

OPTN Strategic Plan

Adopted by the OPTN Board of Directors

June 26, 2012

Vision Statement

The OPTN promotes long, healthy and productive lives for persons with organ failure by promoting maximized organ supply, effective and safe care, and equitable organ allocation and access to transplantation; and doing so by balancing competing goals in ways that are transparent, inclusive, and enhance public trust in the national organ donation system.

Key Goals

Goal 1: Increase the number of transplants

Goal 2: Increase access to transplants

Goal 3: Improve survival for patients with end stage organ failure

Goal 4: Promote transplant patient safety

Goal 5: Promote living donor safety

Goal 6: Promote the efficient management of the OPTN

Goal 1: Increase the number of transplants

Objective A: Increase the number of organs transplanted from each donor

Strategy: Measure outcomes and drive performance improvement in OPOs

Key initiatives:

- Begin formal use of new OPO metrics
- Collaborate with other organizations in the development of tools to help OPOs self-identify low-performance areas before MPSC intervention
 - Share information about effective practices.

Strategy: Reduce unintended consequences of transplant center outcomes measurement

Key initiatives:

- Consider recommendations of SRTR/OPTN consensus conference on PSR reports
 - Develop effective education for members, payors, and the public about appropriate interpretation of SRTR and OPTN data
 - Develop effective education for centers about determinants of expected graft and patient survival
- Collaborate with other organizations in the development of tools to help transplant centers self-identify low-performance areas before MPSC intervention
 - Share effective practice tools

Strategy: Reduce the number of organs donated but unused

Key initiatives:

- Develop tools and policies for faster placement of organs
- Improve transportation and tracking of organs
- Appropriately risk-adjust performance metrics to avoid disincentives to transplant
- Review common reasons that recovered organs are discarded for potential practice or policy improvements

Strategy: Improve donor medical management in order to increase the number of organs suitable for donation.

Key initiatives:

- Collaborate with other organizations to communicate the need for and benefit of good donor medical management
 - Collaborate with other organizations to share best practices with donor hospitals

Objective B: Increase the number of organ donors

Strategy: Understand the potential for greater organ donation in the United States

Key initiatives:

- Complete the Deceased Donor Potential Study and effectively communicate results

- Propose further analyses of donor potential by including medical geography and other interdisciplinary approaches

Strategy: Collaborate with other organizations to increase the number of individuals signed up on state organ donor registries

Key initiatives:

- Support multi-media initiatives that promote registering as an organ donor
 - Support volunteer organization initiatives that promote registering as an organ donor

Strategy: Encourage the effective, ethical use of donation after circulatory death

Key initiatives:

- Convert DCD guidelines to policy
- Share best practices related to recovering organs from DCD donors

Strategy: Resolve the OPTN's role in operating a KPD system

Key initiatives:

- Facilitate matching of willing donor and recipient pairs among different transplant centers
- Examine results of KPD Pilot Program for future policy development
- Develop self-sustaining financial model for KPD

Goal 2: Increase access to transplants

Objective A: Reduce geographic disparities in access to transplantation

Strategy: Promote broader distribution of organs

Key initiatives:

- Examine SRTR study of regional boundary effects on liver distribution
- Examine the effectiveness of the current DSA and regional boundaries and consider developing a new method for distribution of organs to replace the use of DSAs and regions

Objective B: Encourage more consistent referrals for transplant across regions and among demographic groups

Strategy: Identify and address, as appropriate, barriers to referrals to transplant

Key initiatives:

- Complete Minority Affairs committee survey of barriers to referral for transplant
 - Partner with organizations to share and publicize results of Minority Affairs committee survey
- Raise physician awareness of benefits of transplant
- Raise patient awareness of benefits of transplant

Objective C: Address multi-organ allocation issues

Strategy: Develop guiding principles for multi-organ allocation

Key initiatives:

- Understand the ethical implications of use of multiple organs to benefit a single patient
- Develop clear policy to guide OPO practice

Goal 3: Improve survival for patients post-transplant

Objective A: Promote best use of donated organs

Strategy: Better match donated organs to recipients

Key initiatives:

- Revise kidney policy to include consideration of projected longevity of organs and recipients
- Consider replacing heart status system with heart allocation score
 - Consider the use of multiple data sources, particularly including INTERMACS, for policy development

Objective B: Improve transplant patient literacy in order to facilitate self-management post transplant

Strategy: Collaborate with other organizations to develop educational materials for transplant recipients and professionals

Key initiatives:

- Promote development and availability of effective informational materials for patients regarding post-transplant care
- Promote development and availability of effective informational materials for patients and transplant professionals regarding financing for post-transplant care, including immunosuppressive medicines
- Promote development and availability of effective informational materials that help pediatric patients and their caregivers effect smooth transitions to adult transplant programs

Goal 4: Promote transplant patient safety

Objective A: Improve communication between OPOs and Transplant Centers

Strategy: Facilitate speedy and accurate communication between OPOs and Transplant centers

Key initiatives:

- Develop a plan for improvements to DonorNet
 - Promote communication of disease results, especially those that become available after the initial match run
 - Consider bar coding, printed labels, and other means of reducing human error in documentation
- Develop a consistent policy definition of “accepting an organ offer”

Objective B: Maintain high level of medical expertise

Strategy: Ensure physicians and surgeons at OPTN transplant centers have current, relevant expertise

Key initiatives:

- Reassess currency requirements for physicians and surgeons
- Develop a process to ensure ongoing compliance with center membership requirements
- Develop separate program requirements for pediatric programs
- Reassess inactivity requirements of programs

Objective C: Promote self-assessment and improvement by OPTN members

Strategy: Provide tools to members to promote self-assessment

Key initiative:

- Develop and promote easy-to-use self-monitoring tools like CUSUM or more real-time PSR reports so that centers can quickly identify performance issues
 - Develop effective member education regarding the purpose and use of these tools

Strategy: Support OPTN-wide quality improvement by creating a “just culture” environment where the reporting of specified patient health/public safety never events and near misses is encouraged.

Key initiative:

- Evaluate the need and mechanism for “safe harbor” reporting for specified violations related to patient health or public safety

Objective D: Increase capacity to identify patient safety issues

Strategy: Use systems engineering tools to identify potential failure points

Key initiatives:

- Apply FMEA or other process analysis tools to key processes in transplantation to identify potential policy changes, member education, communication, or compliance initiatives

Goal 5: Promote living donor safety

Objective A: Ensure that all living organ donors consent freely

Strategy: Maintain effective standards for the consent of living donors

Key initiatives:

- Adopt new policy for consent of potential living kidney donors
 - Provide training/educational materials on new policies
- Develop policy for consent of potential living liver donors
- Collaborate with other organizations to create and promote information for potential living kidney and liver donors

Objective B: Minimize risk to living organ donors

Strategy: Properly evaluate potential living donors

Key initiatives:

- Adopt new policy for medical and psychosocial evaluation of potential living kidney donors
 - Provide training/educational materials on new policies
- Develop policy for medical and psychosocial evaluation of potential living liver donors

Strategy: Evaluate the performance of programs that recover organs from living donors

Key initiatives:

- Develop program outcome measures (PSRs) for living donor organ recovery
- Consider treating live donor portion of kidney or liver transplant programs as a separate program

Objective C: Promote the long-term health of living donors

Strategy: Encourage appropriate medical follow-up of living donors

Key initiatives:

- Adopt new policy for medical and psychosocial evaluation of potential living kidney donors
 - Provide training/educational materials on new policies
- Develop policy for follow-up of living liver donors
- Identify and communicate effective member practices regarding living donor follow up

Strategy: Analyze long-term outcomes for living donors

Key initiatives:

- Determine appropriate methodology for studying long-term outcomes
 - Determine feasibility of collaborating with other organizations to facilitate long-term outcomes research

Goal 6: Promote the efficient management of the OPTN

Objective A: Direct resources to projects with greatest potential for benefit

Strategy: Prioritize new committee proposals

Key initiatives:

- Continue to refine POC/ExCom project approval process in order to prioritize development and implementation based on established OPTN goals

Strategy: Provide tools and effective communications for increased Board understanding of budget and financial issues

Key initiatives:

- Identify mentors for incoming Board members
 - Consider prior OPTN committee experience when nominating for the Board
- Improve processes for evaluating and considering overall financial impact of new policy development and implementation

Objective B: Simplify policies and procedures for efficient and effective implementation

Strategy: Reduce unnecessary variation that increases programming costs

Key initiatives:

- Reduce variation in Regional Review Board processes (Committee project underway)
 - Consider consolidating the Regional Review Boards, including the possibility of national review boards
- Reduce the number of variances from national organ allocation policy
- Examine impact of existing policies that increase IT system complexity

Strategy: Consider the cost of complying with policies for Transplant Centers, OPOs and labs in addition to the cost to the OPTN

Key initiatives:

- Consider appropriateness of sampling for non-allocation data
- Improve ability to determine members' costs of complying with proposed policies

Strategy: Include policy impact simulation in addition to committee consensus and public comment to test impact on clinicians and administrators within OPOs and Transplant Centers

Key initiative:

- Develop process analysis tools to better project the impact of proposed policies on member operations

Objective C: Reduce duplication of effort

Strategy: Work with other organizations to share information or reduce duplication

Key initiatives:

- Consider side-by-side CMS/OPTN survey evaluation
- Create user guides in areas of key CMS/OPTN overlap (ABO, waitlist removal, pt notification)

Strategy: Improve communication between OPTN committees

Key initiatives:

- Use POC early review of projects to promote cross-committee collaboration (Process in place)
- Consider reducing number of committees by redesigning them to match current functional areas

Objective D: Improve responsiveness of OPTN policy to a changing environment

Strategy: Respond to new areas of policy development

Key initiatives:

- Create committee for vascular composite allografts

Strategy: Improve speed of and transparency of new policy development

Key initiatives:

- Examine policy development process to identify improvements
 - Develop expectations and timelines for key projects and communicate these effectively to committees, board, transplant community and public

Objective E: Improve predictability of OPTN funding

Strategy: Diversify OPTN funding sources

Key initiatives:

- Identify potential sources of revenue, recommend revisions to the Final Rule
- Understand and prepare for the budget impact of proposed new kidney policy
- Engage policy makers on OPTN funding structure alternatives

Objective F: Clearly communicate with members

Strategy: Improve readability of OPTN rules and requirements

Key initiatives:

- Complete bylaws rewrite and policy rewrite
- Rewrite Evaluation Plan
- Develop sample forms with all required elements for key processes

- Include monitoring plans and compliance tools as a part of new policy proposals

Strategy: Provide educational opportunities to communicate effective member practices

Key initiatives:

- Develop a method of promoting effective practices learned through MPSC without compromising peer review
- Develop communication tools to share patient safety information quickly
- Collaborate and coordinate with organizations such as the clinical transplant societies, AOPO, and the Alliance in the identification and delivery of effective communications and education about key initiatives and issues
- Develop, pilot, and expand improvements in educational content, instruction, and programs that support professional member practices and patient safety
- Organize and optimize professional member resources for improved patient safety results
- Foster and sustain systems that support and improve professional member effectiveness and patient safety
- Complete a needs analysis for individual transplant professions to identify gaps in professional member practices that require additional educational support
- Develop objectives and outcomes assessments for educational efforts