

National Marrow Donor Program (NMDP) Case Study

The Situation

Every year, thousands of people of all ages are diagnosed with leukemia and other life-threatening diseases. Many of them will die unless they get a bone marrow or cord blood transplant from a matching donor. Seventy percent of people do not have a matching donor in their family and depend on the Be The Match Registry® to find a match to save their life.

The National Marrow Donor Program®, which operates Be The Match®, is an Institute **Award for Excellence** winner. The not-for-profit organization matches patients with donors, educates healthcare professionals and conducts research so more lives can be saved.

The Be The Match Registry® has more than 10.5 million potential donors and over 185,000 cord blood units, and is the largest and most racially and ethnically diverse registry of its kind in the world. Medical advances are making marrow and umbilical cord blood transplants available to more patients all the time. Since it began operations in 1987, the NMDP/Be The Match® has facilitated more than 55,000 transplants to give patients their best or only hope for a cure. But many more patients still need help. The NMDP/Be The Match® is working to meet this need, but can't do it alone. Efforts are sustained by numerous partners and stakeholders including

- A global network of more than 440 leading hospitals, blood centers, cord blood banks and laboratories
- Agreements with donor centers, cooperative donor registries and cord blood banks worldwide through which the program provides patients access to more than 20.5 million donors and 590,000 cord blood units
- Continued support from the U.S. government, which has entrusted the NMDP/Be The Match® to operate the C.W. Bill Young Cell Transplantation Program, the federal program supporting bone marrow and cord blood donation and transplantation
- Partnerships with corporations, service organizations, student groups, faith-based communities and other organizations

During the summer of 2006, Michael Boo, Chief Strategy Officer at the NMDP/Be The Match®, was thinking about recent feedback from partners, stakeholders, employees and the Board, as well as the overwhelming number of initiatives needed for the organization to achieve its vision of 10,000 transplants per year by 2015. He determined that a new and different way of thinking about the NMDP/Be The Match® long-term strategy was needed. The strategic planning system that had been used at NMDP/Be The Match® was a fairly well-developed planning process that tracked initiative performance under seven primary areas of strategic focus. While this approach provided a measure of strategic planning for the organization, it was too focused on activities and projects rather than impacts. And NMDP/Be The Match® had to focus on impact if it was going to double its transplant rate to 10,000 per year by 2015.



National Marrow Donor Program®/Be The Match Registry® used *The Institute Way* to dramatically improve the efficiencies and cost effectiveness of many internal systems and delivery processes.

The Decision

Boo called on two of his Finance and Strategic Planning senior team members, who were known for their analytical and organization skills. As they began discussing potential strategic management frameworks and tools, they came up with a short list of options: Total Quality Management (TQM), Balanced Scorecard, Lean and Six Sigma. After speaking with other non-profits, health care organizations and target vendors' clients, as well as researching each methodology on the internet and in best-selling business books, Boo's staff prepared a white paper detailing the pros and cons of each given NMDP/Be The Match's® organizational culture and capabilities, non-profit business structure, employee and Board requirements, along with considering the time constraints for implementation.

They decided to take a three-phased approach to their selection process.

Phase I was to select a process that could be easily implemented and fit the non-profit business model and organizational requirements. As a result of Phase 1 analysis, the balanced scorecard was selected due to the fact that not only was it applicable to NMDP/Be The Match's® business model and organizational requirements, ***but the balanced scorecard provides an overarching strategic framework that gives context to TQM, Lean and Six Sigma efforts.***

Phase II was to select a consultant to facilitate the selected process implementation. NMDP/Be The Match's® Phase II business case, which was used in the consultant selection process, included the following criteria. The selected consultant must utilize a framework which includes:

- Development of strategic themes to provide the ability to focus on areas where long-term continuous improvement is needed
- Creation of strategic objectives on a strategy map that can be easily understood by all employees and stakeholders
- Focus on a more balanced set of strategic objectives and measures, adding the Customer/Stakeholder and People/Knowledge/Technology perspectives to the Financial and Process perspectives that were already on solid ground at NMDP/Be The Match®
- Ability for leadership to track strategic objective performance over the long term rather than only tracking the status of supporting projects and initiatives
- Prioritization of projects, initiatives and funding opportunities based on contribution to and support of strategic objectives
- Facilitation of a "learning organization" so that corrective actions can be implemented in cases where objective targets are not being met

NMDP/Be The Match® selected the Balanced Scorecard Institute because not only did the Institute provide the most versatile and relevant framework for future growth and organizational development, but the Institute also had significant expertise in working with mission-driven organizations (e.g., non-profit and government sectors).

Phase III was to select a vendor to automate the strategic planning process. Upon the Institute's recommendation, Phase III was postponed until after the NMDP/Be The Match® completed development of its Tier 1 scorecard and had a better idea regarding the scope of what the organization needed from performance analysis software.

Program Launch: Sponsorship and Engaged Leadership

Prior to kicking off the strategic management journey, Boo's staff attended public training courses at the Institute, including the **Balanced Scorecard Master Professional certification** course. When the NMDP/Be The Match® looked back at its scorecard implementation, Boo realized that this training experience prepared them for and contributed to the organization's implementation success. As leaders, they understood and trusted the process.

Boo (who served as the NMDP/Be The Match® Executive Champion), convened a Strategic Management Team (SMT) comprised of over 20 executives and directors from across the organization. All members agreed to commit the time and effort needed to make the strategic planning process successful. The team created a set of personal and organizational expectations for the process, which included: 1) prioritizing current projects; evaluating new projects; and being able to say "no" to projects; 2) instituting a consistent planning and budget cycle; 3) increasing efficiency of processes/interactions to provide faster turnaround time for customers; and 4) coordinating activities through better connecting-the-dots.

Program Launch: Communication and Change Management

From the beginning of the process, effective change management and communications were recognized as drivers for success. The NMDP/Be The Match's® Change Management Plan was built on three critical elements:

1. CEO support "Walk the Talk"
2. Communicating to employees "WIIFM – What is in it for me?"
3. Training

A Communications Team was formed as a subset of the SMT. Based on feedback from the organization, it was critical to answer the employee's question, "What is in it for me?" The Institute conducted a communication planning workshop with this team to develop a plan to inform all employees about progress on the development of the system. The first communication event was used to inform the employees about the new Mission Statement, Vision Statement and the 13 Strategic Objectives.

As part of the communications strategy, the NMDP/Be The Match® chose to name its system, "ViA" which stands for "Vision Into Action." ViA communications utilized a combination of pulse checks, newsletters, intranet messaging, e-mails from the CEO, leadership training, all-staff meetings and promotional contests. This was an extremely integral step in the ViA roll-out that provided transparency and generated excitement around the benefits of ViA.

Jeffrey Chell, M.D., the Chief Executive Officer for the NMDP/Be The Match®, served as a member of both the SMT and ViA Communication Team, and played a very important role throughout the process. Dr. Chell's presentations of the new strategic management process to the Board and NMDP/Be The Match® employees helped secure their buy-in. In addition, Boo, and his staff conducted a road-show to each department to talk about the process and answer specific questions. Guest panelists of external advocates (such as those from the county or other non-profits) co-presented to answer questions from each group. This helped build the sense of urgency.

Program Launch: Plan the Project

With a fiscal year-end of September 30th, and the planning schedule set, the NMDP/Be The Match® started its scorecard development process in February 2007.

Step 1: Assessment

The project began with a training session to get the SMT engaged in the process. Training continued throughout the development of the system. At each workshop, participants were first trained in the concepts for each step and then the training was reinforced with facilitated exercises to develop the scorecard components for the NMDP/Be The Match®.

Historically, the NMDP/Be The Match® used a SWOT Analysis in the assessment step of its strategic management process, so this exercise progressed quickly. They pulled strengths, weaknesses, opportunities and threats from their employee engagement survey, quarterly employee “pulse checks,” and from feedback Dr. Chell gathered in meetings with external stakeholders. The SMT was able to cull the SWOT Analysis down to the key Enablers and Barriers (Challenges) to achieving the vision. Some Enablers included 1) having the skills and tools to make a change; and 2) universal dedication to the NMDP mission and its stakeholders. Apprehension over the change and maintaining the change was a key Barrier.

The NMDP/Be The Match's® work has always been guided by a set of values, so the SMT simply had to formally articulate these into the core values shown in Table 1. One SMT member stated, “These core values guide our work, evaluate our performance, and define our behaviors as individual employees and as an organization.”

Table 1: NMDP Core values

Core Values	Description
Commitment	We share a passion for saving and improving lives
Resourcefulness	We are dedicated to delivering the best solution to each person in need
Compassion	We treat each individual with understanding, sensitivity and respect
Collaboration	We actively pursue and value cooperative relationships in pursuit of our mission
Excellence	We achieve results through continuous improvement, innovations and quality
Integrity	We conduct ourselves with honesty, accountability and ethical behavior

The next exercise focused on the NMDP/Be The Match's® mission and vision. Dr. Chell emphasized the importance of the need to update the NMDP/Be The Match's® mission “to capture and communicate more directly why the organization exists.” The SMT created a new mission: “We save lives through cellular transplantation – science, service and support.”

The NMDP/Be The Match® did not feel a vision statement was needed. Instead, they used an overarching measurable goal to provide vision focus. “Meeting the needs for 10,000 transplants per year by 2015” is the overarching strategic result the NMDP/Be The Match® aims to achieve as it continuously moves along the journey of getting from where the organization is today to where they want to be in the future.

The SMT also brainstormed a list of customers, stakeholders and their needs. This exercise was very complex and, at times, an intense discussion. The definition of customers and stakeholders was very eye-opening when put in the context of the mission, vision, and core values of the organization. Ultimately, the SMT defined stakeholders as the parties they serve and the parties they work with in pursuing the NMDP/Be The Match® mission. Stakeholders included patients, donors, and transplant centers. Patients

and donors are the “direct life” connection, which is the reason the NMDP/Be The Match® exists. Transplant centers are “direct customers” with whom the NMDP/Be The Match® serves patients. Other important stakeholders include the Office of Naval Research, Health Resource Services Administration (HRSA), referring physicians, the government and private payers.

Step 2: Strategy

To create the customer value proposition at the NMDP/Be The Match®, the SMT started with the list of stakeholders and their needs. Three questions framed the discussion: What attributes of the NMDP/Be The Match® products and services do stakeholders value? What is the relationship stakeholders most value from the NMDP/Be The Match®? What image would the NMDP/Be The Match® prefer stakeholders to have of them? The discussion and answers to these questions combined with the results of the SWOT analysis helped the NMDP/Be The Match® frame its strategy.

Next, the SMT considered the four perspectives around which the NMDP/Be The Match® creates value. Boo's staff had looked at many scorecards before settling on using the Institutes' framework, so this discussion fell into place very easily. The NMDP/Be The Match's® mission is to serve the patients; so it was clear that the top result perspective should be “Stakeholder.” The other perspectives were named “Financial Performance & Stewardship,” “Processes,” and “People, Knowledge, & Technology.”

Finally, the SMT created strategic themes. This exercise took a lot of time and effort. Synthesizing the outputs from the previous exercises, the team generated a list of strategic themes that would lead to the overarching strategic result: Meeting the needs for 10,000 transplants per year by 2015. During the brainstorming and affinity grouping, some ideas moved to the objective holding list.

The NMDP/Be The Match® chose four strategic themes that are shown in Table 2.

Table 2: NMDP/Be The Match® strategic themes

Strategic Theme	Strategic Result
Global Access and Acceptance	Increased global access to an acceptance of cellular and transplant therapies for patients and those who act on their behalf.
Stakeholder Experience	Effectively deliver the right cellular therapies world-wide at the right time to all patients in need with respect and gratitude to donors.
Research and Innovation	The NMDP/ Center for International Blood and Marrow Transplant Research is leading timely, well resourced, high quality, comprehensive research to advance the field of Cellular Therapies.
Organizational Excellence	We will have an organization of excellence that proactively integrates culture, employees, operations, and partners to successfully serve patients.

As the SMT progressed through the exercises, they documented the process carefully because the Communications Team was assembling a Strategic Management Binder for employees to later use during the Alignment Step.

Step 3: Strategic Objectives

Throughout the spring and summer of 2007, four Theme Teams met to develop Theme Team strategy maps. These maps included objectives by perspective and proposed measures for each objective. In identifying objectives for the themes, the teams had to keep this question in the back of their mind: "How do we achieve the strategic result for each strategic theme?"

To maintain continuity, each Theme Team was led by two members from the SMT. These Theme Teams pulled staff from all levels and from across the organization's functional lines. The new team members were able to get up to speed quickly using the documentation from previous workshops and training from Institute facilitators.

Each theme team brainstormed objectives with a focus on identifying what it would take to make progress in their particular theme area. They took their time to thoroughly analyze and discuss each potential strategic objective. Next, they determined the applicable perspectives for each objective. They were often challenged to keep focused on objectives instead of performance metrics. Lastly, they looked for gaps to make sure the objectives were clearly actionable toward the NMDP/Be The Match's® overarching strategic result.

Table 3 contains a sample objective from each of the four perspectives for the "Culture of Excellence" Theme.

Table 3: Subset of Culture of Excellence Theme Objectives

Perspective	Objective
<i>Stakeholders</i>	Address diverse needs of customer population
<i>Financial Performance & Stewardship</i>	Increase financial resources through cost efficiencies
<i>Processes</i>	Improve collaboration with international partners
<i>People, Knowledge & Technology</i>	Optimize workforce capabilities

The "Improve collaboration with international partners" objective came directly from the list of opportunities generated during the SWOT Analysis in Step 1 – *Assessment*. The objectives were more granular than the strategic theme, which means that the NMDP/Be The Match® were starting to figure out how to systematically achieve "10,000 transplants per year by fiscal year 2015."

Step 4: Strategy Mapping

To develop the Tier 1 strategy map at the NMDP/Be The Match®, the SMT had to combine four strategic theme maps into one cohesive organization-wide map. After the first consolidation, the Tier 1 map seemed too generic—it could have applied to any not-for-profit—and the team felt some of the character was lost in culling. They reworked the map to make it more specific to the NMDP/Be The Match® and put more stakeholder needs into the objective definitions. For example, an objective on the first draft of the map, “Satisfy Customers” became “Successfully serve all patients in need of cellular transplantation” on the final map. After the 14-objective Tier 1 strategy map was complete, the management team crafted objective commentary to capture the intent and ultimate end state for each strategic objective. Figure 3 is the “Vision Into Action” (ViA) strategy map along and Figure 4 is the Strategic Theme map.

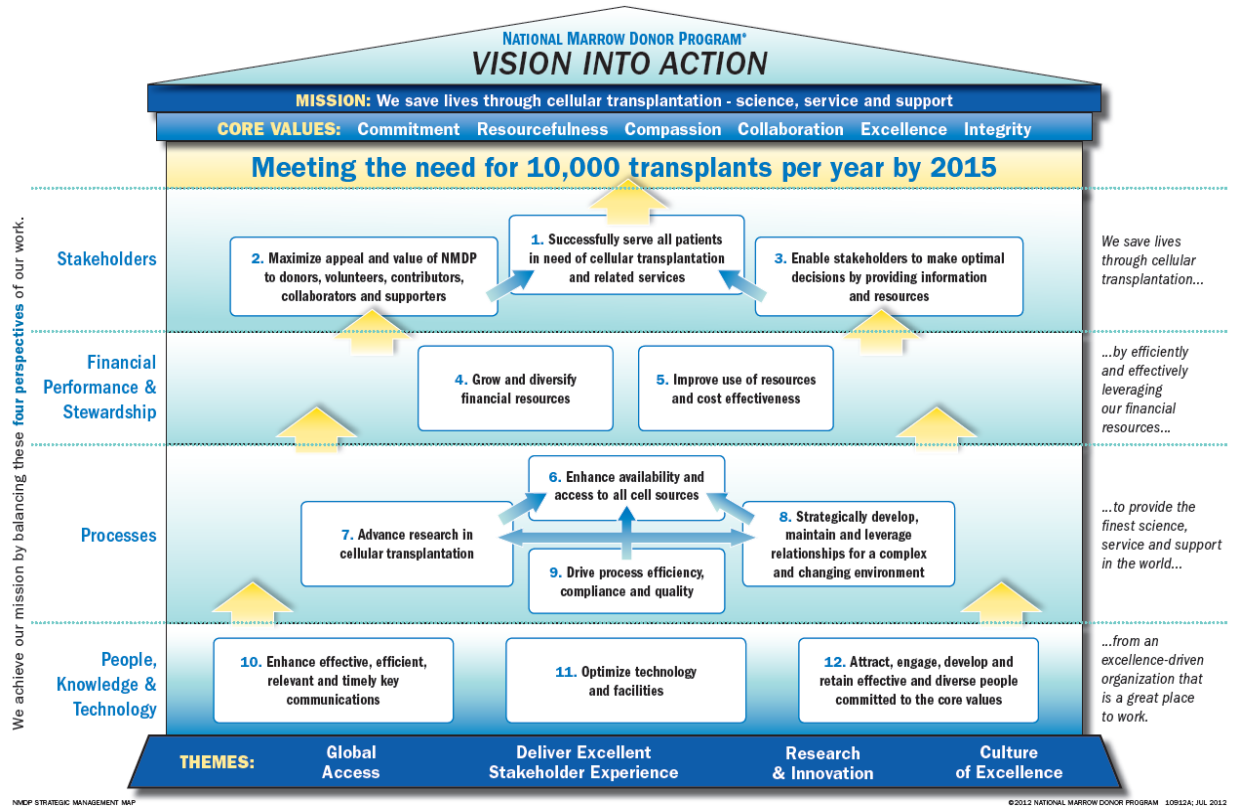


Figure 3: ViA Strategy Map

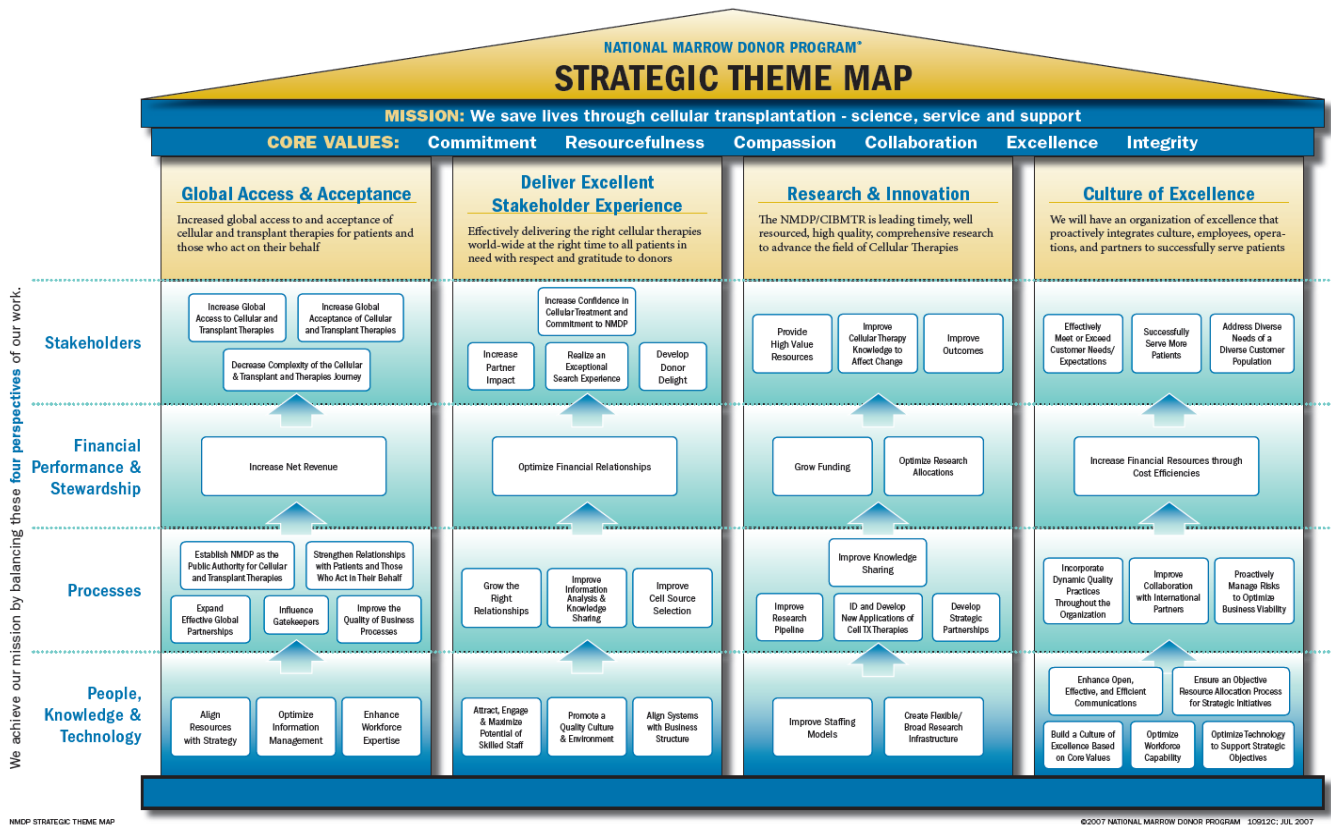


Figure 4: ViA Strategic Theme Map

Step 5: Performance Measures

Cross-functional teams (including IT, finance and subject matter experts) convened and were instructed to determine the most applicable performance metrics for each strategic objective. Collectively, they identified over 275 metrics – far too many to manage effectively. Using the training that they had received from Institute performance measures courses, Boo's staff created a tutorial to help the Objective Teams learn how to develop meaningful performance metrics. This helped alleviate some of the struggles the teams had with evaluating potential performance metrics. The teams were then asked to revisit the list of suggested performance metrics, using the Institute's framework for developing and selecting performance measures. The teams were charged with identifying only a few meaningful performance measures, with special attention paid to the selection of leading indicators for the most important performance measure of all - the number of transplants facilitated. Under these guidelines, the NMDP/Be The Match® identified 46 performance measures that were critical for its Tier 1 scorecard.

Some of the selected measures were already being used as operational measures but some required the NMDP/Be The Match® to measure something new. The Information Technology (IT) Department was an integral part of the NMDP/Be The Match's® performance measurement team since data had to be identified as existing or new. Most of the NMDP/Be The Match's® performance measures are quantitative, with a few being qualitative. In addition, some performance metrics selected are indirect – cause and effect of downstream performance.

For each performance measure, Objective Owners assigned a Measure Owner who was responsible for reporting into the system and creating the data definition table. This created a sense of accountability. By benchmarking the measures against industry norms and best practices as well as historical data from their

existing systems, the NMDP/Be The Match® was able to come up with baselines (the initial current performance) and target performance levels for each measure. To simplify and unify departmental and corporate reporting, they devised a red-yellow-green color scheme for denoting performance. During any period, if a performance measure is in the red or yellow zone, the Measure Owner explains the variance and leads the effort to improve performance. Rudrud explained that “this sub-process facilitates a learning organization where corrective actions can be implemented in cases where targets are not being met.”

Step 6: Strategic Initiatives

One of the original reasons that the NMDP/Be The Match® sought a new strategic framework was the overwhelming number of initiatives and initiative ideas that were being generated to achieve the “10,000 transplants per year by 2015” goal. With the list of projects and initiatives, the ViA corporate strategy map, and well-documented strategic objectives in hand, the NMDP/Be The Match was able to prioritize these initiatives to better utilize resources.

The NMDP/Be The Match® developed a matrix to visualize the strategic objectives supported by each project. Projects impacting the largest number of objectives were given the highest priority. And today, all business cases and funding requests are required to include clear, tangible descriptions of how they impact strategic objectives.

Even after using the *Nine Steps to Success Framework*™ to cull down and prioritize the list of initiatives based on strategic impact, the NMDP/Be The Match managers continued to struggle to communicate effectively with the Board, employees, partners and other stakeholders because conversations and presentations focused on the details of a particular project instead of how the projects fit into a strategic focus. To change that, they implemented a portfolio management approach to categorize specific projects within seven broad categories:

1. Project PHOENIX - Information Technology Strategic Transformation
2. Project PHOENIX - Business Process Transformation
3. Pursuing Research and Development
4. Assuring Access to Cell Sources
5. Be the Match® Brand Roll-out
6. Removing Barriers to Transplants
7. Building Stakeholder Relationships

These initiative categories now guide discussions, and when needed, discussions drill down to the underlying projects. For example, in Project PHOENIX-Information Technology Strategic Transformation, three projects are included that position information technology to be a catalyst for growth: enterprise architecture deployment; project management office deployment; and transplant center visits.

In addition, the NMDP/Be The Match® is now able to visualize how individual projects and the related project measures are linked back through the system, to the strategic themes and ultimately, to the Via Overarching Strategic Result: 10,000 transplants per year by 2015. See Figure 4.

Aligning Strategy and Projects

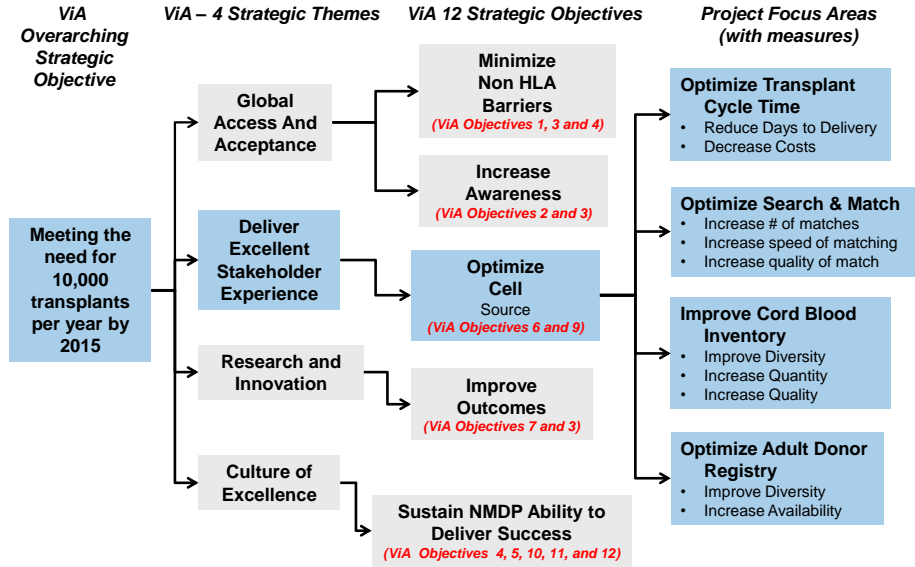


Figure 4: Aligning Strategy and Projects

Step 7: Performance Analysis

The NMDP/Be The Match® delayed software purchase until after they completed their cascading work. This was done to allow time for a team to evaluate software vendors and, more importantly, to simplify the technology integration by configuring the corporate and departmental scorecards simultaneously (the departmental scorecards aggregate up to the corporate scorecard).

The Institute guided the NMDP/Be The Match® through the software selection process which began with an analysis of user considerations followed by an assessment of available options. After evaluating technology issues, a short list of eight potential software solutions was identified. All eight solutions were compared and ranked against the NMDP/Be The Match's® prioritized and weighted list of user and technological requirements. Four vendors scored sufficiently to be selected to submit a proposal and provide a demonstration.

In early 2009, the NMDP/Be The Match® selected and purchased the CorVu performance management and business intelligence system, which is a balanced scorecard and enterprise strategic performance management tracking and reporting software solution. During the software configuration, the ViA framework and existing performance data was incorporated into the system. A valuable feature of the software was that it could send e-mail prompts to measure owners, making the quarterly measure collection process easier to manage.

The ViA Interactive Strategy Map (See Figure 5) along with all Department Maps, Objectives and Measures were made available to users of the system. Visuals were structured in a logical drill-down, web-based format (See Figure 6 and Figure 7). And a number of specific report formats were designed for different audiences, including the Board of Directors' specific metrics.

Interactive NMDP Strategy Map

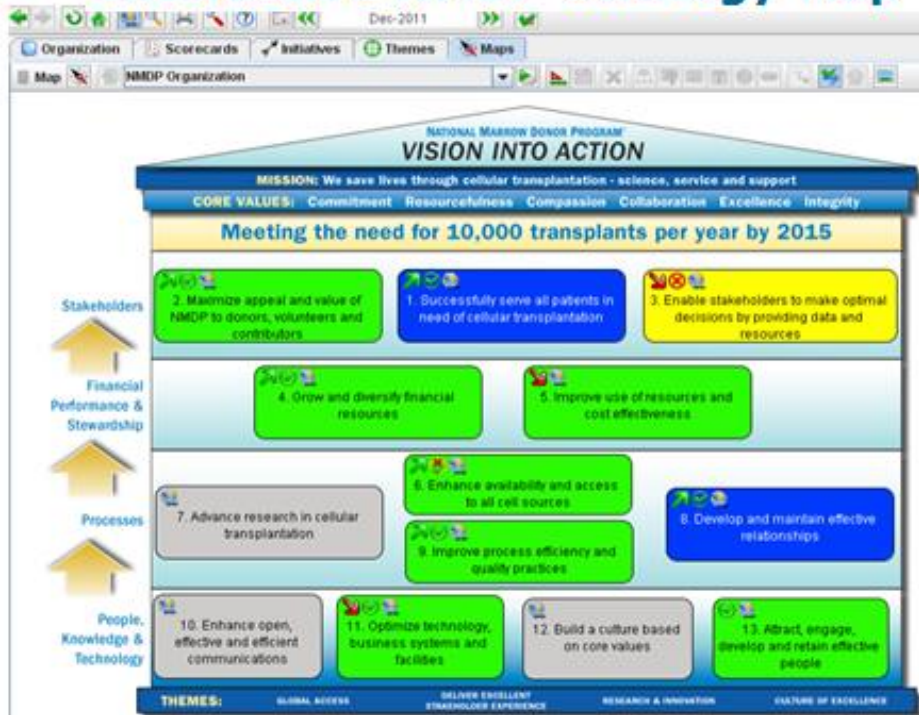


Figure 5: ViA Interactive Strategy Map

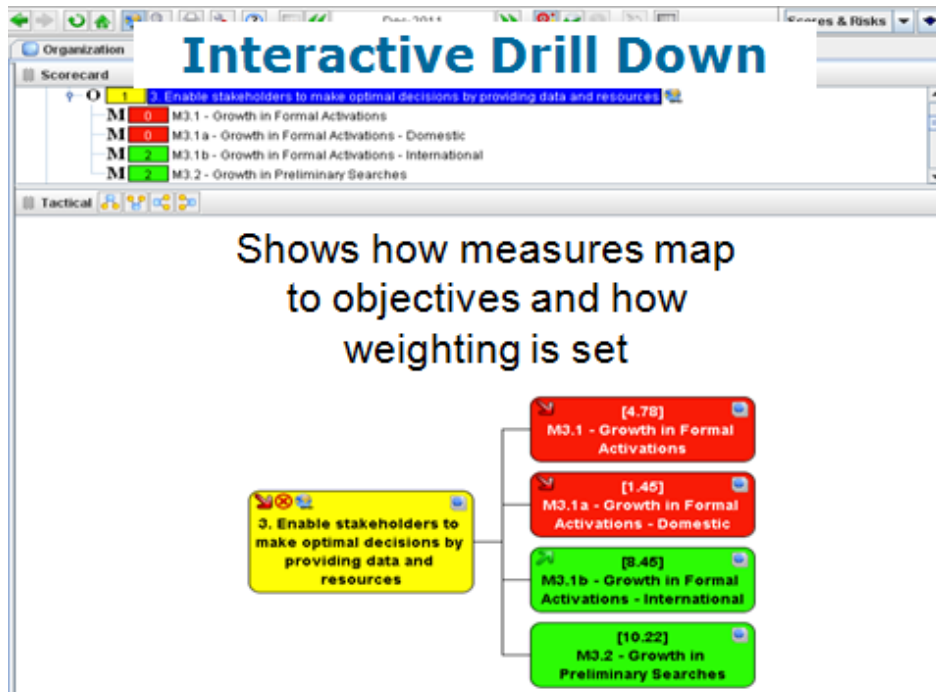


Figure 6: ViA Interactive Drill Down to Measure Weighting

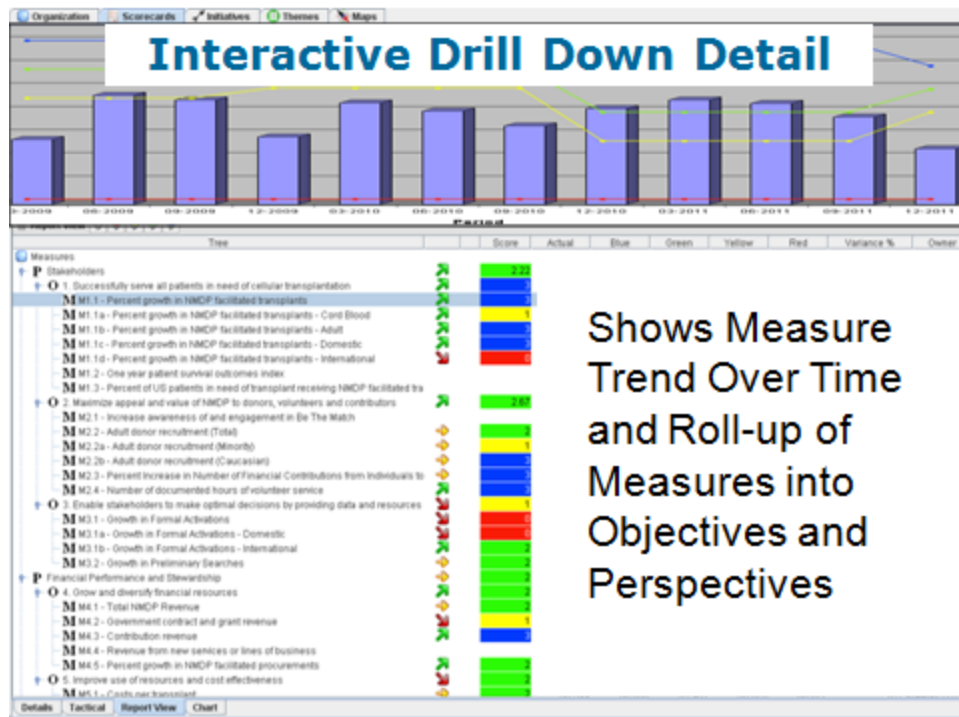


Figure 7: ViA Interactive Drill Down to Measure Trends

Step 8: Alignment

With Board approval for ViA in June 2007, NMDP prepared for the Tier 2 cascade to the department level. NMDP staff used their knowledge as certified **Balanced Scorecard Master Professionals** and led the facilitation of all cascading sessions, with minimal support needed from the Institute.

Department teams were comprised of 5-10 key members of each department. There was an initial two-day exercise to help each department identify where and how it contributed to the ViA Strategic Objectives. Worksheets and other preparation material were provided to each participant and collected prior to the cascade session. The pre-work information was used to expedite the affinity exercises at each session.

Department Cascading was completed in early 2009. See Figure 8 and Figure 9 for examples of NMDP/Be The Match's® Tier 2 department strategy maps.

Donor & Cord Blood Management Dept. Map

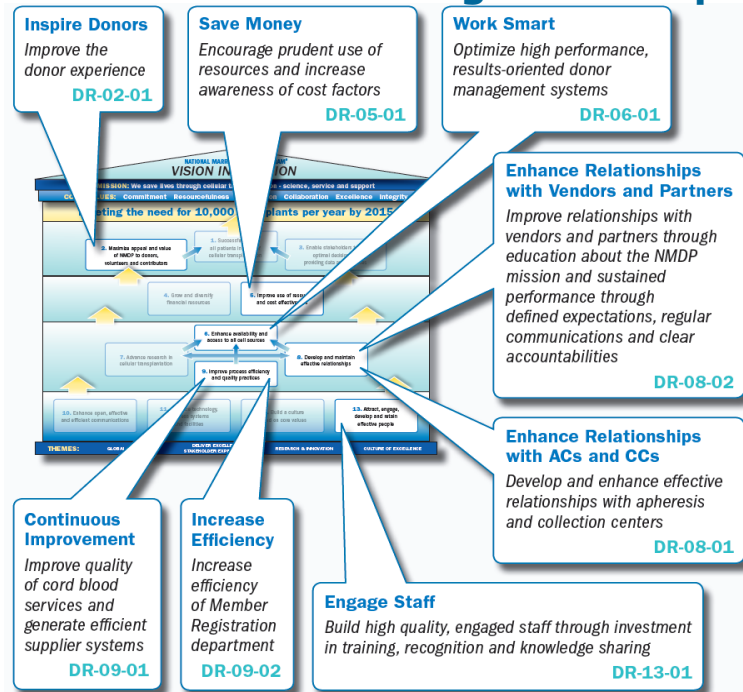


Figure 8: ViA Donor & Cord Blood Management Department Map

Marketing and Communications Dept. Map

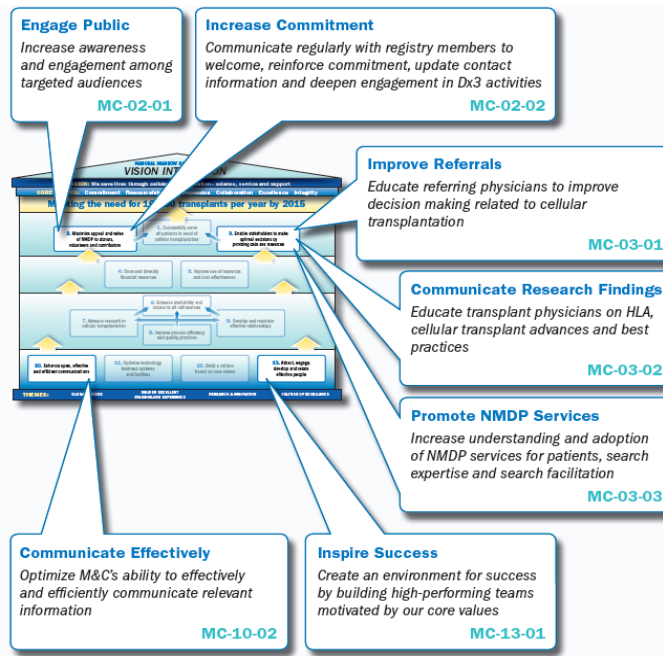


Figure 9: ViA Marketing & Communications Department Map

Tier 3 alignment immediately followed the Tier 2 work. Every employee at the NMDP/Be The Match® now sits down with their supervisor once a year, develops individual performance goals and identifies actions they will undertake to achieve those. As part of this process, employees and supervisors review the automated strategy map for their department, and ensure that individual goals align with specific objectives and measures on the map.

The line of sight from individual to department to the NMDP/Be The Match® has been invaluable in helping the organization execute its strategy. See Figure 10 for an example line of sight at the NMDP/Be The Match®.

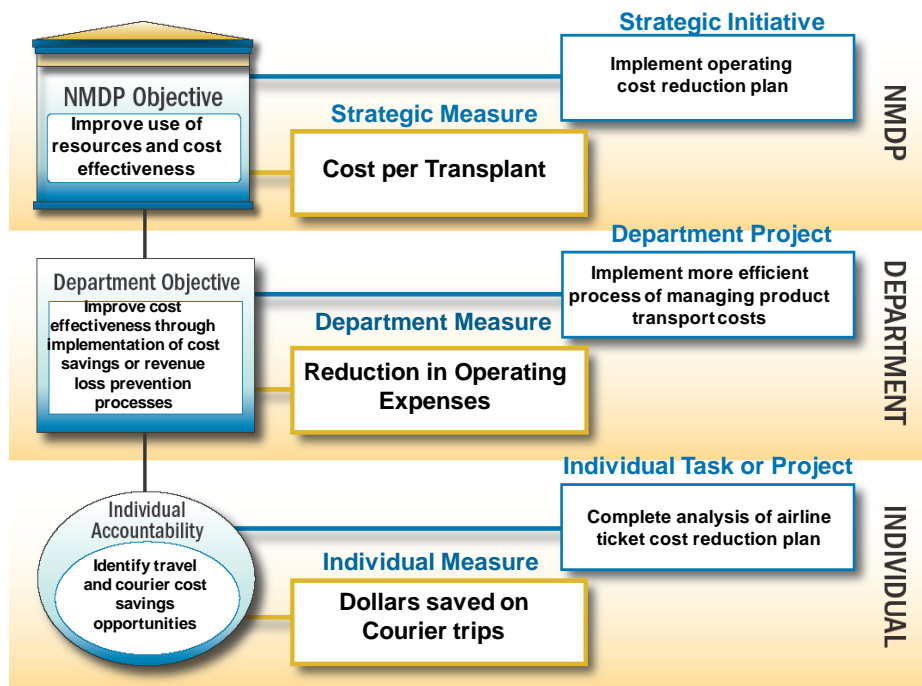


Figure 10: Line of Sight at NMDP

The alignment process provided a number of benefits to NMDP/Be The Match®, including:

1. An easy-to-understand articulation of how each department contributes to the overall success of the Strategic Objectives and ultimately the NMDP/Be The Match® Mission.
2. A tool to identify gaps or overlaps between departments, which is also a tool for departments to communicate with each other in terms of supporting initiatives.
3. A tool for each department to prioritize initiatives and activities. Additionally, it provided a mechanism to support requests for funding new opportunities.
4. A clear framework for corrective action where measures are not being successfully met.
5. A common format and mechanism for reporting department performance to officers and senior management.
6. A common format and mechanism for reporting and reviewing department performance with department staff.
7. An employee performance and development tool which aligns to specific department objectives.

Step 9: Evaluation

The NMDP/Be The Match® department champion' council uses Vision into Action (ViA) software to report and visualize performance data. As part of the ongoing strategy effectiveness evaluation, all strategic and department measures are reported into the ViA software system each quarter. The information is used at department staff meetings to facilitate discussion about corrective actions for underperforming or unacceptable department projects and strategic objectives. Senior management uses a color-coded enterprise-wide strategy map as a basis for discussing quarterly performance and identifying areas that are successful, need attention, corrective action, and/or resource adjustments. Each performance measure owner is required to provide comments regarding the measure's performance for the quarter and discuss how s/he expects the measure to end the fiscal year. All employees have access to the web-based ViA application to provide as much transparency and visibility as possible in order to become a truly strategy-focused organization.

Sustaining and Managing with the Balanced Scorecard

The NMDP/Be The Match® was successful with the roll-out of the BSI *Nine Steps to Success*™ because of two things - leadership and communication. Boo states that: "Vision into Action has been successful within the organization, to a great extent because of the consistent support and guidance provided by the NMDP/Be The Match® leadership, including our CEO Dr. Chell, [his] fellow Officers and the Board of Directors." Not only did the CEO and officers support the efforts by investing time and money, they also provided support and leadership as active champions of the process. An emphasis on a multi-format, multi-channel communications strategy insured everyone got the message and understood it. John stated, "It made it more real." Communications continues to be an evolving and critical piece of the NMDP/Be The Match's® success.

In addition, the NMDP/Be The Match® has done an exemplary job of creating non-financial incentives. For example, senior leadership put a lot of emphasis on developing and communicating a meaningful and actionable set of core values that enabled ViA. As a way of recognizing employees, every month managers identify someone on the staff who has done something that both embodies these core values and contributes to a measurable result on the scorecard. Winning employees are formally given a certificate in a public setting. This program has been in place for 4 years and these certificates are proudly displayed around the organization on peoples' desks.

What Did NMDP/Be The Match® Gain and What Progress Has Been Made?

The NMDP/Be The Match® has benefited in substantial and measurable ways as a result of implementing our Vision into Action Strategic Management System in the form of the Balanced Scorecard. These benefits are all ultimately driving the organization towards our mission of providing a stem cell transplant for each patient in need of the lifesaving therapy. There are currently 12,000 domestic patients in need of a transplant and we are able to provide roughly 40% with a match each year. Our Vision into Action strategic plan is designed around identifying and removing all barriers to successful transplants. Our strategic themes serve as a long term way to focus on these barriers. Specifically we have made significant progress in the following areas:

Global Access & Acceptance—Increase global access for patients in need of a transplant raising awareness and reducing barriers

Reduce barriers—Working with the insurance industry and Medicare/Medicaid organizations we are addressing coverage issues and benefit design for patients so that the financial burden of a transplant is removed or lessened for the patient and family. And we have pursued strategies to encourage expansion of facilities and training of more professionals.

Increase awareness through physician education—Increased efforts to educate more physicians have resulted in more referrals to search for a match and these referrals are now earlier in the disease progression which improves the long term patient survival outcome prognosis

Increase Brand Awareness—Significant investment has been made in the roll-out of our new brand – Be The Match®. This has resulted in significant improvement in national and worldwide brand recognition for the organization. This recognition in turn has driven an increase in adult and cord blood donor recruitment and engagement, financial contributions, awareness in the patient community, and awareness in the science and medical communities

Deliver Excellent Stakeholder Experience—Effectively deliver the right cellular therapies world-wide at the right time to all patients in need with respect and gratitude to donors

Cell Source Availability—We have invested extensively in initiatives that have successfully added underutilized HLA types to the inventory of our registries making it more likely that we will find a match for searching patients

Customer Satisfaction—We have invested in initiatives that significantly improved the systems that we use to interface with our Transplant Center, Donor Center, and other stakeholders and customers. These IT system enhancements have reduced the cycle time required to search for, identify, and deliver a matched cell source product to the patient. Also, these IT system enhancements have driven the variable costs of these processes down while improving the quality in terms of fewer defects or process errors. The ViA Strategic Management System has made sure we keep focused on the stakeholder perspective in terms of always understanding and meeting the needs of our end users.

Research and Innovation—The NMDP/ Center for International Blood and Marrow Transplant Research is leading timely, well resourced, high quality, comprehensive research to advance the field of Cellular Therapies

We have invested significantly in improving the survival outcomes of patient transplants. We collaborate with the global scientific community to advance hematopoietic cell transplantation and cellular therapy research worldwide. A combined research program of the NMDP and the Medical College of Wisconsin Center for International Blood and Marrow Transplant Research facilitates critical research that has led to increased survival and an enriched quality of life for thousands of patients. Our prospective and observational research is accomplished through scientific and statistical expertise, a large network of transplant centers and a clinical database of transplant recipients.

Over the last several years we have cascaded the NMDP/Be The Match® strategic objectives down to the department level where specific measures and projects are designed to improve the quality of department deliverables in terms of reduced cycle times and error rates, and increased stakeholder satisfaction. This process is refreshed each year to make certain we always have vertical alignment in place and understood by each of our 20 plus departments. Beginning in 2012 we implemented a plan that

requires each employee to identify key goals for the year that directly support at least on department map objective. This program was rolled out in conjunction with the Human Resources department and insures that we have a direct alignment from the desktop level (Tier 3) to the strategic map.

The annual budget cycle is now tied directly to those efforts and initiatives that clearly support one or more ViA objective(s). Funding is contingent upon project managers' ability to describe how their request for funding will improve one or more ViA objective measures—and ultimately contribute to more transplants. Progress on initiatives and projects is tracked each quarter to insure that the expected outcomes are being delivered.

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About National Marrow Donor Program®/Be The Match Registry®

The National Marrow Donor Program® (NMDP), a nonprofit organization, is the global leader in providing bone marrow and umbilical cord blood transplants to patients in need. As Be The Match®, we operate the Be The Match Registry®, the world's largest listing of potential marrow donors and donated cord blood units and raise funds to help provide transplants to all patients through the Be The Match Foundation®. They also match patients with donors, educate health care professionals and conduct research through our research arm, the Center for International Blood and Marrow Transplant Research® (CIBMTR), so more lives can be saved.

About the Balanced Scorecard Institute

The Balanced Scorecard Institute provides training, certification and consulting services to commercial, government, and not-for-profit organizations worldwide. The Institute applies best practices gained from hundreds of consulting assignments and 5,000 trainees in balanced scorecard, strategic performance management and measurement, strategic planning, and change management to help executives, managers and analysts transform their organizations into "performance excellence" organizations.

The Institute also provides, through the balancedscorecard.org website, extensive resources, including case studies, white papers, articles, and other information based on lessons learned from extensive experience in building strategic management and performance measurement systems using our award-winning *Nine Steps to Success™* balanced scorecard methodology. For more information about the Balanced Scorecard Institute, please visit: www.balancedscorecard.org

About The Institute Press

The Institute Press is a small, independent publisher based in Cary, NC dedicated to providing books and resources designed to help organizational leaders and managers transform their organization into "performance excellence" organizations. The Institute Press operates as a unit within the Strategy Management Group, which focuses on Strategic Planning, Strategy Management, Strategy Execution, Balanced Scorecard, Performance Measurement & Management, Change Management, Process Improvement and other topics of interest for management professionals.