Q2 GOAL & STRATEGY PROGRESS REPORT

FY2016–2018 Strategic Plan
GOAL I:
People have effective treatment choices and solutions to the challenges of living with MS

STRATEGY 1:
Expand investments and worldwide collaboration to accelerate research

RESEARCH ANSWERS QUESTIONS TO ADDRESS UNMET NEEDS

Achieved through:
• Investments in MS research
  o FY16 goal target:
    » $53.9 million in MS research investments
• Clinical trials testing new solutions
  o FY18 plan-end goal target:
    » Increase in clinical trials (over FY15 year-end)
      » 10% increase in relapsing MS = 320
      » 20% increase in progressive MS = 212
      » 10% increase in wellness approaches and symptom management = 170
• Patent applications and clinical trials of novel approaches for all forms of multiple sclerosis
  o FY16 strategy target:
    » 5% increase in MS-related patent applications = 9,364

Q2 PROGRESS

$39.7 million
INVESTMENT IN MS RESEARCH

9,241
TOTAL MS-RELATED PATENT APPLICATIONS

143
NEW MS-RELATED PATENT APPLICATIONS

4% ↑
YEAR-TO-DATE

Active Clinical Trials

<table>
<thead>
<tr>
<th>Category</th>
<th>FY16 Q2</th>
<th>FY16 Target</th>
<th>FY16 Q2 Current Trials</th>
<th>FY16 Target Current Trials</th>
</tr>
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<tbody>
<tr>
<td>Relapsing MS</td>
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<tr>
<td>Progressive MS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wellness / Symptoms</td>
<td></td>
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Highlights & Notations
• Research investment is projected to be $52 million versus a budget of $53.9 million. This investment has been intentionally decreased due to the FY16 revenue projection being under budget.
• Oral epilepsy therapy, phenytoin, shows promise for protecting the nervous system
• Experimental therapy, ocrelizumab, granted “Breakthrough Therapy” designation by the FDA for primary-progressive MS
• An international team published recommendations that serve as a roadmap for research around how comorbidities impact the course of MS
• Experts convened in a joint meeting by the NIH and the Society to evaluate how MS “cohorts” might be leveraged to answer urgent questions about what causes progressive MS and how to stop it
GOAL I:
People have effective treatment choices and solutions to the challenges of living with MS.

STRATEGY 2:
Seize opportunities and build pathways with government, communities, and the private sector so people with MS get what they need

ADVOCACY RESULTS IN NEW AND EXPANDED RESOURCES
Achieved through:

- Increased engagement with policy decision-makers
  - FY16 goal targets:
    - 20% increase of District Activist Leaders\(^1\) = 251
    - Grassstops\(^2\) relationships (reporting will resume in Q3)

- New and expanded resources
  - Ongoing goal/strategy target:
    - Legislation and regulations adopted at the state and/or federal level

- Constituent retention and acquisition
  - FY16 goal targets:
    - Increased number of activists (target in development)
    - Increase activist engagement from (target in development)

Q2 PROGRESS

**Progress on Federal Priorities**
- Senate HELP Committee unanimously approved the Advancing Research for Neurological Diseases Act (S. 849)
  - 14 cosponsors added to the House and Senate bills

- 25th Annual Public Policy Conference
  - 340 MS activists met with 400 congressional offices to advance priorities:
    - National Institutes of Health (NIH) and Congressionally Directed Medical Research Program (CPMRP) funding
    - Advancing Research for Neurological Diseases Act
    - Congressional hearing focused on the patient perspective in accessing MS medications

**Progress on State Legislative Activity**
- The Society worked on and supported 82 Unified State Policy Agenda\(^3\) bills and issues

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*These state legislatures do not meet in 2016: Montana, Nevada, North Dakota, Texas*
GOAL I: People have effective treatment choices and solutions to the challenges of living with MS.

STRATEGY 3: Influence, lead and collaborate to expand resources to ensure access to healthcare

HEALTHCARE MEETS INDIVIDUAL NEEDS
Achieved through:
- People with healthcare that meets their needs
  - FY16 goal targets:
    - Institutional Clinician Training Awards and Individual Fellowships expand MS healthcare workforce
    - 10% increase in number of Partners in MS Care = 278
  - FY16 strategy targets:
    - Targeted healthcare providers participate in MS-related education
    - 50% of Partners in MS Care make referrals to the Society using referral form = 800 referrals

Q2 PROGRESS

<table>
<thead>
<tr>
<th>5 Individual Clinical Fellowships</th>
<th>11 Institutional Clinician Training Awards</th>
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<tbody>
<tr>
<td>Fellowships that address clinical gaps in MS care</td>
<td>Multi-year centers focused on MS clinical training</td>
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</table>

Partners in MS Care

<table>
<thead>
<tr>
<th>TOTAL</th>
<th>NEW</th>
<th>YEAR-TO-DATE</th>
<th>NEW REFERRALS to the Society</th>
</tr>
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<tbody>
<tr>
<td>269</td>
<td>4</td>
<td>6%</td>
<td>280</td>
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</table>

Centers for Comprehensive Care: 128
Neurologic Care: 69
Rehabilitation: 44
Mental Health: 44

Healthcare Access Highlights
- More than 250 Healthcare Advisory Committee members participated in the first national call
- 3,400 people from across the US participated in wellness webinars
  - 85% reported plans to make a positive lifestyle change as a result of participation
- Clinical fellows participated in an integrative healthcare educational event
  - 100% reported that they plan to change their practice as a result of participating in this symposium
GOAL II: People affected by MS connect to the individuals, information and resources they need to move their lives forward

STRATEGY 4: Connect people affected by MS to one another and share life experiences and solutions

STRATEGY 5: Connect people to information and resources so that they can take fully informed actions

PEOPLE WITH MS ARE CONNECTING EARLIER IN THEIR MS JOURNEY

Achieved through:

- People newly diagnosed who report knowledge of the Society and connect
  - Ongoing goal targets:
    - Increase in people newly diagnosed connecting online (targets in development)
    - More people get information they need when they need it through Knowledge Is Power® (KIP)

Q2 PROGRESS

<table>
<thead>
<tr>
<th>Total</th>
<th>Newly diagnosed MSconnection.org members</th>
<th>5,208</th>
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<tbody>
<tr>
<td>New</td>
<td>Newly diagnosed MSconnection.org members</td>
<td>316</td>
</tr>
<tr>
<td>11%</td>
<td>Year-to-date</td>
<td>11%</td>
</tr>
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</table>

677 Newly diagnosed individuals contacted the Information Resource Center

35,829 Webpage views

KIP program more digitally accessible and more personalized, leading to nearly 400% increase in online KIP visitors

35,667 Newly diagnosed webpage views

I’ve been living with MS for 27 years and at my time of need, the MS Society came through with support and understanding. When you don’t know where to turn to next, it was nice to know that help and assistance is out there.”

– Anonymous caller, Information Resource Center
GOAL II: People affected by MS connect to the individuals, information and resources they need to move their lives forward

PEOPLE AFFECTED BY MS ARE CONNECTING TO THE SOCIETY FOR WHAT THEY NEED WHEN THEY NEED IT

Achieved through:
- Lasting connections through Society channels
  - FY16 goal targets:
    - Self-help group leaders and members are more deeply engaged, and gaps in support are intentionally filled
    - 10% increase in number of MSconnection.org’7 online community groups = 435
  - FY16 strategy targets:
    - People connect to others with similar experiences for support and to reduce isolation
    - 20% increase in social media followers
    - Maintain 40% social media engagement

Q2 PROGRESS

SELF-HELP GROUPS

| 1,173 TOTAL | 39 NEW |

MS Friends
36 volunteers connected to 663 callers per month, 122 new/unique callers per month

Peer Connections
68 volunteers connected to 104 new peers, 74 ongoing peers through online or phone connection

MSconnection.org online community groups

| 442 TOTAL | 20 NEW |

888,215 Social media followers
27% ↑ year-to-date

Q2 SOCIAL MEDIA ENGAGEMENT*

Engagement = actions taken in response to Society posts (e.g. likes, comments, retweets), divided by total number of social media followers

| FACEBOOK 51% | TWITTER 7% | INSTAGRAM 90% | TOTAL: 53% |

*Average engagement rates: Facebook business pages = 2%, Twitter top 25 brands = .07%, Instagram top brands = 4%
GOAL II:
People affected by MS connect to the individuals, information and resources they need to move their lives forward

PEOPLE FIND THE CONNECTIONS THEY NEED TO LIVE THEIR BEST LIVES
Achieved through:

- Lasting connections through Society channels
  - FY16 goal targets:
    - 20% growth in MSconnection.org membership = 43,000
    - MSconnection.org engagement (targets and metrics in development)
  - FY16 strategy target:
    - 20% increase in MSconnection.org connections

Q2 PROGRESS
MSconnection.org

<table>
<thead>
<tr>
<th>Total Members</th>
<th>39,237</th>
<th>New Members</th>
<th>1,863</th>
<th>Year-to-Date</th>
<th>8% ↑</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Connections</td>
<td>32,448</td>
<td>New Connections</td>
<td>685</td>
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<td></td>
</tr>
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</table>

PEOPLE FEEL BETTER EQUIPPED TO MOVE THEIR LIVES FORWARD
Achieved through:

- People reporting satisfaction/quality of connections made
  - Ongoing goal targets:
    - Minimum 95% satisfaction with Information Resource Center services
- People take action as a result of receiving the information and/or resources they need
  - FY16 strategy target:
    - Email click-throughs (target in development)

Q2 PROGRESS

- How satisfied are you with the service you received from the National MS Society?

<table>
<thead>
<tr>
<th>97%</th>
<th>2% Met / Exceeded Expectations</th>
<th>1% Somewhat Met Expectations</th>
<th>1% Not at All</th>
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</table>

2% increase over Q1

47,895 eNews click-throughs

Appendix on page 12
GOAL III:
Individuals and organizations are mobilized to generate resources that accelerate progress and maximize impact

STRATEGY 6:
 Accelerate revenue growth and increase resources

WE BUILD CAPACITY AND EFFECTIVELY GENERATE AND DEPLOY RESOURCES TO FUND THE STRATEGIC PLAN

Achieved through:
• Revenue goal met or exceeded
  • FY16 goal targets:
    • Individual giving will grow by 5%, raising $32.1 million
    • Walk MS will grow by 4.9% raising $48.8 million
    • Bike MS will grow by 6.5% raising $87.4 million
  • FY16 strategy targets:
    • MuckFest MS will grow by 13% raising $3.61 million
    • Challenge Walk MS will grow by 8.9% raising $3.8 million

Q2 PROGRESS

Highlights & Notations
• Our largest ride, Bike MS Houston to Austin, has been significantly impacted by the decline in the energy industry. Event was down $2.7 million at Q2 close.
• Walk MS revenue is projected to be $47.5 million versus a budget of $48.8 million
• Genentech secured as a $500,000 sponsor of Walk MS
• $1.1 million gift pledged from the McGraw Family Foundation
GOAL III:
Individuals and organizations are mobilized to generate resources that accelerate progress and maximize impact

STRATEGY 7:
Engage each person and organization in the MS movement at their highest level

WE HAVE ENDURING RELATIONSHIPS THAT EXCEED CONSTITUENT EXPECTATIONS
Achieved through:

- Constituent retention and acquisition
  - FY16 goal targets:
    - Increase number of mid-level donors by 25% to 22,418 in order to achieve 5% growth in revenue
    - Increase number of major donors by 25% to 1,428 in order to achieve 5% growth in revenue
    - Special event and individual giving retention and acquisition (targets in development)
    - Top level rating among organizations that rate and rank nonprofits, instilling constituent/donor trust and confidence in the Society special event and individual giving retention and acquisition (targets in development)
  - FY16 strategy target:
    - 100% of offline donor transactions managed by the Constituent Information Center

Q2 PROGRESS

<table>
<thead>
<tr>
<th>MID-LEVEL DONORS ($1,000–$9,999)</th>
<th>MAJOR DONORS ($10,000+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,196 TOTAL</td>
<td>603 TOTAL</td>
</tr>
<tr>
<td>3,588 DONATED IN Q2</td>
<td>411 DONATED IN Q2</td>
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</table>

**NATIONAL HEALTH COUNCIL**
**HIGHEST LEVEL RATING**
The National MS Society meets the highest standards of accountability, ethical practice, organizational effectiveness, and good public stewardship

![National Health Council Logo]

100% of offline donor transactions managed by the Constituent Information Center

**Acquisition & Retention**

- Bike MS retention: 35.6% (37% in FY15 Q2)
- Walk MS retention: 21.7% (23.6% in FY15 Q2)
- MuckFest MS retention: 12.6% (15.7% in FY15 Q2)
- Challenge Walk MS retention: 33.7% (41.7% in FY15 Q2)
STRATEGY 8: Equip volunteers and staff with tools and resources to achieve desired results

STAFF AND VOLUNTEERS ARE SUPPORTED SO THEY ARE MOBILIZED, FULLY ENGAGED, POWERFUL & EFFECTIVE LEADERS

Achieved through:
• Employees and volunteers aligned with the Strategic Plan and have the ability to develop and expand influence
  ○ Strategy target:
    • Reduce voluntary employee resignation
  ○ Goal target:
    • Track and manage alignment plan status: Red, yellow, green

Q2 PROGRESS
• In Q1 and Q2 of FY16, there were 102 voluntary resignations (<10%) — 61 completed their exit survey

![Bar chart showing top four reasons for resignations](chart.png)
GOAL III:
Individuals and organizations are mobilized to generate resources that accelerate progress and maximize impact

STAFF AND VOLUNTEERS ARE SUPPORTED SO THEY ARE MOBILIZED, FULLY ENGAGED, POWERFUL & EFFECTIVE LEADERS (CONTINUED)

Q2 PROGRESS

Constituent Relationship Management (CRM): Yellow/Green
- Currently evaluating pacing prioritization of the CRM tool implementation, which may change pace or scope of this project (yellow)
- 100% of offline donations are being processed through Constituent Information Centers (green)

Development: Yellow
- Challenged by current staff alignment to deploy talent to our best revenue growth potential
- Planning is underway and on track for staff alignment in FY17 for Bike MS, Corporate Sponsorship and Individual Giving

Finance: Green
- Denver processing center launched in February and is currently serving 14 chapters
- New York processing center will launch in May, and Houston center will launch in July
- Under the new finance staffing structure, positions continue to be filled with both internal and external applicants

Human Resources: Green
- New Learning and Development Center (Cornerstone) launched
- All staff completed compliance training

Information Technology: Green
- The transition from an outside vendor (Epsilon) to an internal Data Warehouse was completed allowing for more control of data and termination of Epsilon contract
- Training and expectations for use of new web conferencing tool (GoToMeeting) conducted to increase effectiveness and reduce travel expenses

Marketing: Green
- Society-wide planning for implementation is underway and on track for all Society creative and MSConnection newsletters; assessments are underway to ensure accurate naming of the work
- Teams are forming to begin planning for alignment of digital marketing, social marketing and media/public relations

Services: Green
- Society-wide planning for implementation is underway and on track

GREEN STATUS:
Milestones to achieve outputs are within 0–29 days of plan. Budgeted/non-budgeted resources must also be less than 5% of the total project expense, or less than $50,000 (whichever is greater).

YELLOW STATUS:
Two or more milestones to achieve outputs are between 30–60 days past plan due date.

RED STATUS:
One or more milestones to achieve outputs is more than 60 days past plan due date, and/or implementation date is delayed by more than 60 days.
1. **District Activist Leaders** build and foster critical, lasting relationships with their elected officials (in their legislative districts) that will help the MS movement influence policy issues at the federal, state and local level. District Activist Leaders serve as the liaison between the Society and their local MS community.

2. A **Grasstops volunteer** is someone who has a close, personal connection with a local official, a state or federal legislator or official, an individual serving at a key government agency, or an influential staff person for any of the above figures. From time to time, grasstops volunteers may be called upon to leverage relationships on behalf of the Society and our mission, and/or facilitate an introduction with Society staff.

3. **Unified State Policy Agenda** is a platform of issues from which the Society advocates in all states.

4. **Fellowship opportunities for healthcare providers** —
   **Institutional Clinician Training Award:** Five-year awards to mentors and institutions to provide training for board-certified/eligible neurologists and psychiatrists in MS specialist care. Training will include new and follow-up patient consultations and treatment under the supervision of an MS specialist physician along with participation in a multidisciplinary team, lectures, and professional meetings.

   **Individual Fellowships:** One-year, post-residency MS clinical fellowship program designed to train board-certified/eligible neurologists or psychiatrists in specialized MS clinical care. This 12-month program provides fellows with the opportunity to perform new patient consultations and follow-up evaluations under the supervision of an MS specialist.

5. **The Partners in MS Care** program recognizes and acknowledges committed healthcare professionals whose practices improve access to high-quality care for people with MS to live their best lives. Partners include healthcare professionals in the areas of neurology, mental health and rehabilitation, as well as sites that provide multidisciplinary healthcare.

6. **Knowledge Is Power** (KIP) is an introduction and guide to living with MS for those who are recently diagnosed or have a loved one who was recently diagnosed.

7. **MSconnection.org** is a social networking website and online community for people living with MS, their loved ones and experts to connect in a safe and secure environment.

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