

Expeditious Task Force Workshop Overview

October 25–26, 2023



Why were we there?

To **individually** and **collectively** ideate on and plan how the Expeditious Task Force can address its top priorities.



What were our intentions?

To **foster** effective leadership within the taskforce, **identify** opportunity, and **align** on the use of a Bold Aim to drive the Expeditious Task Force mission.

Participation Summary

66 Workshop participants

INCLUDING



Patient and
donor family
advocates



Transplant
hospital
professionals



Administrative
professionals



OPO
professionals



OPTN
contractor &
SRTR staff



HRSA
representatives

Participants List

Patient and donor family advocates

- Valinda Jones
- Kenny Laferriere
- Jennifer Lau
- George Surratt

TxC professionals

- Richard Formica
- Matthew Hartwig
- Catherine Kling
- Michael Kwan
- Deborah Levine
- Matthew Levine
- Silas Norman
- Lloyd Ratner
- Jason Rolls
- Nicole Turgeon

Administrators

- Laura Butler
- Donna Dickt
- Dianne LaPointe Rudow
- Jennifer Milton
- James Pittman
- Jesse Schold
- Sena Wilson-Sheehan

OPO professionals

- Woodlhey Ambroise
- J. Kevin Cmun
- Christopher Curran
- Kyle Herber
- Kevin Lee
- David Marshman
- Barry Massa
- Ginny McBride
- Colleen McCarthy
- Christine Radolovic
- Marty Sellers
- Lisa Stocks

OPTN Contractor

- James Alcorn
- Kate Breitbeil
- Jadia Bruckner
- Bonnie Felice
- Bridgette Huff
- Ann-Marie Leary
- Carlos Martinez
- Tatenda Mupfudze
- Jacqui O'Keefe
- Beth Overacre
- Michelle Rabold
- Tina Rhoades
- Tamara Rowe
- Dale Smith
- Susie Sprinson
- Kayla Temple
- Alison Wilhelm
- Carson Yost

HRSA

- Adrienne Goodrich-Doctor
- Frank Holloman
- Adriana Martinez
- Chris McLaughlin
- Manjot Singh
- Daniel Thompson

Facilitators

- Dennis Wagner
- Chris Zinner
- Leelah Holmes
- Kylee Talwar
- Chloe Keller
- Esther Kim

SRTR

- Ryo Hirose
- Jon Snyder
- Nick Wood

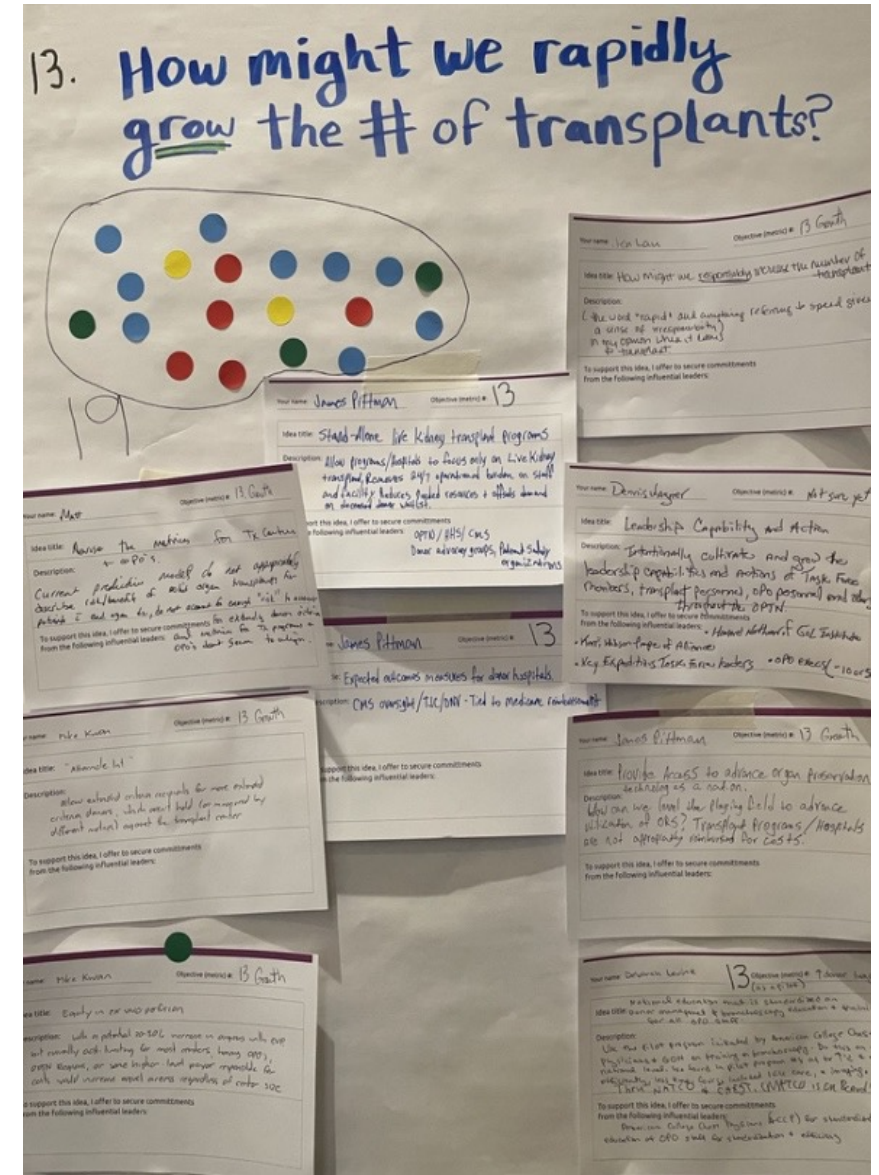
Activity

Wall of Objectives

“How might we” (HMW) questions about important organ allocation objectives were displayed around the room for participants to ideate on. Members also voted on which objectives they found most important to the work of the taskforce.

Prioritized objectives

1. How might we reduce the non-use rate? (31 votes)
2. How might we increase the organ acceptance rates? (28 votes)
3. How might we rapidly grow the # of transplants? (19 votes)
4. How might we reduce the # of deaths while on the waitlist? (13 votes)
5. How might we reduce the allocation out of sequence rate? (11 votes)
6. How might we reduce the average time to acceptance? (11 votes)
7. How might we increase the # of transplants on the weekend? (9 votes)
8. How might we increase the # of kidneys transplanted with KDPI > 50? (9 votes)
9. How might we reduce the transportation and logistics costs for transplant? (9 votes)
10. How might we decrease the inappropriate Inactive Waitlist rate? (7 votes)
11. How might we reduce the average wait time to transplant? (6 votes)
12. How might we reduce the average time to decline? (5 votes)
13. How might we increase the average transplants per surgeon per year? (3 votes)
14. How might we increase the offer acceptance rates? (2 votes)
15. How might we increase the high KDPI consent rate for candidates 65+ years old? (1 vote)
16. How might we increase the # of transplant surgeons (and other transplant staff)? (0 votes)



Themes for achieving objectives

Theme 1: Enhance the organ offer system

- Define threshold for “difficult-to-match” or “out-of-time” organs, after which allocation out of sequence is allowable
- Implement potential Tx candidate offer filters
- Consider TxC-specific trends in offer acceptance on weekends, overnight, etc. in allocation model

Theme 2: Provide more data-driven insights within the OPTN

- Report on outcomes of a TxC’s declined offers (e.g., successful transplantation at another TxC into patient with similar risk profile)
- Show patients real-time data reflecting their prognosis to increase high KDPI consent rate
- Revise offer decline codes and analyze rates of code usage

Themes for achieving objectives

Theme 3: Revise incentive/penalty framework for Tx outcomes

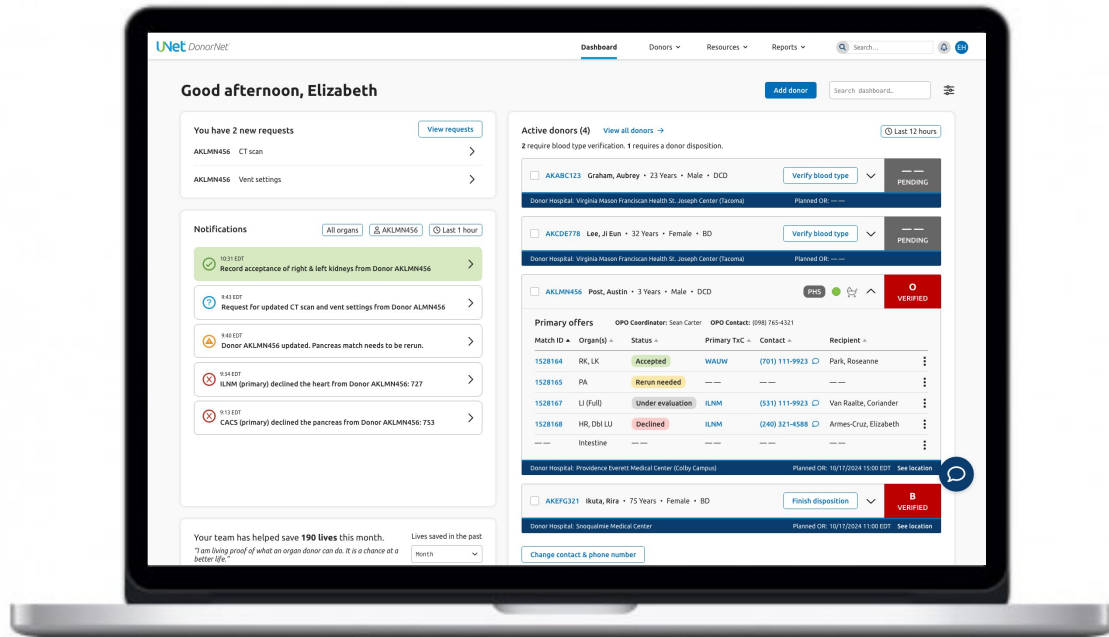
- Remove penalties for transplantation with extended criteria donors/recipients
- Provide an incentive for TxCs who reject candidates to refer those candidates to another TxC where they are accepted and ultimately transplanted

Activity

Match Efficiency Concepts & Prototype

Participants reviewed a prototype and concepts of a reimagined OPTN computer matching system that was designed using insights gathered from extensive research across TxC and OPO users.

OPTN Computer Matching System Concepts



Concepts validated by workshop participants:

- **Real-time data integration:** APIs enable the integration of EMRs and medical devices/machines directly into the OPTN computer matching system.
- **Communications hub:** A centralized & secure interoperation communication channel to communicate organ offer needs across transplant centers, OPOs, and histocompatibility labs.
- **Elevate the candidate:** Transplant centers can view offers through the lens of their patients waiting for transplant.
- **Predict outcomes:** Predictive analytics can guide OPOs and transplant centers to make data-driven decisions, reducing bias and enhancing efficiency.
- **Centers ahead of you:** Display the number of centers ahead of your transplant center in the match list. Indicate the other centers that are in your local region.
- **Offer prioritization:** The ability to prioritize offers helps users manage their workload with ease.
- **Policy-approved expedited offers:** Amend existing policy to allow OPOs to contact transplant centers out of match list order, only when expedited placement is necessary.

Expeditious Task Force Focus Areas

Individually and **collectively** think about our top priorities:

- Increase organ utilization by reducing the non-use of transplantable organs
[Increase organ use; reduce non-use]
- Improve efficiencies within our system to get the organ to the right patient faster *[efficiency = time, people, equipment, money]*
- Enhance and improve the process to facilitate the expeditious allocation of the medically complex organ *[fewer workarounds on inefficient allocations]*

Presentation

Leading Change

Dennis Wagner discussed his experiences and lessons learned while leading national improvement initiatives and engaged participants in how the task force might utilize similar frameworks and successful approaches.

Expeditious Task Force Framework

- Using bold aims to achieve goals
- Making and delivering on commitments, and securing commitments from others
- Using effective questions to engage the community and drive change

Real Work Is

1. *Making Commitments*
2. *Delivering on the Commitments You Make*
3. *Securing Commitments from Others*

*Source: Robert Kohler, TRW Corporation and Former Associate Director,
Central Intelligence Agency*

Work Is Not Talking About Commitments

We could...

She should...

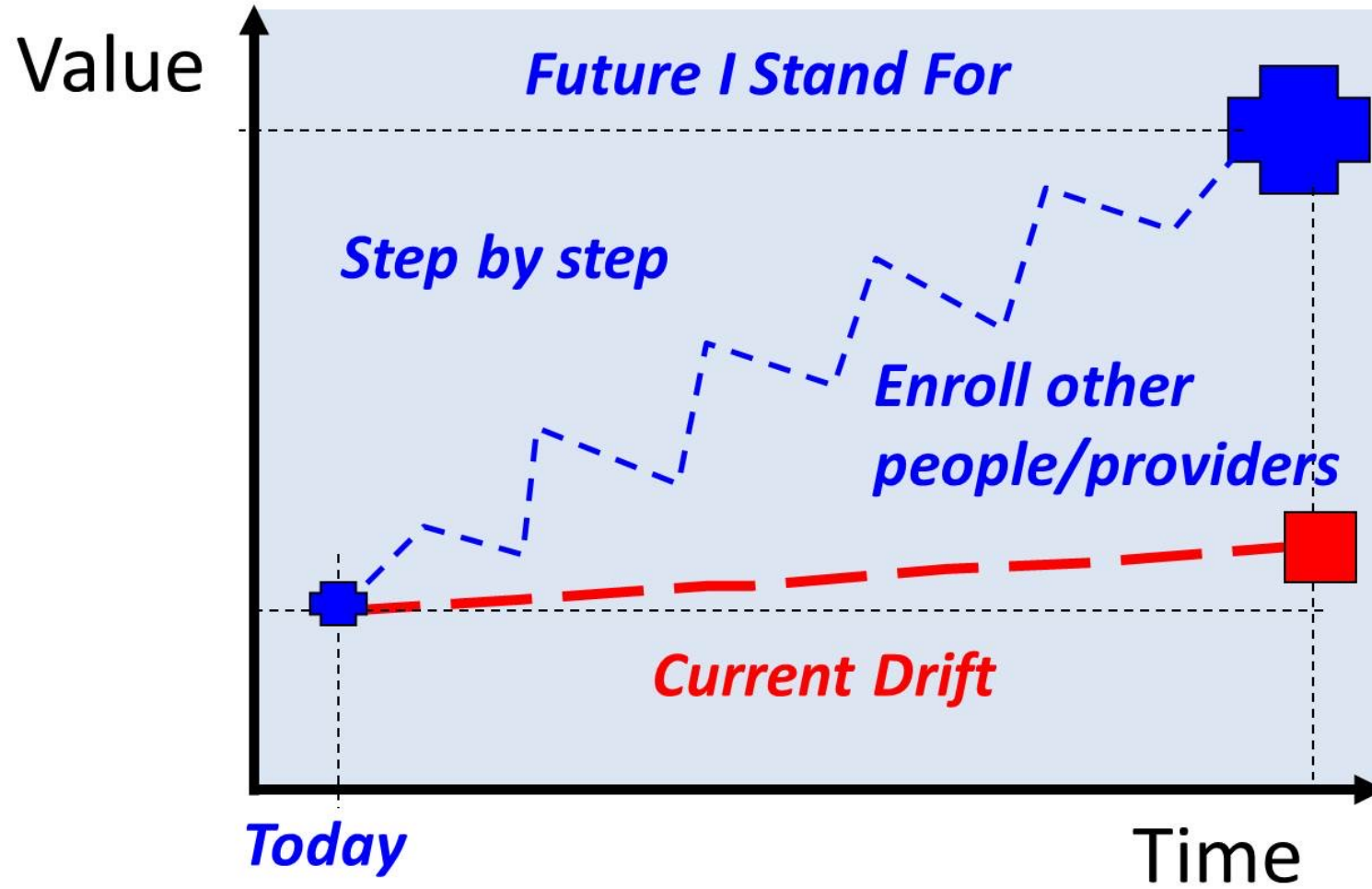
He shouldn't...

They didn't...

Somebody should tell them to...

What I'd like to see is...

Bold Aims



Activity

Wall of Commitments *Part 1*

Participants were asked to fill out statement... "To support the task force in leading with Bold Aims, I commit to _____ by next Thursday."

Commitment themes

Theme 1: Coordinate efforts and conversations within my team, leadership, and other groups to inform, develop and support the task force's aims.

Theme 3: Leverage individual expertise and experience to help guide and support the task force.

Theme 2: Engage with the patient community to better understand, acknowledge, and empower their voice.

Theme 4: Apply lessons learned on leadership and asking effective questions.

Activity

Bold Aims Partners

Participants ideated on which entities can be leveraged to achieve Bold Aims, reflecting specifically on the “how” and “who.” Following ideation, participants voted on which entities they thought would have the most impact.

How can each group help achieve Bold Aims?

- CMS
- Transplant programs
- OPTN Board
- Organ procurement organizations
- Patients
- Industry & vendors
- OPTN committees
- Payors
- Histocompatibility labs
- UNOS
- Media
- Associations

Activity

Wall of Commitments Part 2

Participants made another round of personal commitments by reflecting on individual insights, next steps, and ways their leadership can support the taskforce.

Biggest Insight – Themes of the Day

- We have the right people.
- Bold Aims will lead the way.
- We need to pull together efforts of the whole community.
- We need to center donor families and patient perspectives in our work.

Biggest Insight – Actions to Take

- Coordinate efforts and conversations within my team, leadership, and other groups to inform, develop and support the taskforce's aims.
- Educate myself further on the challenges within the transplant system.
- Collect big ideas.
- Craft bold aims.

Next Steps

Here's a preview of what the Expeditious Task Force will do with the insights from this workshop.

Next Steps

1. Stand up a Bold Aims workgroup to draft measurable and impactful Bold Aims to bring to the next December meeting
2. Reconvene virtually on November 17 and in-person at the next workshop in St. Louis, December 2–3
3. Develop project and communications plans

