guide students in carefully designed sessions of teamwork and thought-provoking discussions. The Academy was able to expand its IDL catalog over the last year and will continue to develop coursework and its instructor pool in 2022.



## CENTER LEADERSHIP DEVELOPMENT PROGRAM

The Center Leadership Development Program (CLDP) is a five-month training program, where chosen future center leaders gain foundational knowledge of the plasma industry, center operations, and the quality standards required for plasma collection. During 2021, the Management Education and Excellence (ME&E) team converted all classroom curriculum to be delivered in a virtual classroom setting to accommodate the restrictions of the global COVID-19 pandemic.

Since program inception in 2015, over 300 leaders from across the United States have completed advanced leadership training curriculums in the CLDP and are currently leading multiple functions across the organization.



### Program implemented in 2015

- **73 total promotions following CLDP completion**

**368**

### 368 CLDP Graduates

#### since inception:

- **87 Center Managers**
- **11 Center Quality Managers**
- **166 Assistant Managers**
- **4 Other (ROM, MPT, TDM)**



## Center Leadership Development Program



## ODYSSEY

The Academy of Plasmapheresis is proud to announce the implementation of Odyssey in January of 2022. Odyssey is a high-quality, high-impact program that will challenge and support ongoing growth for today and tomorrow's leaders of Biomat USA. All Biomat USA leaders will have the opportunity to learn, develop new skills, and grow personally and professionally. The goal of this program is to advance the skillset of our current leaders through coursework specifically designed for their leadership level in the organization. These interactive, self-driven learning paths provide an opportunity for our leaders to solidify the skills needed for their current role and promote alignment and visibility to the skills needed to advance to the next level.

These individualized learning paths allow every leader to build their understanding of what we believe, how we act, how we lead, and ultimately how we serve, customizing their journey towards the process of vision, alignment, and execution. This ongoing learning and development will become a source of competitive advantage, allowing Grifols to achieve its strategic goals.



### Leadership Levels

#### Leading Others

Employees who are in a leadership position with direct reports who are not managers (Center Managers, Assistant Managers, Managers, Lab Quality Assurance Managers, etc)

#### Leading the Function

Employees who lead the functional groups with the Biomat USA organization (Vice Presidents, Senior Directors, etc)

#### Leading Self

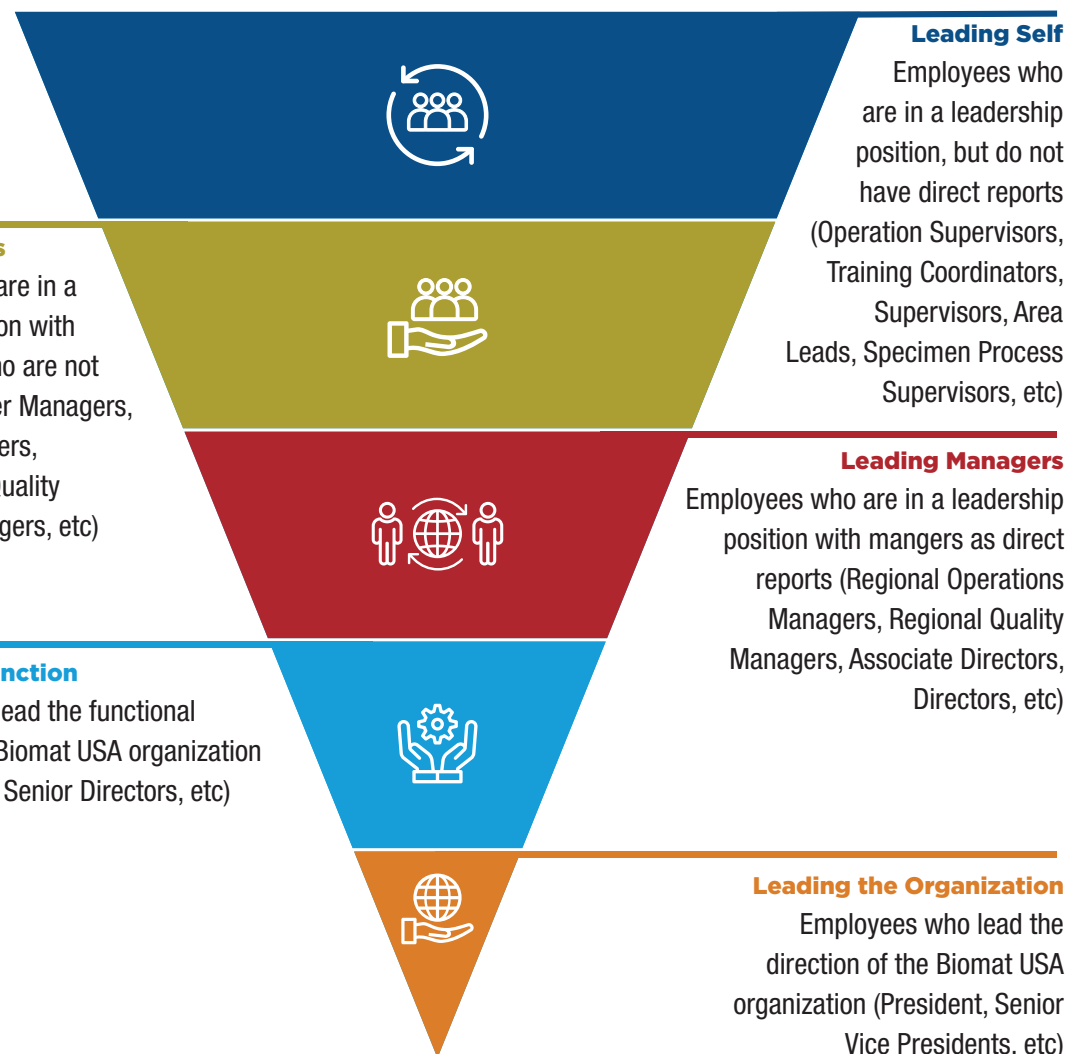
Employees who are in a leadership position, but do not have direct reports (Operation Supervisors, Training Coordinators, Supervisors, Area Leads, Specimen Process Supervisors, etc)

#### Leading Managers

Employees who are in a leadership position with managers as direct reports (Regional Operations Managers, Regional Quality Managers, Associate Directors, Directors, etc)

#### Leading the Organization

Employees who lead the direction of the Biomat USA organization (President, Senior Vice Presidents, etc)







# PARTNERSHIPS

## SOUTHERN NEW HAMPSHIRE UNIVERSITY

Grifols encourages and welcomes internal advancement opportunities for our employees by continuing to support the partnership TGAP maintains with Southern New Hampshire University (SNHU). In recent years, SNHU has gladly provided access to higher education degree programs at a highly discounted cost to all Grifols employees and their families. This benefit allows any Grifols employee seeking to advance their educational goals an affordable option for growth.

## ASQ CERTIFICATION

Since 2010, the Grifols Academy has partnered with the American Society for Quality (ASQ) to provide preparatory training to students seeking to obtain the Certified Quality Improvement Associate (CQIA) and Center Manager of Quality/Operational Excellence (CMQ/OE) certifications. At least 220 have earned their ASQ certificate since the Academy began its partnership with ASQ in 2010.

## CALIFORNIA BOARD OF REGISTERED NURSING

The Grifols Academy is proud to offer continuing education hours to all Grifols Center Medical Staff who successfully complete the requirements for courses approved by the California Board of Registered Nursing. Continuing Education hours are utilized to meet licensure renewal requirements. In 2021, 20 continuing education credits and 7 continuing education certificates were awarded to eligible participants.

## UNIVERSITY OF PHOENIX

An articulation agreement with the University of Phoenix allows Grifols Academy students to apply to have their completed Academy courses count towards receiving credit for their University of Phoenix degree. Nearly 90 courses are included in this articulation agreement, including courses from medical, operational and quality disciplines.

6

**6 College for America Graduates in 2021**

102

**102 Total Degrees Earned**

26

**26 Currently Enrolled in College for America**



**CA Board of Nursing 2021:**

- **20 CE Credits Awarded**
- **7 CE Certificates Awarded**

90

**90 Eligible Courses for Articulation Through the University of Phoenix**

# IN SERVICE TO YOU

**Faced with another challenging year, TGAP furthered its commitment of servant leadership to the organization by providing key support and resources to better serve Grifols employees.**

## COMPLIANCEWIRE INTEGRATION SUPPORT

Following the successful integration of the IBBI and BPC Business Units (BU) in 2020, TGAP was able to work with the training teams of each respective BU to integrate them onto the TGAP Learning Management System (LMS), known as ComplianceWire. The incorporation of IBBI and BPC onto the TGAP LMS platform ensures easy access to Academy trainings and resources, and further assimilates BPC and IBBI into the Grifols family.

## ORGANIZATIONAL INTEGRATION SUPPORT

As new businesses are being brought into the Grifols family, TGAP is providing ongoing integration support to these organizations by providing training coursework, resources, and assistance in moving towards the approved technical training program. Providing integration support allows for TGAP to support the standardization initiative in Grifols' donor centers. Organizations that were welcomed in 2021 include BPL, GCAM, and KedPlasma.



## CAMPUS REOPENING

After careful research and verification of CDC protocols, TGAP was able to welcome Grifols employees back to its main campus locations to resume leadership development and training. Following established protocols, the Academy held business critical courses such as PCS2 repair in 2020, but we are looking forward to offering the full complement of our Academic and development coursework as soon as possible. Classes offered in 2021 included Human Performance, Servant Leadership, and Crucial Conversations.

## INTERNATIONAL SUPPORT

TGAP proudly provides international and global support of business expansion efforts, including the new strategic agreement between Grifols and the Government of Egypt. Thus far, this has included the creation of training guides and competency measurement to support new employee training. Additionally, TGAP acted as a consultant on facility design and function for the opening of a new Academy location in Egypt.





# YOUR FEEDBACK IN ACTION

The Grifols Academy of Plasmapheresis (TGAP) has several avenues available to provide feedback on our programs and campuses. TGAP tracks and records various Key Performance Indicators (KPIs) throughout each year to ensure we continuously improve our curricula and programs. These KPIs are rooted in participant satisfaction, sponsor satisfaction, attendance, and training hours.

Every quarter, a thorough needs analysis is performed, reviewing the past two years of metrics. Courses and programs are updated based on the metrics collected throughout that timeframe. This allows for both retrospective and real-time feedback to influence the Academy's direction and Academic calendar offerings.

## KEY PERFORMANCE INDICATORS

*\*Data is for 2021\**

**63**

**63 Program Offerings**

**386**

**386 Virtual Completions by  
Grifols Employees**

**54k**

**54,566 Training Hours  
(all modalities)**

**4.81**

**4.81/5 Class  
Satisfaction Rating**

**580**

**580 On-Site Completions  
by Grifols Employees**

**4.91**

**4.91/5 Overall  
Satisfaction Rating**

**40k**

**40,529 Online Completions  
by Grifols Employees**

*\*Campuses closed except for business critical classes  
in March 2020 due to COVID-19 pandemic*

# ACADEMY OF THE FUTURE

To align with the Grifols pioneering spirit, the Academy sets ambitious goals to ensure we are providing the best educational and professional development opportunities for all employees. Looking towards the future, you will see:

- Development of high quality, high-impact programs to support employee career path development, leadership growth, job skill capabilities, and plasma science knowledge
- Establishment and execution of programs to support training excellence, culture transformation, and sustainability
- Promotion and support of an environment of organizational learning
- Transformation of digital capabilities to create learning agility and improvement of efficiency and speed in training delivery
- Support of Grifols' global expansion by making our Academic, Technical, and Turn-Key training programs available to our international partners









## Section 03

# THE GRIFOLS ACADEMY PROFESSIONAL DEVELOPMENT

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THE GRIFOLS  
ACADEMY  
PROFESSIONAL  
DEVELOPMENT







# MISSIONS AND GOALS



**Thanks to this program, I found the customer-centric methodology and mindset we needed for our recently created advisory board. This approach helps us think about the customer needs from an enterprise perspective and generate solutions based on synergies across the organization. It is very helpful to our decision making and creation of solutions that improve the customer experience first."**

DIGITAL LEADER PROGRAM PARTICIPANT



**Thanks again for facilitating this much needed session for us! The information and discussions were fantastic and very important to us as we continue to navigate through this pandemic."**

SOUTHEAST REGION SALES TEAM WORKING SESSION - COMMERCIAL BIOSCIENCE REGIONAL SALES LEADERSHIP TEAM

## MISSION STATEMENT

**To provide our employees professional development and experiences aligned with Grifols core competencies throughout the organization.**

The mission of the Grifols Academy of Professional Development (GAPD) focuses on continuous learning as a key aspect of professional growth. Through its curriculum, the GAPD offers Grifols employees a wide range of professional development experiences including:

- Leadership development
- Skills development
- Orientation to newcomers

In addition, the GAPD oversees Grifols' Tuition Reimbursement Programs, a benefit to support employee development and growth.



## GOALS OF THE GRIFOLS ACADEMY OF PROFESSIONAL DEVELOPMENT

The GAPD aims to promote the professional development of Grifols employees worldwide, performing a central role in strengthening corporate competencies and company values. The Academy supports the organization in its growth, promotes strategic thinking and knowledge sharing between employees.

- Define and implement programs that promote talent development and organizational growth.
- Develop corporate competencies and align professional development experiences and solutions across the organization.
- Strengthen leadership and executive capabilities to build on the company's current and future success.
- Facilitate cross-functional collaboration amongst employees to develop a common vision and create value for the organization.

Since the start of the pandemic, the GAPD has provided additional support for colleagues globally via specialized virtual sessions and resources in this unprecedented situation.



# STRUCTURE

**Sponsored by Montse Gaja, Chief HR Officer, and Ernest Pla, VP Corporate Talent & Development, the Grifols Academy of Professional Development (GAPD) is led by Julia Silies, Director Global Talent Projects.**

**The Academic Advisory Board, with membership throughout the organization, provides guidance and direction on the GAPD's mission.**

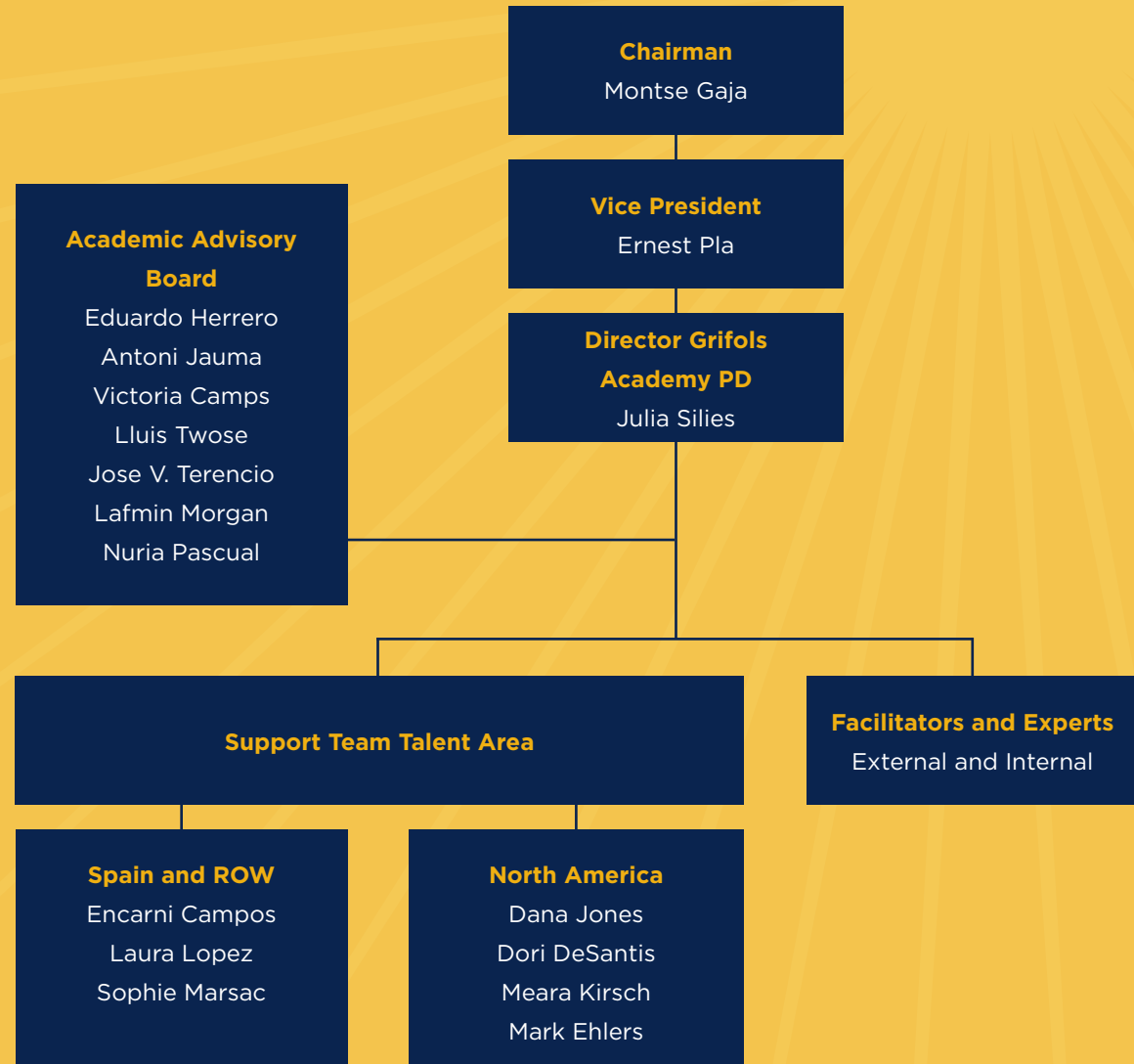
The GAPD support team, dedicated to carrying out this mission, is part of the HR Talent & Development area of the company and is comprised of experts in designing talent development solutions including facilitation, training, assessments and specialized programs. The team combines the expertise of its internal team with best-in-class external partners to provide facilitation in specialized training courses, programs and experiences.



**The entire training was very useful and applicable to me. This same week, I could already apply many recommendations from the sessions.”**

EFFECTIVE VIRTUAL MEETING PARTICIPANT

## ACADEMY OF PROFESSIONAL DEVELOPMENT STRUCTURE



# FACILITIES

The Grifols Academy of Professional Development (GAPD) has a dedicated European campus in Parets del Vallès (Barcelona area, Spain), and includes locations in Clayton, Research Triangle Park (NC), Los Angeles, Emeryville and San Diego (CA) in the United States and major offices worldwide.

# 2021 TRAINING SITES OF THE ACADEMY OF PROFESSIONAL DEVELOPMENT



# LEADERSHIP DEVELOPMENT OFFERINGS

**With the goal of sustaining the growth of our business through strong leadership development, the GAPD offers globally a complete range of Leadership Development opportunities to all leadership levels of the organization. For one more year, over 480 managers participated worldwide through at least one of the GAPD leadership initiatives in 2021.**

This year, the leadership portfolio has evolved towards a model combining corporate programs with an increasing number of customized solutions. The GAPD thrives on strengthening the capabilities of leaders on an on-going basis, while providing adapted spaces to support them in navigating the new opportunities and challenges they encounter in their respective businesses, and in the global marketplace.





## 2021: THE EVOLVING LEADERSHIP PORTFOLIO

### Foundational Leadership Programs

#### Individual Leadership

- Increased **self-awareness** as a leader.
- **Situational leadership**: how to adapt your style to diversity.
- **Effective communication** and crucial conversations.



#### Team Leadership

- Increased awareness about **teamwork** and as a team leader.
- How to convert your team in a **high-performing team**.
- **Impact & influence** and **conflict management** for greater teamwork.

### Advanced Leadership Programs

#### Making Great Leaders

- Increased awareness about your **leadership styles** and how those directly impact the team performance.
- **Feedback from your direct reports**.
- One-to-one **follow-up**.

#### Leading Performance/Leading Engaged Teams

- **Best practices** for 1:1s, yearly performance review, talent development and motivation.
- Effective **feedback practice**. Redirective and reinforcing feedback.

#### Digital Leader

- The **role and mindset of a digital leader** to foster a culture of digital innovation.
- Learn and practice a new set of tools and behaviors to support **digital transformation**.

### Specific Leadership Modules

#### Make it Happen! Leading by Objectives in Flexible Environments

- Manage the nuances of **flexible work** towards achieving the best results with your team.
- Define **smart goals** and effectively follow-up.

#### Leadership and Communication/Development Conversations

- Drive employee engagement through effective feedback practice.
- Conduct performance and development conversations.
- Leader as a coach.

#### Development and Appraisal Interview

- Manage the performance of your direct reports and get the most out of the yearly performance review.
- Best practices for effective feedback, talent development and motivation.

## STRENGTHENING LEADERS' CAPABILITIES THROUGH NEW, TIMELY, CUSTOMIZED LEADERSHIP SOLUTIONS

**In addition to the portfolio of corporate leadership programs and models offered, the GAPD designed and facilitated customized sessions to specific leadership teams to over 200 Grifols' leaders globally this year. These sessions are aligned with Grifols leadership competencies, focusing on supporting leaders and their teams, and included topics such as engaging and leveraging team strengths, navigating change, setting and supporting goals, new ways of working and developing talent.**

Newly designed for a global roll-out, *Make it Happen! Leading by Objectives in Flexible Environments* is a good example of a program made to enable agile, timely and context-specific answers to the business needs of Grifols' leaders. Designed in the context of Grifols' new *Flexibility for U* program, this virtual workshop enhances our leader's capacity to lead successfully in a flexible and hybrid work environment achieving the best results with their team. Launched in November 2021, sessions will continue to be offered to hundreds of managers during the first trimester of 2022.

Similarly, *The Development and Appraisal Interview* is a 5-hour virtual instructor-led session supporting our managers how and when they need it. It includes supervised practice in small groups before the annual performance reviews and development conversations. 133 leaders already benefited from this successful program in 2021 in Ireland and in Spain, and the initiative will start internationally in 2022.

161 leaders participated in *Monthly Manager Roundtables*, a new program to enable leaders to share best practices to support their teams and included topics such as "Best Practices in Giving Feedback", "Managing in an Uncertain World", "Best Practices in Leading Teams" and "Managing Up".



**Thank you for the planning, development and final work product for our sessions. I thought the facilitation drew out people's participation and vulnerability demonstrating both the need for the material and the desire for dialog. A great step forward for this leadership team. Nicely done!"**

LEADING IN TIMES OF STRESS - BIOMAT USA  
EXECUTIVE TEAM



## DEVELOPING EMERGING AND SENIOR LEADERS IN THEIR CURRENT AND FUTURE ROLES

**There are many solutions available to leaders that are new in their role. Corporate programs such as the highly successful *Individual Leadership* or *Team Leadership* modules set the foundations for new leaders at Grifols.**

Despite the ongoing pandemic, 94 managers were participating in the two-day in-person sessions in Barcelona in 2021. In North America, these foundational leadership programs for new leaders are evolving to include a cohort approach, a learning journey supported by leadership with blended learning options. This program was successfully piloted and launched in one business area and will be offered to all North American leaders in 2022.

For more experienced leaders, executives and their leadership participated in *Making Great Leaders* with their team to understand their individual and team strengths, goals and development objectives as part of a development journey.

To continue the focus on developing both emerging and senior talent, the GAPD is looking at leveraging the success and feedback from a successful pilot initiative developed in the industrial area in North America. This leadership development program is designed to develop

high potential leaders and includes assessments, coaching and targeted development planning supported by the executive leadership. In coming years, accelerating the development of our talent will continue to be a priority to continue to build a strong pipeline of leaders to meet the needs of our business today and in the future.



**Rumblings of feedback noting appreciation for the facilitators for leading our leadership team through *Making Great Leaders*. As always, a big heartfelt thank you from your North America Bioscience Commercial team for everything you do daily to help make us better. Thank you!"**

MAKING GREAT LEADERS, COMMERCIAL  
BIOSCIENCE LEADERSHIP TEAM

## SUPPORTING LEADERS TOWARDS DIGITAL TRANSFORMATION

**The GAPD, in partnership with the Grifols' Digital Steering Committee, has supported a variety of digital initiatives that contribute to Grifols' goal to accelerate its digital transformation.**

### Digital Leader

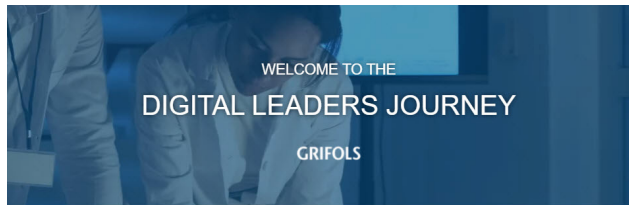
This year, the *Digital Leader* program was implemented to unlock the capabilities of our leaders to drive digital transformation across the organization. With 61 members of Grifols' digital ecosystem serving as digital champions and on teams working on digital transformation, they participated in the first 3 editions of the program. Participants strengthened their digital leadership skills via the deployment of an ambitious learning journey mixing blended learning options, from live virtual sessions, platform multimedia learning, to team activities between sessions.





The program resulted in the generation of new ideas and to the development of business and digital initiatives. The impact from this initiative was closely monitored throughout its roll-out, specifically on the activity of participants via key performance indicators combined with success stories from teams. Throughout a series of feedback and follow-up surveys, leaders who attended the program highlighted how their participation had enabled them, among others:

- to improve their creativity
- to become more curious towards business opportunities and threats
- to increase their skills towards applying future-back thinking and brainstorming techniques
- to improve collaboration within their teams by applying the tools offered
- to achieve greater alignment with their teams on the need to promote a culture of feedback on ideas



#### The Journey

Throughout the next months we will accompany you through this journey in which you will discover and work on becoming a great digital leader in Grifols

Let's get started!



### Digital Tool Sessions

Following the successful launch of the *Digital Leader*, a series of *Digital Tool Sessions* began at the end of 2021 to provide participants with new opportunities to resolve real business challenges, while taking a deep-dive into the practice of specific tools to apply back on the job.

*The Digital Days*, a forum to inform, share and recognize digital initiatives between digital team members. 4 global and virtual events have taken place during 2021.

## DIGITAL DAYS

*The Digital Talks*, a series of videos in which internal employees across various fields share insightful reflections on digitalization and digital innovation at Grifols.

### What Digital Leader participants say:

- “A great asset to our organization, aligned with Grifols’ Innovation and Digital strategic pillars.”
- “The result was marvelous for me and for my team.”
- “The benefits from the program are well worth the commitment.”
- “A very practical, simple and useful methodology.”
- “The program led to a relevant mindset shift for my team.”

### Success stories Digital Leader participants share:

- “With future-back thinking, I was able to foresee actions that helped anticipate potential situations that would slow down the project I am coordinating to implement IA in the fractionation productive process.”
- “We had such a positive experience, as a team, from the space of exchange and reflection offered that we created a digital whiteboard where to register and follow-up on our ideas in our weekly meetings. The idea is to implement it again for relevant department initiatives.”
- “The different tools applied, such as brainstorming techniques, helped us improve our proposal for a new risk management software to automatize our processes. For instance, as next step we planned another feedback round with end-users, including the “What if?” approach.”

## DIGITAL TRANSFORMATION & INNOVATION

# SKILLS DEVELOPMENT

Seeking to promote the professional development of our staff and our company's core competencies, the Grifols Academy of Professional Development offers employees **skills development opportunities through live, virtual, instructor-led experiences, and on demand resources.**

During 2021, as the pandemic continued, the GAPD continued to support colleagues offering virtual sessions globally, and in-person sessions when possible. The focus this year was **supporting the changing business environment, global expansion, employees' well-being, and strengthening self-management and communication skills.** This year, 706 people from all levels of the organization attended skills sessions. *Guiding Collaborative Discussions, Building Resilience, Effective Virtual Meetings* and *Innovate: How to Think Differently* were the ones with the highest interest.



**Thanks to your sessions, I have discovered what Mindfulness is and this has changed my life. I have learned how to regulate my emotions, I have learned that I am human and how to manage my fears. I will continue to practice and keep increasing my knowledge in this field!"**

MINDFULNESS PARTICIPANT

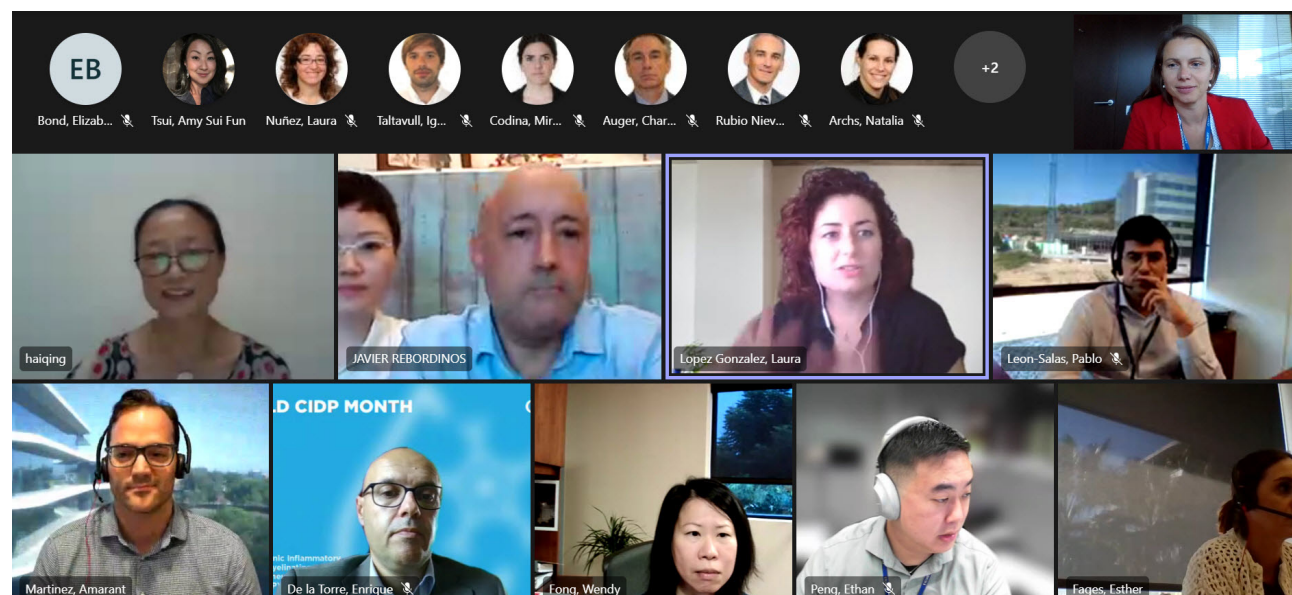
## REINFORCING MULTICULTURAL AWARENESS AT GRIFOLS

As we expand our global reach to new geographies, our employee's capacity to relate and working successfully in different cultures become critical. The significant geographical expansion of Grifols in China, Egypt, Canada, Germany and Hungary demands for an increased cultural awareness and understanding of business and cultural protocols. In 2021, The GAPD launched programs such as the *Egypt Intercultural Training* and *Doing Business in China*, and we will evaluate expanding these types of initiatives in 2022.



**Immersing ourselves in other cultures beyond our own, helps me understand the world better. It also prevents racial and ethnic division. The more I learn about different cultures the more I value and respect them."**

EGYPT INTERCULTURAL TRAINING PARTICIPANT



# ONBOARDING PROGRAMS



**It has been a great experience that has increased even more my enthusiasm to be part of the Grifols Team. Besides, it has been the opportunity to know Grifols' business as a whole and to meet new colleagues. It's really been a terrific meeting!"**

GRIFOLS GLOBAL ONBOARDING PARTICIPANT

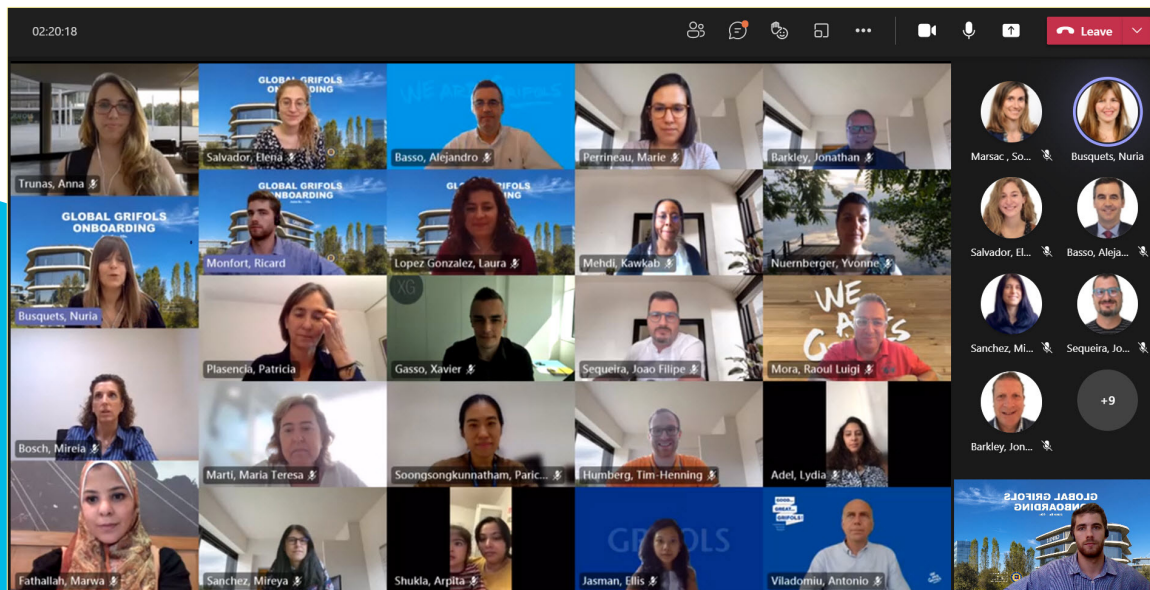
**The Grifols Academy of Professional Development offers an onboarding program to all new leaders and new employees globally.**

Since 2020, the start of the pandemic has raised specific challenges to ensure the successful integration of newcomers within their respective team. Therefore, reinforcing our onboarding processes have been a priority, we have leveraged our e-learning offering for newcomers while continuously evolving our internal onboarding programs. For example, the GAPD supported the creation of a new onboarding program designed in record-time for the new Grifols organization in Egypt this year.

## GRIFOLS ORIENTATION

Targeted for leaders and future leaders of the organization, the GAPD offered its Grifols Global Onboarding sessions. Designed in 2020 during the pandemic, this program has continued its success with providing an experience for new leaders to increase their business acumen, understand the company's culture and have exposure and networking opportunities with Grifols leadership and their colleagues. The initiative included a patient representative speaker, a leadership panel, two Chief Officer sessions with Q&A and activities for each person to collaborate and develop new relationships with their colleagues.

In 2021, these sessions included 57 participants from Australia, Egypt, France, Germany, Ireland, Italy, Singapore, Spain, Switzerland, Thailand, United Kingdom and the United States.





# KEY PERFORMANCE INDICATORS

## PARTICIPANTS IN 2021 TGAPD PROGRAMS AND OFFERINGS

### Scope

GAPD Offerings	North America	Spain	International Affiliates	Grand Total
Leadership Development	483	461	105	1049
Skills Development	285	621	11	917
Total	768	1082	116	1966

## TRAINING HOURS IN 2021 TGAPD PROGRAMS AND OFFERINGS

### Scope

GAPD Offerings	North America	Spain	International Affiliates	Grand Total
Leadership Development	1084	3004	848	4936
Skills Development	486	2216	22	2724
Total	1570	5220	870	7660

## TUITION REIMBURSEMENT

Grifols provides employees educational opportunities to earn degrees (Undergraduate and Master's) as well as certifications to advance their professional development including advanced degrees and certifications. In 2021, 428 people benefited from tuition reimbursement in Spain, North America and ROW.



# FOSTERING NEW WAYS OF LEARNING

Another priority for the GAPD is the introduction of new ways to meet the needs of multiple learning styles and maximize learning for all. As such, the GAPD seeks to **foster a culture “learner owned, leader supported” where everyone** is personally accountable for their learning and development plans, with the support from their manager. Development experiences are evolving to adapt to today’s business needs, global context and future trends. Under this scope, the GAPD is **consolidating new learning practices** in 2021, some of which we accelerated as a result of the pandemic context:

## THE EVOLUTION AND EXPANSION OF VIRTUAL TRAINING

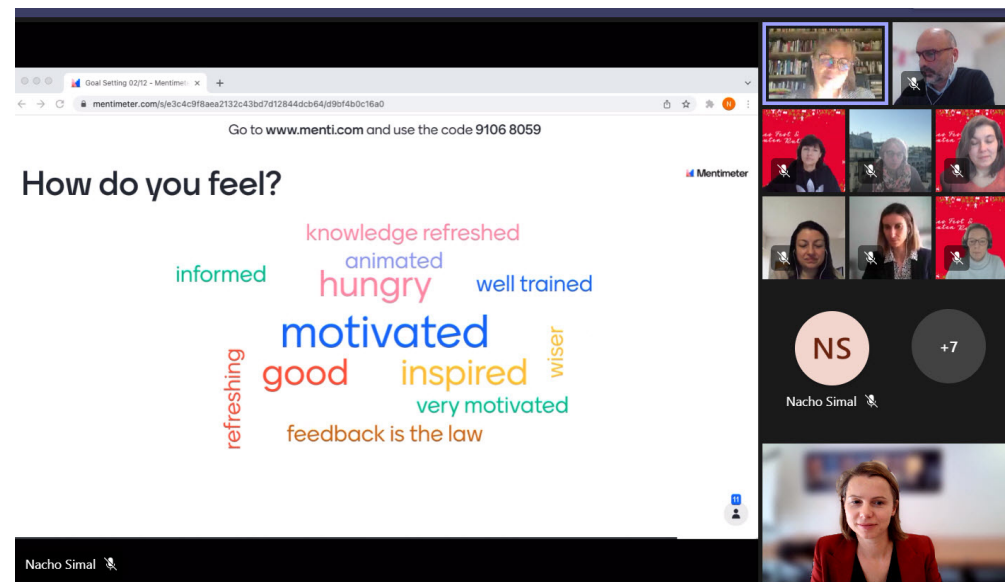
When offering live facilitated sessions, the GAPD continued to leverage collaborative tools including Microsoft Teams, while applying the latest tools and features. In 2021, 72% of the GAPD training was facilitated in a virtual environment. Future opportunities will build on these tools and these virtual experiences to create blended learning, such as experiences that include virtual and in-person sessions, and to support all kinds of learning styles and the transfer of learning.

## THE USE OF ON-DEMAND LEARNING OPTIONS

Individuals have unlimited access to a broad library of online resources including courses, videos, book summaries and webinars at their convenience. In the United States, employees have access to Skillsoft’s learning platform, Percipio and usage has increased by 24% compared to 2020. Also, Percipio content is built into skills development experiences to help prepare and continue learning. Currently, this option of offering this platform globally is under consideration.

## THE USE OF INNOVATIVE METHODOLOGY

The GAPD is using innovative training tools such as gamification and virtual simulations, while considering options to leverage on virtual and augmented reality technologies already deployed to simulate activities and processes at Grifols. Serious games bring a greater commitment of the participants with the training initiatives, the stimulation of experiential learning and the generation of ideas. In that sense, our program *Innovate: How to Think Differently* and *Digital Leader* has been a successful pilot to experiencing new digital gamification. And finally, in the *Digital Leader* program, Grifols experienced new collaboration and simulation tools during the sessions with an interactive learning platform to ongoing learning.



# FUTURE GOALS

- Sustain the growth of our business through the continuous development of our employees globally and identifying new offerings that align with business needs.
- Continue to provide programs focused on strengthening our leadership capabilities in our business, in accordance with the leadership model (Grifolsmap).
- Support and inspire One Grifols through experiences focusing on cross functional collaboration and building relationships across the Grifols organization.
- Foster new ways of learning and Grifols' digital culture through the use of state-of-art, diverse learning solutions to maximize the impact of learning on results.

**If you want to know more about the Academy, feel free to contact:**

## **Talent USA**

(Meara Kirsch – [meara.kirsch@grifols.com](mailto:meara.kirsch@grifols.com))

## **Talent Spain and RoW**

(Sophie Marsac – [sophie.marsac@grifols.com](mailto:sophie.marsac@grifols.com))









## Section 04

# THE GRIFOLS ACADEMY TRANSFUSION MEDICINE

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THE GRIFOLS  
ACADEMY  
TRANSFUSION  
MEDICINE







# MISSION AND GOALS

## MISSION STATEMENT

Headquartered in the Grifols Immunohematology Center (IHC) in San Marcos, Texas, The Grifols Academy of Transfusion Medicine (TGATM) focuses on empowering transfusion medicine professionals worldwide by furthering their ability to deliver the highest quality care. Through our extensive programs, professionals acquire current scientific and technical knowledge, reinforcing skills necessary to enhance blood transfusion safety. Our educational portfolio has expanded to include topics related to all aspects of transfusion medicine including blood collection, donor screening for transfusion-transmitted infections, serologic and molecular immunohematology testing, and clinical transfusion medicine practice. Trainings offered include Transfusion Science Educational Courses (TSECs), Hands-On Laboratory Workshops, and Webinars.

## GOALS

Serving as an educational catalyst in the field of transfusion medicine, TGATM has defined the following goals for its operations:

- To develop outstanding high-quality continuing education programs benefiting from the knowledge, expertise, and innovation of our founders.
- To offer educational programs tailored to different levels of competencies within the transfusion medicine profession, allowing participants to focus on their specific interests and challenges.
- To combine classroom teaching with bench practices, enabling learners to effectively translate technical and scientific concepts into their daily operations.
- To target the critical needs of the transfusion medicine community, contributing to a well-qualified workforce that can effectively address clinical and technical challenges, gain a competitive edge, and influence future generations.
- To recruit faculty and trainers among influential immunohematology experts worldwide, with theoretical and practical knowledge that guarantee a transformational learning experience for attendees.

# 15,096

**Trainees Worldwide  
Since 2015**

# 38,684

**Training Hours Provided  
Since 2015**

# STRUCTURE

**TGATM resides within Grifols Diagnostics Medical Affairs Division, and was implemented as a center of excellence for professional training in 2014.**

TGATM combines the experience gained from our global education portfolio, the excellence and expertise of TGATM and IHC faculty, and a state-of-the-art teaching laboratory. Our activities extend worldwide, covering all four Grifols regions: North America (NA); Europe, Middle East, and Africa (EMEA); Latin America (LATAM); and Asia-Pacific (APAC).

**TGATM staff responsibilities include:**

- Assessing the continuing education needs of transfusion medicine professionals.
- Developing a curriculum that enhances competencies of professionals within the field of transfusion medicine.
- Recruiting faculty among subject matter experts and thought leaders.
- Guaranteeing the effective delivery of training courses.
- Utilizing feedback received from training participants to identify educational needs with the greatest translational impact for the practice.



# CURRICULUM AND COURSE OFFERINGS

## TRANSFUSION SCIENCE EDUCATIONAL COURSE (TSEC)

Our TSEC programs (or TSECs) provide a thorough review of key scientific concepts required to identify and resolve technical and scientific challenges that immunohematology and transfusion medicine laboratories face on a daily basis. Emphasis is put on the integration of serologic and molecular methods for blood group antibody identification and compatibility testing, patient blood management, quality assurance, best transfusion practices, and emerging trends in transfusion medicine. Interactive case studies provide the opportunity to enhance practical case resolution skills.

TSECs are offered as one or two-day courses with up to 12 didactic lectures. The lectures are presented by four to eight industry recognized experts in the field of immunohematology, blood group genomics, transfusion-transmitted infection, and transfusion medicine. Participants have the additional opportunity to interact with faculty during the question and answer sessions. By the end of 2021, TSECs have been hosted in 22 cities across 7 countries: United States, Spain, Canada, Mexico, Argentina, Malaysia, and China.

## WEBINAR

This one-hour online course focuses on current trends in the field of transfusion medicine and their impact on daily laboratory operations. Topics covered include, but are not limited to emerging transfusion practices, advanced serology and molecular techniques, policies and regulations, education, and professional development. Our webinars are designed for a target audience of blood bank technologists, supervisors, and transfusion medicine physicians. This year set a record attendance of 4,789 professionals from 92 countries participating in one of the webinars offered in 2021.

## HANDS-ON WORKSHOP

These classes are organized in collaboration with the expert laboratory staff from the Grifols IHC laboratory in San Marcos, TX. These workshops are intensive three-day courses with a focus on molecular techniques used in the transfusion medicine laboratory, in addition to advanced serology techniques employed in immunohematology reference laboratories. They include didactic lectures, practical laboratory exposure, and interactive case studies with approximately half the time dedicated to hands-on practice in our teaching laboratory.

## PRE-RECORDED LIVE COURSES

In 2017, TGATM began offering pre-recorded live lectures in order to excel in its mission of providing accessible, high-quality continuing education for transfusion medicine professionals. These lectures respond to the needs of busy laboratory professionals employed in settings where staff shortages or lack of financial resources make it difficult to attend on-site educational courses. In 2021, 13 new pre-recorded live lectures were added to the on-demand library.

## ACCREDITATION

Grifols is approved as a provider of continuing education in the clinical laboratory sciences by the American Society for Clinical Laboratory Sciences (ASCLS) P.A.C.E.® program and the Florida Board of Clinical Laboratory Personnel. These recognitions confirm the excellence of our educational offerings, the quality of scientific content, and the expertise of our faculty. TGATM courses now offer continuing education credits that are accepted for professional recertification and license renewal in all 50 U.S. states.





## PRE-RECORDED LIVE COURSES

Lecture	Speaker
Journey to Increase Patient Safety Through Optimized Pretransfusion Testing	Ghislain Noumsi, MD
The “M” Double “V”: Managing Validation and Verification in the Blood Bank	Lynne Uhl, MD
1st Virtual Clinical Cases: Clinical Management of Anti-Kell Alloimmunization	Jose Luis Bueno, MD
Upcoming FDA Guidance for Bacterial Contamination: What Are the Options and How Should I Decide?	Claudia Cohn, MD, PhD
Impact of Occult Hepatitis B Virus “Infection on Blood Transfusion Safety	Daniel Candotti, PhD
Strategies to Increase Donation Rates in the Pandemic Era: the Role of Social Media	Aurora Masip, PhD
Critical Thinking to Solve Complex Cases in Transfusion Medicine	Paul M. Mansfield MT(ASCP)SBB Margert Keller, PhD Sandra J. Nance, MS, MASCP, MT(ASCP)SBB Geraldyn M. Meny, MD, MS
A Novel Mitigation Strategy for the Prevention of Transfusion-Transmitted Malaria (TTM)	Susan Stramer, PhD
Association between COVID-19 and ABO Blood Group	Geraldyn Meny, MD, MS
Transfusion Indications for Sickle Cell Disease and Thalassemia Patients: How to Optimize Them	Gregory Denomme, PhD, FCSMLS(D)
Understanding Challenges and Opportunities in Managing Delayed Hemolytic Transfusion Reactions	Sean Stowell, MD, PhD
SARS-CoV-2 and Transfusion Medicine: Current Scientific Understanding	Sam Rose, PhD
The Threat of Hepatitis E Virus to Blood Safety and Screening Strategies	Xiaomei Zhu, PhD

# FACULTY AND FACILITIES

TGATM is proud of its exceptional faculty, selected amongst world-renowned experts in transfusion medicine. These thought leaders include MDs, PhDs, MScs, SBBs, and specialists whose qualifications and experience are unparalleled.

TGATM has a campus located in San Marcos, Texas. The facility offers a classroom with a capacity of 50 students, including complete audio-visual training equipment. The highlight of the facility is a fully-equipped, expansive 625 square-foot teaching laboratory with individual serology testing stations for a maximum of 12 students. The laboratory also includes additional space for molecular testing equipment and automated immunohematology testing instruments.

In regions outside the US, Grifols utilizes world-class facilities from its extensive network of partners to conduct regional hands-on trainings. This network includes distributors, local hospitals, and laboratories.



**Exceptional speakers and effective educators! The vignettes were instructive and applicable in the real world. Objectives and lessons learned can be applied to areas other than blood banking. It was very helpful. Thank you!"**

WEBINAR ATTENDEE, FEBRUARY 2021



**Excellent presentation! I enjoyed listening to the various speakers discuss each case as it related to their expertise. So cool to see how different techniques help with a complex case."**

WEBINAR ATTENDEE, APRIL 2021



# KEY PERFORMANCE INDICATORS 2021

TGATM continues to be a catalyst for transfusion medicine education in all four Grifols regions. In order to evaluate the effectiveness of our programs and ensure proper monitoring of its activities, TGATM continuously evaluates several key performance indicators (KPIs) throughout the year. KPIs include: attendance, participant assessment of quality and content of the course, number of training hours, and number of continuing education (CE) credits awarded.



## 2021 STATISTICS

# 20

**Training Courses Offered**

# 5,768

**Training Hours**

# 4,937

**Attendees**

# 4.6/5.0

**Overall Score**



In response to the COVID-19 pandemic, TGATM seized the opportunity to increase its virtual educational offerings and continue to build a library of on-demand courses. TGATM created supplementary virtual educational courses by adding live webinars, Immunohematology Workshops and virtual TSEC to the 2021 education calendar. The new Immunohematology Workshops were successfully deployed with 1,495 attendees. During each virtual education event, attendees were provided the opportunity to interact with the speakers by utilizing the question and answer function at the end of each session.



**It is great to be able to get on demand presentations. No matter what shift you are working or what time zone you live in, you have available educational resources at your demand."**

WEBINAR ATTENDEE, FEBRUARY 2021



**As always excellent job! Seamless! I love your webinars!"**

WEBINAR ATTENDEE, APRIL 2021



**Thank you for offering great topics for continuing education and enhancing our knowledge and understanding of the new practices and products in transfusion medicines."**

WEBINAR ATTENDEE, MARCH 2021

## OVERALL SATISFACTION

For each course, a satisfaction survey was provided to evaluate our success in meeting the expectation of the attendees. Aspects evaluated included lecture content, satisfaction with learning objectives, faculty, event organization, and relevance of course material. Each category was rated on a scale from 1 to 5, with 1 being the lowest (below average) and 5 being the highest (outstanding). The webinars and the virtual Immunohematology Workshops were the highest rated educational events in 2021 with an overall average score of 4.8/5.0. This is likely due to distance learning opportunities from multiple world-renowned transfusion medicine experts during a single educational program.

Program	Total Number of Attendees	Overall Score
Live Webinar	3,294	4.6/5.0
Virtual Immunohematology Workshop	1,495	4.9/5.0
Virtual TSEC	150	4.5/5.0

## NUMBER OF PARTICIPANTS

The participation of our education programs continues to grow each year. A total of 4,937 transfusion medicine professionals from all four Grifols regions attended one of our virtual courses in 2021, representing a 38% increase in attendance compared to 2020.



# FUTURE GOALS

TGATM future goals include:

- Continue to offer high-quality educational programs by recruiting faculty among world-renowned thought leaders in the fields of transfusion medicine, immunohematology, blood group genomics, and transfusion-transmitted disease.
- Design programs that meet the most valued needs of the profession by continuing to recognize the gaps in current educational programs.
- Increase the number of live and on-demand virtual courses available globally, as well as continue to implement innovative technologies that promote audience engagement and participation.
- Strengthen Grifols' position and professional responsibility as a provider of unmatched high-quality education in the field of transfusion medicine.







THE GRIFOLS  
ACADEMY  
PLASMAPHERESIS



THE GRIFOLS  
ACADEMY  
PROFESSIONAL  
DEVELOPMENT



THE GRIFOLS  
ACADEMY  
TRANSFUSION  
MEDICINE



THE GRIFOLS ACADEMY

**GRIFOLS**