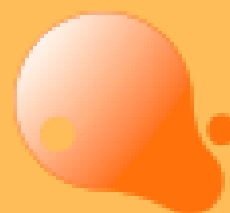


Strategic Plan

2022-2024

REDOME

INSTITUTO NACIONAL DE CÂNCER





PRESENTATION	03
OPENING REMARKS	04
OPERATING AREAS	05
STAKEHOLDERS	06
REDOME BUDGET	08
STRATEGIC PLANNING	09
SERVICE MAPS AND INTERVIEWS	10
MAIN SERVICES PROVIDED BY AREA	12
MISSION, VISION AND VALUES	13
STRATEGIC OBJECTIVES	14
STRATEGIC OBJECTIVES DESCRIPTION	15
PROJECT TRAINING	17
STRATEGIC INITIATIVES	18
MANAGEMENT INDICATORS	19
STRATEGIC IMMERSION	21
SCHEMATIC REPRESENTATION OF REDOME'S STRATEGIC PLAN	22
GOVERNANCE AND MONITORING	23
FINAL CONSIDERATIONS	26
APPENDIX I – SERVICES MAP	28
APPENDIX II – STRATEGIC INITIATIVES	33
APPENDIX III – INDICATORS MAP	36



The **Brazilian Registry of Voluntary Bone Marrow Donors (REDOME)** began its activities in 1993 and, since 2000, has been part of the National Transplant Policy of the General Coordination of the National Transplant System (CGSNT) of the Ministry of Health (Law No 9.434/1997 and Law No 10.211/2001), and is under the technical coordination and management of the **National Cancer Institute (INCA)**.



REDOME's attributions are defined in the legislation (Ministry of Health Ordinance 2.600/2009) and can be summarized as follows:

- Maintenance of the registry of voluntary bone marrow donors;
- Registration and maintenance of the registry of Brazilian patients who need a bone marrow transplant from an unrelated donor;
- Selection and identification of compatible donors for these patients, in REDOME and abroad, through international registries;
- Organization of the logistics of materials, biological samples, collected cells, and donors - for carrying out the tests and all stages of donation.

REDOME's operational activities are carried out by a team of collaborators located at INCA in Rio de Janeiro and, in addition to having its own team, REDOME is also supported by different sectors of INCA.





SCENARIO - NATIONAL

REDOME is the only Bone Marrow Donor Registry in the country authorized to operate in this segment.

It is maintained by resources from the Unified Health System (SUS), meeting the demands of the public and private sectors.



SCENARIO – INTERNATIONAL

REDOME works and cooperates with other bone marrow registries around the world.

In 2021, REDOME imported 120 units of cells for bone marrow transplantation for Brazilian patients and exported 69 cells to international patients.

Currently, REDOME has a partnership with 72 bone marrow donors' international registries, both for the import and export of cells for transplantation.

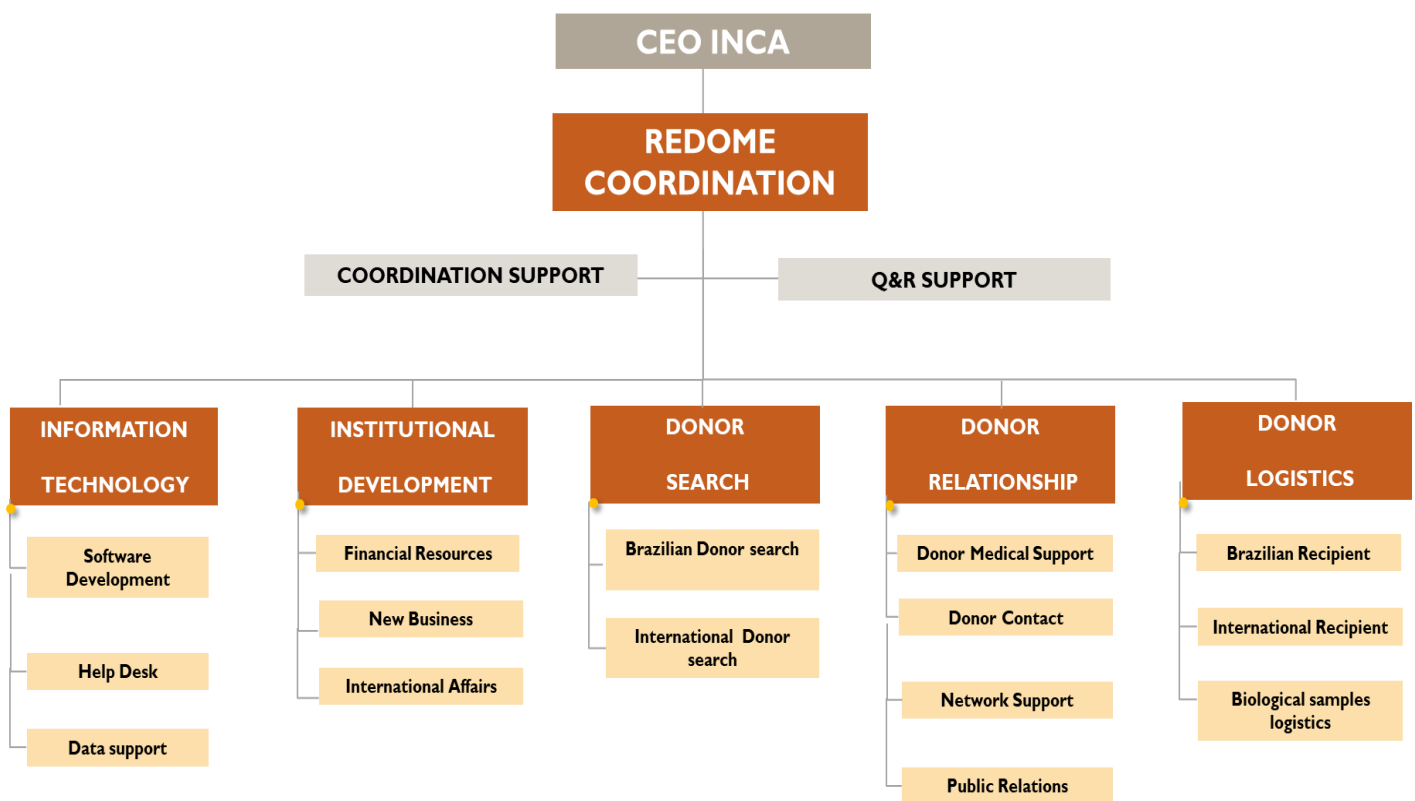
The main partner registries of REDOME are the American registry NMDP, followed by the DKMS Registry (Germany and Poland), REDMO (Spain), INCUCAI (Argentina), Matchis (The Netherlands), IBDMR (Italy), ZKRD (Germany), among others.





INTERNAL ENVIROMENT

The internal environment of REDOME is formed by INCA, represented by its General Directorate, by the National Transplant System (SNT), by the Ministry of Health (MS), as well as by its internal areas subdivided according to macro-processes, as shown in the figure below.



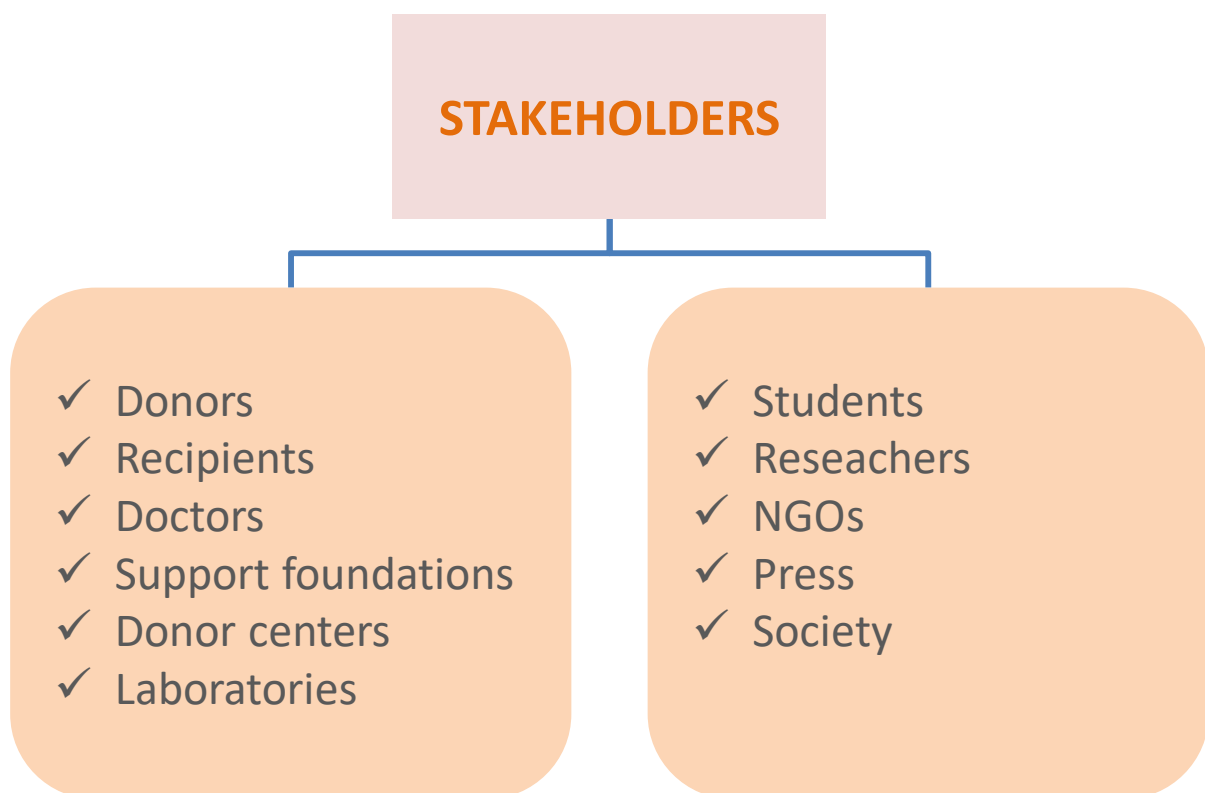
Since July 2021, REDOME has been undergoing a significant restructuring in its management, with two new areas having been created: Medical and Donor Care, and Institutional Development, which works in the relationship with new national and international partners, in addition to being responsible for the financial management of REDOME.





EXTERNAL ENVIROMENT

REDOME is part of the World Marrow Donor Association, an International Association of Bone Marrow Donor Registries, configuring itself as the 3rd largest in the world, with **5.5 million registered donors**.



REDOME Budget



The REDOME Operation is financed by two sources of funds:

- 1. Budget from the Ministry of Health (MS) and;**
- 2. Shipment of cells for transplantation of international patients (export).**

Regarding expenses, the main expenses incurred in the operation of REDOME are:

1. Donor logistics – Subsistence allowance, accommodation, airfare, travel agency fees.
2. Transport – Donor blood sample, packaging, medicines, courier for cells for transplantation, courier for umbilical cord units.
3. Exams – Confirmatory typing, serological tests, workup, among others;
4. Collection of Cells for Transplantation – Peripheral blood, bone marrow, lymphocytes.
5. Service contracts – Contact center, IT licenses, consulting, among others.
6. Other administrative issues, input purchase and financial expenses.



REDOME Budget



In 2021, REDOME's financial result ended the year with **R\$ 49.7 million** in revenue resources, **R\$ 31 million** from the sending of cells destined for international registries and the rest coming from the Ministry of Health budget.

Expenses accounted for the amount of **BRL 47.5 million**, representing a surplus of BRL 2.2 million for the year 2021.

This balance was reinvested in REDOME's own operation, given that the average monthly cost of operation is R\$ 3.9 million, and the cycle of budget transfer from the Ministry of Health and payments from the International Registries is around 60 days.



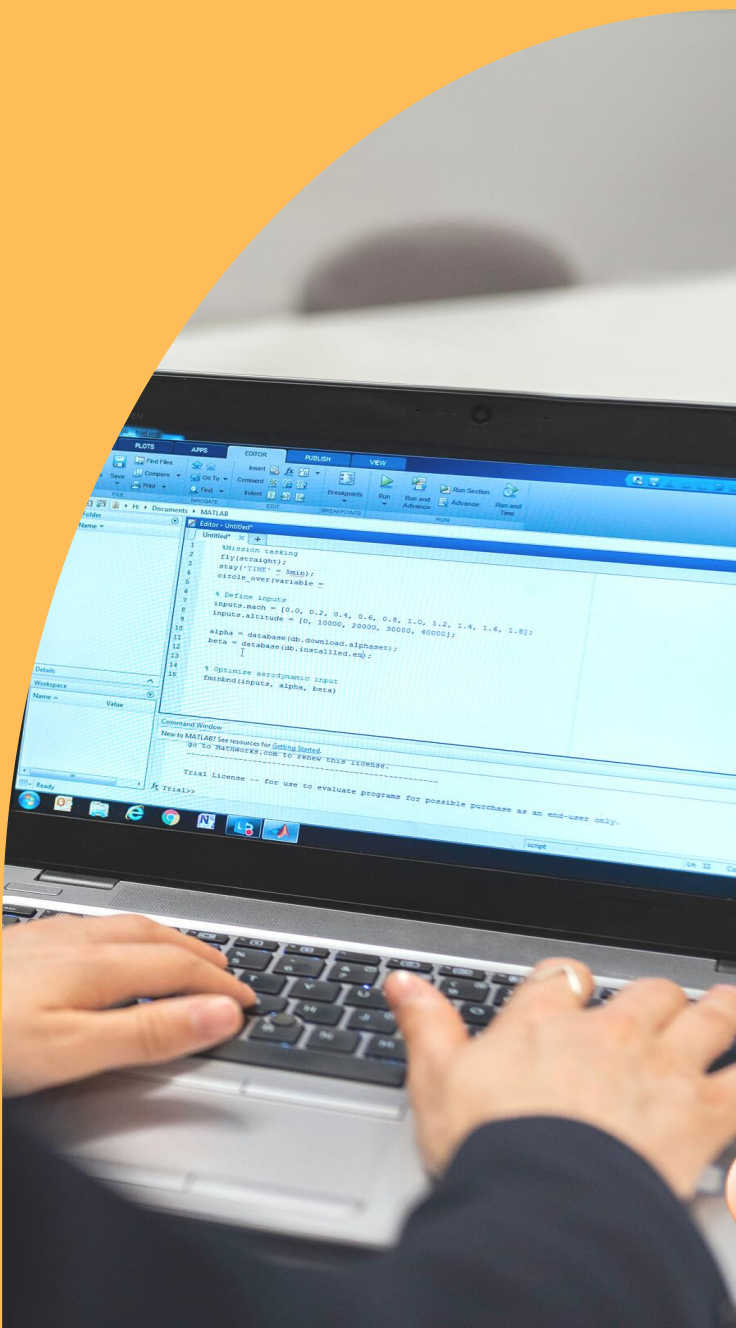
Strategic Planning



REDOME's Strategic Planning aims to promote **efforts and initiatives** that improve the results of its activities, the work processes, and the performance of the Registry's teams and professionals, generating benefits for society.

With this aim, actions were promoted involving representatives from all areas of REDOME, as well as internal and external users and customers.

Thus, the strategies for the construction of references and bases of the Strategic Planning of REDOME were defined and consolidated in a **COLLABORATIVE** way, through the analysis of documentary information and interviews.





Three (3) cycles of interviews were carried out, according to the mapping of stakeholders (document prepared as part of the strategy design), totaling **16 interviews**, from NOVEMBER/2021 to JANUARY/2022, using a reliable video platform that powers all of your communication needs.



- Team REDOME
- INCA Staff
- National transplant Coordination Staff (CGSNT*/MS)



- Donor center representatives
- Histocompatibility laboratory representative
- Collection Center and Transplant Center doctors



- Volunteers
- Donors registered at REDOME
- NGOs representative

At the end of the interview cycles, meetings were held with the leaders of the different areas to establish the **MAP OF SERVICES**, with emphasis on identifying the services provided by each area and the actors involved with this provision of services.



Main services provided by department



Donor Relationship



- Medical user support
- Donor registration data update.
- Post-transplant communication (news, letters, death information, national and international disclosure).
- Post-transplant donor health follow-up
- Donor's contact and
- Support to donors and to the National Network.
- Communication (website and reports).
- Support to INCA Press Office.
- Support for campaigns and events.

Donor search and selection



- HLA Technical analysis of patient records.
- Selection of matched unrelated donor and cord blood unit for transplantation.
- Analysis and control of divergences in Histocompatibility (HLA) test results
- Network HLA technical support.
- REDOME operation HLA technical support.
- Assessment of the cadastral situation and performance of the histocompatibility and immunogenetics laboratories.

Donor logistics



- National and international logistics of samples for exams.
- National and international logistics of cell products for transplantation
- Donors and their companion travel logistics.
- Support to collect centers during clinical and laboratory evaluation of donors for transplantation.
- Donor's allocation to carry out the collection of cells for transplantation, according to the collection center availability and the donor's residence.

Information Technology



- Data storage from donors and patients.
- Development and maintenance of information systems for REDOME operation.
- Support and maintenance of other technological tools.
- Data extraction and availability.
- Technological support to users of the REDOME team and the Network.

Institutional Development



- Management of financial resources
- Services contracting and auditing.
- Purchase of inputs
- Payments and revenue receipts from service providers.
- New business development
- International affairs

Meetings have been held to discuss and define the Mission, Vision, and Values, followed by the establishment of Strategic Objectives.



REDOME



Mission

To promote integrated activities with the aim of providing excellent service to the bone marrow volunteer donors, for the benefit of recipients/patients who needs cell therapy and bone marrow transplantation.



Vision

To wield our role in cell therapy and bone marrow transplantation in Brazilian policy, cooperating with national and international stakeholders, with the aim of becoming a world reference in the care and safety of bone marrow donation, as well as in supporting innovation and scientific research.



Values

- Ethics
- Genetic and cultural diversity
- Equity
- Respect
- Transparency
- Humanization
- Security
- Cooperation
- Innovation



Strategic targets



1

“To implement GOVERNANCE policy in the Brazilian Registry of Voluntary Bone Marrow Donors - REDOME”.

2

“To improve REDOME Management practices”.

3

“To promote INNOVATION and PARTNERSHIPS aimed at the REDOME’s Institutional development”.





1 “To implement GOVERNANCE policy in the Brazilian Registry of Voluntary Bone Marrow Donors - REDOME”.

Description: Define structure and implement REDOME's current GOVERNANCE model.

Strategic preliminary actions:

- Define and implement management rituals to support decision-making.
- Define a model for REDOME's internal regulations;
- Implement Committees and Councils;
- Define Governance key performance indicators;
- Report the results of REDOME management to the interested parties;
- Promote open and transparent communication of the Project's activities and results;
- Build an Ethics and Responsibility code.

2 “To improve REDOME Management practices”.

Description: Implement best management practices (COORDINATION AND ALL TEAMS) with an emphasis on decision-making, through preliminary strategic actions, such as:



Strategic Target Descriptions



- Internal and external COMMUNICATION with the objective of understanding the structuring and operation of REDOME considering internal and external stakeholders;
- Technology (information system);
- Process mapping;
- Improvements in financial controls, aiming at the balance of the operation;
- Development & improvement of indicators (strategic and operational).

3

“To promote INNOVATION and PARTNERSHIPS aimed at the REDDOME’s Institutional development”.

Description: To Adopt innovative practices and techniques, and expand strategic partnerships for the development of REDOME's operation

Strategic preliminary actions:

- Innovation: Initiatives that adopt technology and resources to improve critical processes in REDOME;
- Partnerships: New Suppliers, Scientific Research, International Cooperation;
- Development of scientific research;
- Improvements with an emphasis on service and care for the DONOR;
- Improvements in the processes of selection and identification of DONORS, aiming to optimize the service to PATIENTS.



Project management training



The elaboration of the Strategic Planning also included the holding of meetings in a Project Training Workshop.

The Workshop had the participation of leaders from different areas of REDOME and culminated with the proposal of some projects, evaluated through the application of a project prioritization tool, under criteria of added value, severity, urgency, and impact on management, resulting in **20 Strategic Initiatives**, to be implemented within this management cycle.

The set of Strategic Initiatives will be presented below.



Strategic Initiatives



IER01 - POLICIES AND PROCEDURES FOR INTERNATIONAL RELATED DONORS

IER02 - CONTACT CENTER SERVICE AND ARU

IER03 - CHAT BOT IMPLEMENTATION

IER04 - REDOME NEW WEBSITE

IER05 - MAINTENANCE - SEARCH (ACTIVE PATIENTS)

IER06 - REDOME-BRAZILIAN IMMUNIGENETICS NETWORK

IER07 - CQ OF HLA LABORATORIES

IER08 - HLA ANALYSIS OF PATIENTS WITH NO MATCHED DONOR

IER09 - BUSINESS RELATIONSHIP WITH INTERNATIONAL BONE MARROW DONOR REGISTRIES

IER10 - REDOME DATA SECURITY NETWORK

IER11- IMPLEMENTATION AND IMPROVEMENT OF CONTROLS AND FINANCIAL REPORTS

IER12 - ANALYSIS AND IMPLEMENTATION OF A NEW FINANCIAL SYSTEM FOR REDOME

IER13 - IMPROVEMENT IN BLOOD SAMPLES TRANSPORTATION

IER14 -TELEMEDICINE FOR UNRELATED DONOR EVALUATION AT WORK UP

IER15- USE OF CRYOPRESERVED CELLS

IER16 - WMDA ACCREDITATION

IER17 - HOMOLOGATION AND IMPLEMENTATION OF NEW PATIENT REGISTRATION SYSTEM MODULE

IER18 - ONLINE FORMS FOR THE WORKUP STAGE IN THE NEW OPERATIONAL SYSTEM

IER19 - DONOR CONTACT / DONOR SEARCH/ WORKUP (HOMOLOGATION)

IER20 - DONOR CONTACT / DONOR SEARCH/ WORKUP (IMPLEMENTATION)





Based on the formulation of the strategic objectives, **65 strategic and operational indicators were created.** Considering the size and complexity of REDOME's operation, as well as, in order to cover the main work processes, the 65 indicators were distributed in six areas of operation: Registration of donors; Search and Selection of Donors; Medical and Donor Care; Logistics; Institutional Development and Information Technology.

After some meetings to build the new key performance indicators, which started in October/2021, this work was finalized and consolidated in an **Indicator Map**, which will be presented below.

General

- ID 1. REDOME Operations Overview

Data department

- ID 2. Donor registration data sent to REDOME within 30 days
- ID 3. HLA phase 1 exam execution time
- ID 4. HLA typing result divergence
- ID 5. Registration of new donors by typing methodology
- ID 6. Registration of new patients
- ID 7. Registration of new donors

Donor Search and Selection

- ID 8. Confirmatory typing of national donor
- ID 9. Complementary HLA typing (Phase 2) of national donor
- ID 10. Confirmatory HLA typing - International donor
- ID 11. Complementary HLA typing (Phase 2) of international donor
- ID 12. Confirmatory typing of national donor with search completed (average)
- ID 13. Confirmatory typing of international donor with search completed (average)
- ID 14. HLA typing of national and international donors per registered patient (average)
- ID 15. Registered patients / active patients
- ID 16. Patients with completed donor search x Active patients
- ID 17. Donor Search completion time
- ID 18. Conclusion of donor search by the donor's origin
- ID 19. Transplanted patients x Patients with completed search
- ID 20. The time between recipients waiting for a transplant vs. Transplants performed





User Service and Donor Relationship

- ID 21. Registration update via the website and mobile app
- ID 22. Website update content
- ID 23. Donor contact reports
- ID 24. Medical user Support
- ID 25. Recipient Health Information Requests
- ID 26. Post-transplant communication
- ID 27. Donor Followup - 7 days after the cell collection
- ID 28. Donor Followup - 30 days after the cell collection
- ID 29. Donor Followup – Annually after the cell collection
- ID 30. Hematopoietic Stem Cell Collection Sources
- ID 31. Use of Catheter in Peripheral Blood Collection
- ID 32. Index of Donors with symptoms in the 7-day Follow-up
- ID 33. Index of Donors in need of medical reassessment in the 30-day Follow-up.
- ID 34. Donor Satisfaction Index with the Collection Center
- ID 35. Donor Satisfaction Index with REDOME

Donor Logistics

- ID 36. Blood samples Transported (export) - Shipping Operation
- ID 37. Blood Samples Transported – National donor search
- ID 38. Collection of cells for transplantation
- ID 39. Importation of cells for transplantation
- ID 40. Export of cells for transplantation - Shipment Operation
- ID 41. Transplants by donor's origin
- ID 42. Cancellations of international prescriptions - Exportation
- ID 43. Cancellations of national prescriptions
- ID 44. Delays in national collections
- ID 45. National cryopreserved cells
- ID 46. International cryopreserved cells
- ID 47. Maintenance time of cryopreserved products until the transplant
- ID 48. Time to complete donor logistics (Prescription to Collection)
- ID 49. Displacement of donors to collect cells for transplantation
- ID 50. Donor collection at the same center as the patient



Institutional Development

- ID 51. Revenue from the REDOME operation
- ID 52. Net income: Revenue X Expenses – Bone Marrow donor registries
- ID 53. Main paying suppliers' records
- ID 54. Main procedures performed
- ID 55. Expenses by cost center
- ID 56. Financial Result
- ID 57. Average payment term for payment by suppliers (Days)
- ID 58. Accounts payable (Total per month)
- ID 59. Average Receipt Term (Days)
- ID 60. Accounts receivable (Total per month)
- ID 61. Default Rate
- ID 62. Current Liquidity

Information Technology

- ID 63. Support Requests (Help desk) vs. Requests fulfilled in the month
- ID 64. System improvements requests vs. Requests fulfilled in the month
- ID 65. Planning of the development deliveries of the new REDOME system x deliveries effectively carried out



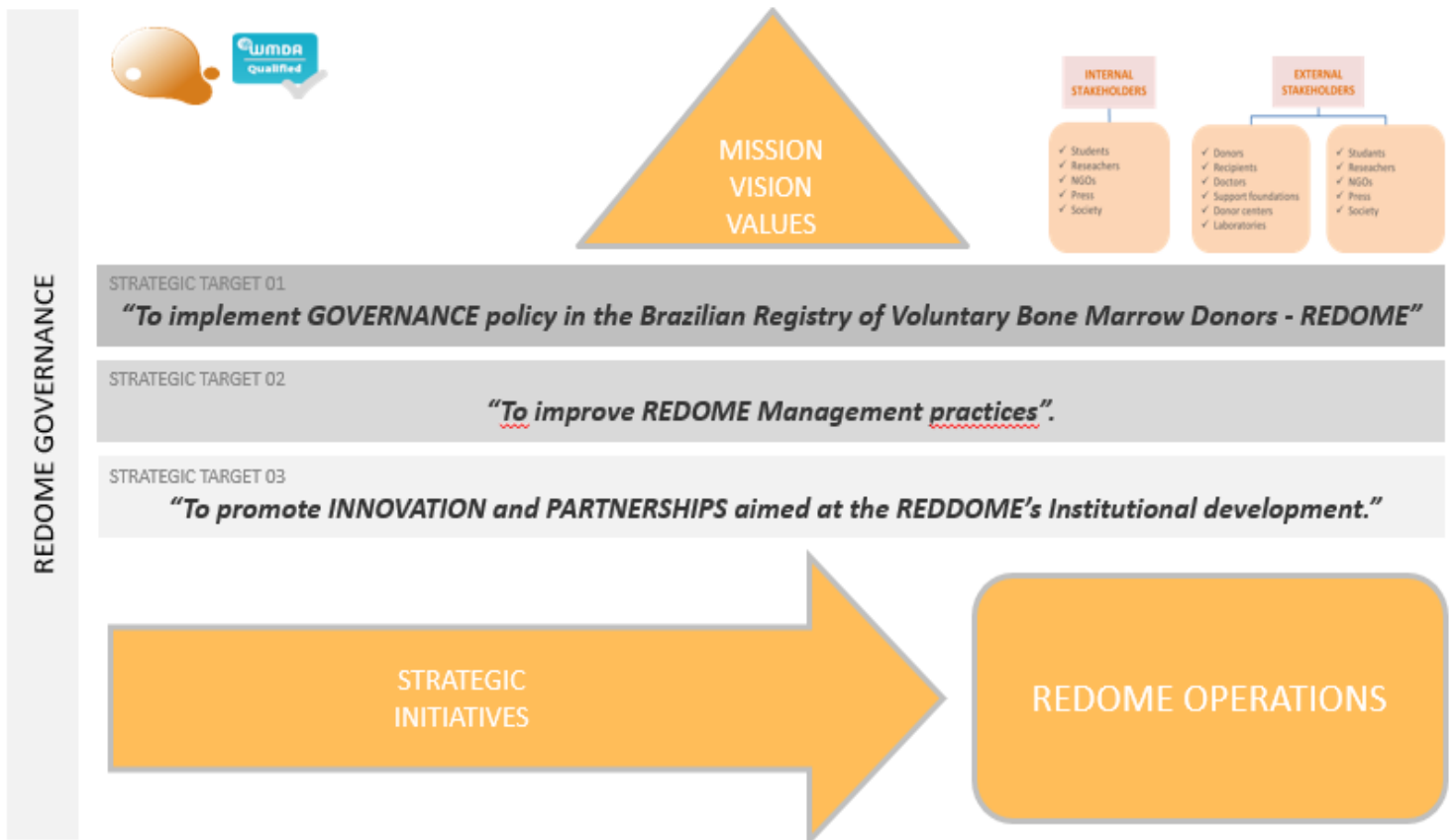


Strategic Immersion

THE MISSION, VISION, VALUES, and STRATEGIC OBJECTIVES were disclosed at the Strategic Immersion event, in a face-to-face format, for the entire REDOME team.

In addition to the presentation of the established concepts and objectives, integration dynamics were promoted, aiming to encourage the participation of the entire team in the elaboration of improvement proposals, in several REDOME processes.

SCHEMATIC REPRESENTATION OF REDOME'S STRATEGIC PLAN



Governance and Monitoring

REDOME's Governance structure will be better defined through its Internal Regulation, which is currently being prepared.

The operationalization of REDOME's financial receipts and payments is carried out by the support foundation for INCA – Cancer Foundation, through agreement nº 57/2022.

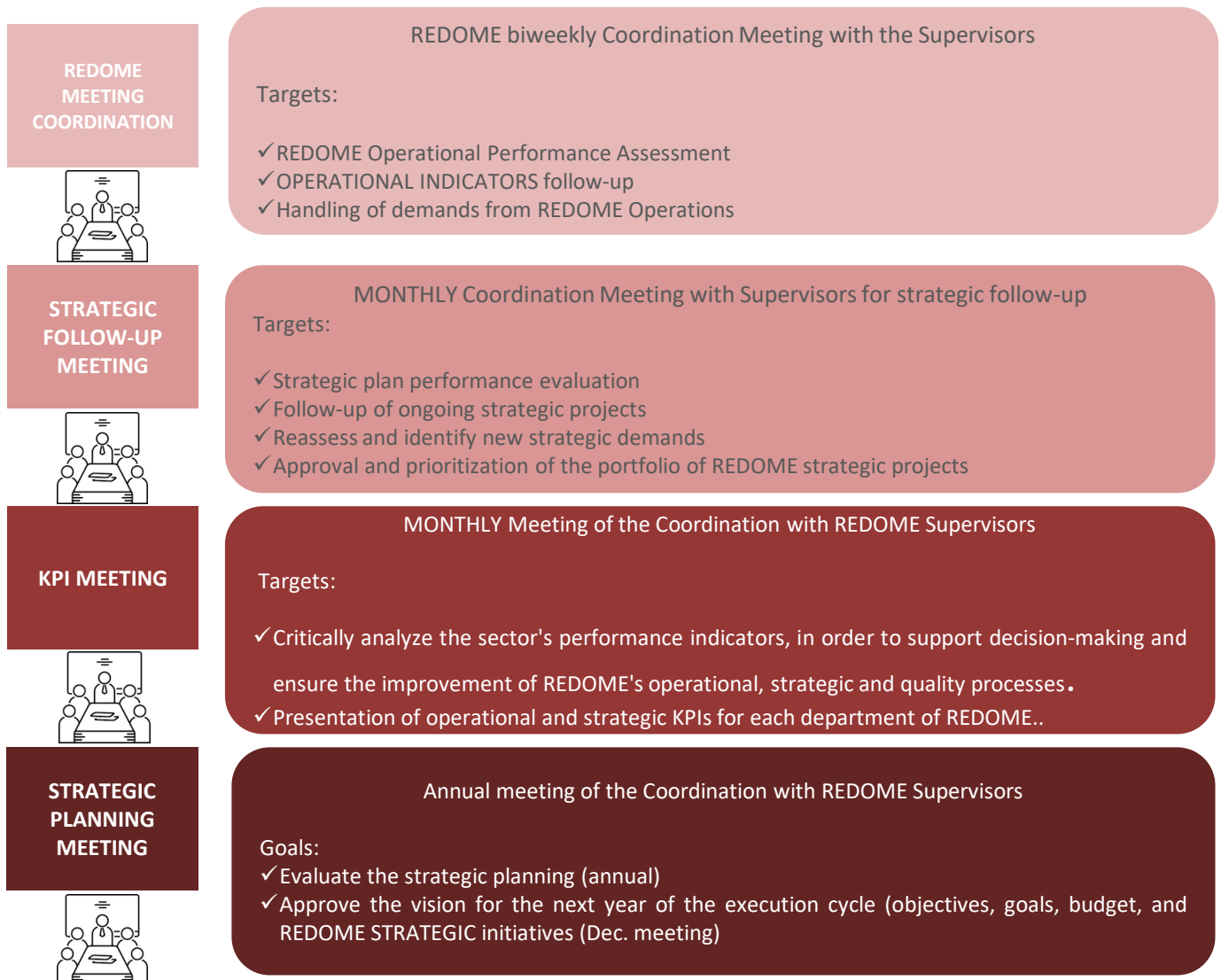
The rendering of accounts for expenses related to payments and receipts arising from the REDOME Operation is carried out monthly, through supporting documents that are available on INCA's Electronic Information System (SEI).

As for the production of REDOME's operational areas, a management report containing REDOME's productivity indicators is reported, every four months, to INCA's General Directorate.





In terms of monitoring and internal decision-making, the **Coordination meets weekly with the supervisors of the areas**, according to the management routines summarized in the following figure, in which the indicators and the evolution of the strategic initiatives in each area are presented, aiming at achieving the established strategic objectives. In these meetings, operational challenges are also discussed and action plans are drawn up for each of them.



Governance and Monitoring



For the monitoring and follow-up of the execution of Strategic Initiatives, which involve various activities with their respective schedules and tasks, REDOME uses a technological tool consolidated in the market. This tool registers all the planned initiatives, the activities and tasks involved, those responsible, and the schedule of each one of them. Monthly, the supervisors present the evolution of each Initiative to the Coordination.

Finally, after the conclusion of the initiative, a final report is prepared, indicating the main challenges, results achieved, and future perspectives.



Final Considerations



The evaluation process of the REDOME Strategic Plan - Cycle 2022-2024 will be dynamic. Periodically, the strategic initiatives will be reviewed and updated, according to the progress in the execution of each one of them.

In addition, throughout the cycle, new initiatives may emerge with the aim of achieving the Strategic Objectives. The main factors that may interfere with the inclusion of new initiatives are:

- New internal or external legislation or regulations;
- Strategic opportunities;
- Ministry of health guidelines
- Conditions of the working environment;
- Political-economic scenario.

As a result, the strategic objectives will be updated periodically, in order to fulfill REDOME's mission with excellence on its vision of the future.



Final Considerations



In terms of future perspectives, for this management cycle, the following strategic actions are highlighted, aimed at improving the services provided by REDOME:

- (i) The implementation of a new information technology system that will support all the operation's processes ;
- (ii) Obtaining the WMDA International Accreditation Certificate;
- (iii) Elaboration of an Internal Regulation, in which the aim is to institute collegiate decision-making bodies, in the scientific and management scope, aiming at improving the Governance of REDOME;
- (iv) Expansion of REDOME's activities, nationally and internationally.

In this way, the vision of the future, the establishment of strategic objectives, and the execution of strategic initiatives converge towards the same purpose, that is, to improve and expand the services provided by REDOME, thus contributing to the SUS Network, in the expansion of the number of transplants from an unrelated donor.



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