



# 2019-2021 Strategic Plan

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## Mission

ASBMT is the professional association dedicated to improving the application and success of blood and marrow transplantation (BMT) as well as related cellular therapies.

## Vision

ASBMT strives to be the leading organization promoting research, education, and clinical practice in the field of blood and marrow transplantation and related cellular therapy.

## Values

ASBMT holds in highest regard:

- Comprehensive development and advancement of the field of blood and marrow transplantation and related cellular therapies
- Excellence in clinical care and treatment outcomes through standards for blood and marrow transplantation and related cellular therapies
- Innovative research to advance the science and clinical applications of other cellular therapies
- Rapid dissemination of basic and clinical BMT research findings within the medical field and to the general public

## Background

The ASBMT board of directors developed this strategic plan during an in-person meeting on October 18, 2018. The plan provides a roadmap for the next three years (through December 31, 2021) that leverages ASBMT's leadership and resources to impact change and accelerate growth for the association.

The plan reaffirms three of the organization's strategic end goals that have shaped this current strategic plan. Those are: (1) ASBMT is known as the clinical and translational experts in cellular therapy and transplantation biology; (2) ASBMT has attracted more medical professionals and scientists to the field; and (3) ASBMT has reduced barriers to access to cellular therapy and increased understanding of the field. The board determined that a fourth goal related to establishing a credentialing program in clinical stem cell transplantation should be amended to focus on ASBMT education in general.

Strategic planning facilitators surveyed both leadership (inclusive of board, committee, and taskforce members) and the ASBMT membership. Results were shared in advance of the session.

## Definitions

This plan includes *strategic goals*, *objectives*, and *actions*, defined as follows:

**Strategic goals:** A broad end or outcome statement based on a critical issue that requires attention, focus, and action. It has a significant and meaningful impact on the association's ability to fulfill its mission.

**Objectives:** A precise, measurable statement or statements of what will be done to support the achievement of a strategic goal.

**Actions:** Specific tasks or projects to achieve the objectives and overall strategic goals.

## Strengths

A strong strategic plan is grounded in the organization’s mission and vision and built on its inherent strengths. The board identified the following as ASBMT’s core strengths:

- Dedicated, committed, passionate volunteers
- A strong sense of community, collegiality, and collaboration
- A passion for the field among members
- The ability to create valuable education, programming, and resources—online, via the journal, and via in-person meetings

## Areas of Continued Improvement

In addition to identifying core strengths, it is important to recognize specific areas where opportunities exist for improvement and change. Often, these areas demand more attention and are of higher priority. Those include:

- Having a greater voice and ownership in the field of blood and marrow transplantation and cellular therapy (overall)
- Increasing and focusing advocacy efforts
- Meeting an increased demand for new, innovative education and research
- Engaging younger members and increasing diversity among the membership
- Providing enhanced recommendations and practice guidelines

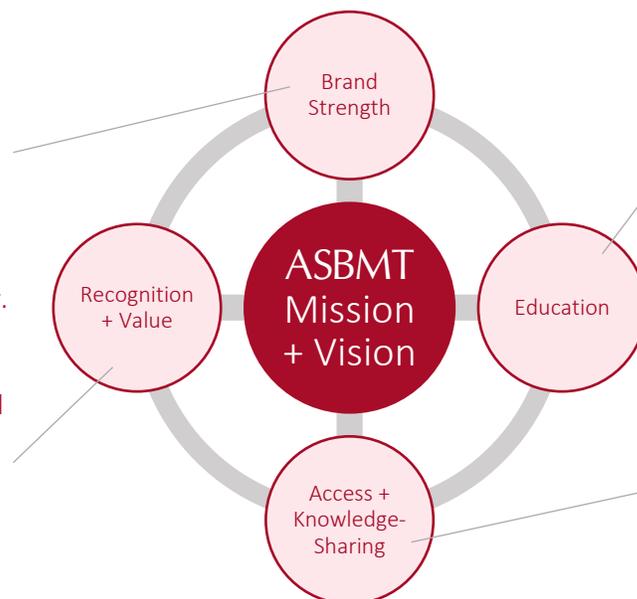
## Future Planning

To stay focused on achieving its strategic goals, ASBMT’s board and staff must work together to monitor and track progress, and adjust the plan based on environmental changes or barriers to success. Recommended best practices include developing a quarterly progress dashboard and an annual strategy session to review action items, develop new items (as appropriate), and ensure that the plan remains relevant.

## Strategic Goals

1. ASBMT is known as the clinical and translational experts in cellular therapy and transplantation biology.

3. ASBMT has attracted more medical professionals and scientists to the field.



2. ASBMT provides focused education to improve research, patient outcomes, and foster professional development via diverse outlets and opportunities.

4. ASBMT has reduced barriers to access to cellular therapy and increased understanding of the field.

## Objectives + Actions

### Strategic Goal 1: Brand Strength

ASBMT is known as the clinical and translational experts in cellular therapy and transplantation biology.

**Objective 1.1:** Raise awareness of and refine the association’s brand, communicate its value proposition, and empower members to tell our story.

#### Actions:

- Conduct a brand study that includes analysis of existing data coupled with research from member and non-member stakeholders.
- Develop a plan, process, and timeline to assess the board’s recommendation to change ASBMT’s current name (inclusive of its journal), provide recommended alternatives (if appropriate), and implement a rollout to members and other key stakeholders.
- Develop a marketing and public relations plan with specific deliverables that will promote the association’s brand, name, mission, vision, programs, offerings, and meetings.

**Objective 1.2:** Define and prioritize strategic partnership and cooperative, collaborative opportunities with related organizations and meetings. Drive broad acknowledgement that ASBMT contributes to and leads meaningful dialogue about the biology of cellular therapies, including blood and marrow transplantation.

#### Actions:

- Define strategic conversations in which ASBMT members and leadership aspire to participate.
- Establish partnership goals and success measurements.
- Identify key organization(s) to target, develop an outreach plan, and define desired strategic outcomes for the organization(s).
- Identify opportunities for ASBMT leadership, members, and staff to influence the field, including speaking engagements, networking events, and collaborative discussions with key players.

**Objective 1.3:** Bring attention to and increase recognition of ASBMT as a content expert and thought-leader in the field of blood and marrow transplantation biology and cellular therapy.

#### Actions:

- Develop a definition of cellular therapy that demonstrates ASBMT’s “ownership” of the field.
- Define target audiences to be influenced. Assess their content preferences and content consumption behavior.
- Develop a content strategy, to include existing content sources such as ASBMT’s journal and newsletter, and also third-party content sources. Identify key topics and outlets that showcase ASBMT’s collective knowledge, expertise, and history.
- Align content strategy with work being done at in-person meetings and via other ASBMT educational offerings.
- Curate whitepapers and research studies that demonstrate ASBMT’s relevancy and importance within the field.

## Objectives + Actions (cont'd)

### Strategic Goal 2: Education

ASBMT provides focused education to improve research, patient outcomes, and foster professional development via diverse outlets and opportunities.

**Objective 2.1:** Position members for future success and attract new members by further defining and building a robust educational curriculum for the growing field of blood and marrow transplantation biology and cellular therapy.

#### Actions:

- Identify current audiences that engage in ASBMT education. Assess their current and future educational needs and delivery preferences (such as online vs. in-person, etc.).
- Map existing educational programs and offerings to the audiences served by the content. Review all education purchased and consumed, including meeting attendance by session, to determine topics most sought after by members and attendees.
- Conduct an educational needs assessment to identify knowledge, training, and research gaps.
- Develop and begin the delivery of educational programming to address the gaps identified in the needs assessment.
- Determine the need for, feasibility of, and associated costs for delivering education via a new, focused, in-person ASBMT meeting (in addition to The TCT | Transplantation and Cellular Therapy Meetings).

## Objectives + Actions (cont'd)

### Strategic Goal 3: Recognition + Value

ASBMT has attracted a growing number of medical professionals and scientists to the field.

**Objective 3.1:** Bring attention to and increase recognition of clinical and translational expertise in blood and marrow transplantation biology and cellular therapy.

**Actions:**

- Develop an awards program to recognize leaders in the field who are making a difference.
- Develop a scholarship program to incentivize trainees and young professionals to join and engage with the association.
- Develop a public relations campaign to highlight the two programs and to share transplantation biology and cellular therapy success stories (how treatment and care has made a difference).

**Objective 3.2:** Establish blood and marrow transplantation biology and cellular therapy as an attractive career for medical professionals.

**Actions:**

- Define and develop career “roadmaps” for physicians, trainees, scientists, and researchers in the field of blood and marrow transplantation biology and cellular therapy.
- Provide education, information, and resources to address career-related issues such as compensation, continuing medical education, licensure, turnover, and burnout.
- Develop resources and marketing materials to promote cellular therapy within medical schools and residency programs.

**Objective 3.3:** Increase ASBMT membership. Engage with members to keep them active in the association.

**Actions:**

- Identify prospective audience(s) for membership and develop a marketing plan to recruit, onboard, engage, and retain members.
- Develop a mentorship program wherein experienced members are paired with those who are new to the association, especially medical professionals who are new to the field.
- Develop a diversity and inclusion statement and/or policy to increase diversity and meaningful dialogue among the membership and field.
- Develop a distinguished leaders program to reward and recognize active, long-standing members (“honorary status”).
- Launch the leadership development program. Actively recruit and develop leaders to serve on the board, committee, and taskforces. Provide them with opportunities to mentor, coach, and be ambassadors for the association and the field.

## Objectives + Actions (cont'd)

### Strategic Goal 4: Access + Knowledge-Sharing

ASBMT has reduced barriers to access to blood and marrow transplantation and cellular therapy and has increased the understanding of the field.

**Objective 4.1:** Position ASBMT as a leading voice advocating for blood and marrow transplantation and cellular therapy at the national and local levels.

**Actions:**

- Leverage the brand study outcomes (1.1) to increase awareness of the association’s mission, value proposition, and quality outcomes.
- Leverage new and established partnerships to engage in collaborative advocacy efforts (in tandem with efforts related to 1.2). Examples include the American Society of Gene & Cell Therapy (ASGCT), Center for International Blood and Marrow Transplant Research (CIBMTR), Foundation for the Accreditation of Cellular Therapy (FACT), and International Society for Cell and Gene Therapy (ISCT).
- Engage with and lobby government officials, key influencers, major insurers, other public and private payers, and the U.S. Department of Health and Human Services (HHS) to demonstrate the field’s importance and value.
- Develop a plan to increase funding for NIH research. Identify short- and long-term fundraising opportunities.

**Objective 4.2:** Establish ASBMT as a leading advocate and informational source for referring physicians and patients exploring or undergoing cellular therapy or blood and marrow transplantation.

**Actions:**

- Develop a messaging guide for referring physicians (and the wider provider community) to help facilitate conversations with patients who are considering or about to undergo treatment.
- Develop resources that educate patients about treatment types, risks, benefits, outcomes, and success stories.
- Develop a toolkit that helps international healthcare bodies ensure that cellular therapy is included in clinical data registries.

**Objective 4.3:** Reduce confusion about and challenges related to cost, payer, and reimbursement issues.

**Actions:**

- Develop a messaging guide to help facilitate conversations with key access and billing professionals within academic and community-based hospitals and other healthcare settings.
- Develop resources that educate payers about treatment costs, insurance, reimbursement, and prescriptions.
- Convene a research taskforce to develop a dashboard that tracks payment and reimbursement data for cellular therapies. Develop a corresponding marketing plan to target those who work in quality outcomes and health economics.