

# OPTN/UNOS

## STRATEGIC PLAN 2018-2021

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*At UNOS, we bring data and people together. We use technology to make data easier to share and easier to understand, and we deliver information in the time, place, and manner that people can use it best. We are teachers and coaches in evidence-driven efforts to improve performance in our own work and in our members'. We automate simple tasks and fully engage our creative analytical capabilities for impactful, behavior-changing work. We are a source of best practices, collegial connections, and the very latest information about how to best serve the patients who are waiting for organ transplants.*

### Mission:

Our mission is to advance organ availability and transplantation by uniting and supporting our communities for the benefit of patients through education, technology and policy development.

### Vision:

Our vision is to promote 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.

### Values:

Our values guide our behaviors as we pursue our mission, vision and strategic goals.

- Stewardship: We act on behalf of those we serve to manage the resources and gifts entrusted to us, especially the gift of life.
- Unity: We work collaboratively and respectfully, guided by consensus-building, sharing responsibility, time, and abilities.
- Trust: We demonstrate integrity and reliability through consistency, openness, and honesty.
- Excellence: We achieve high quality through measurement, evaluation, and continuous improvement of our standards, processes, and effectiveness.
- Accountability: We take ownership of our actions and fulfill our commitments to our stakeholders and each other.

# 2018-2021 STRATEGIC GOALS

## Goal: Increase the number of transplants

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### Core activities:

UNOS maintains the national transplant candidate waiting list and operates a 24/7 electronic matching system accessible to every OPO and transplant center in the country. UNOS also operates a 24/7 Organ Center, a live call center to assist OPOs and transplant centers with questions, transportation arrangements, and with placing organs. UNOS also runs a kidney paired donation program, providing a transplant option for kidney candidates who have a living donor who is medically able but cannot donate a kidney to their intended candidate because they are incompatible.

### New initiatives:

- Pursue policies and system tools for more dynamic donor/recipient matching.
- Increase the number of kidney transplants arranged through kidney paired exchange programs.
- Expand the use of collaborative improvement methodologies and models.
- Evaluate metrics and monitoring approaches for increased collaboration and performance improvement activities when assessing transplant program and OPO performance.
- Promote knowledge of and increase implementation of effective donation and procurement practices.
- Improve ability to perform analysis of refusal reasons.

### Key metrics:

- By 2020, a decrease in amount of time of OPO first notification to cross clamp date and time.
- By 2020, an increase in final acceptance of first offer (or within 3 offers).
- By 2020, an increase in transplants performed through kidney paired donation.
- By 2020, an increase in utilization of organs from participants in collaborative improvement programs.

## Goal: Provide equity in access to transplants

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### Core activities:

Through a consensus-driven and transparent process, UNOS brings together a group of individuals with diverse backgrounds and professional perspectives to develop equitable allocation policies. The OPTN/UNOS Board of Directors and advisory committees are comprised of transplant and donation professionals, patients, living donors, and donor and recipient family members who bring varying and unique perspectives to produce policies that are equitable across all patient populations.

UNOS research staff aggregate national data and analyze trends in transplantation, which allows for the identification of inequities among transplant patient populations.

UNOS monitors allocation matches to ensure organ allocation policies are followed and fosters public trust in the national transplant network through public communications.

## New initiatives:

- Improve equity in transplant opportunities for multi-organ and single organ candidates.
- Reduce geographic disparity in access to transplant.
- Increase racial, ethnic, and professional diversity on the Board and committees to ensure a variety of perspectives are offered in the policy development process.
- Increase opportunities for volunteer engagement and awareness of OPTN/UNOS Board and committee opportunities.
- Improve member and public engagement in the development of equitable allocation policies.
- Develop an equity benchmark for each organ.
- Collect additional data on vulnerable populations.

## Key metrics:

- By 2021, a determination that OPTN allocation policies allow for equity in transplant opportunities between multi-organ and single organ candidates.
- By 2021, the volunteer workforce will reflect the patient and professionals served by the OPTN/UNOS.
- By 2020, an increase in the number of OPTN/UNOS volunteers who have an official assignment or role.
- By 2019, at least a 10% increase in pool of interested volunteers to populate Board and committees.
- By 2020, increase the median of individuals per cycle participating in the OPTN public comment period.
- By 2018, develop an equity measure for each organ and measure equity in allocation, including geographic disparities.
- By 2020, all allocation policy proposals will include a discussion on impact of vulnerable populations.

# Goal: Improve waitlisted patient, living donor, and transplant recipient outcomes

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## Core activities:

UNOS aggregates national data and analyzes trends in transplantation and provides meaningful and actionable reports and tools to members that contribute to the collective knowledge of effective organ transplantation.

## New initiatives:

- Improve longevity of organ transplants.
- Evaluate effective methods for assessing living donor outcomes.
- Enhance transplant program tools and education in the selection and follow up of living donors.
- Expand the use of collaborative improvement models to promote effective donor management practices that affect transplant outcomes.
- Expand the use of collaborative models to promote effective long-term outcomes.
- Develop transplant program tools to calculate survival benefit.

## Key metrics:

- By 2021, a decrease in waitlist mortality.

- By 2021, an increase in compliance with the living donor follow up policy.
- By 2021, an increase in the percentage of organ offer types that will include a calculator for survival benefit.

## Goal: Promote living donor and transplant recipient safety

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### Core activities:

UNOS establishes minimum membership requirements for key personnel at transplant programs, OPOs, and histocompatibility laboratories. UNOS operates a patient safety portal that allows member programs to report potential patient safety events. UNOS conducts routine on-site audits to evaluate member compliance with OPTN policies and reviews transplant program and OPO performance including outcomes and activity levels. Through a confidential medical peer review process, the OPTN/UNOS may investigate potential member institutions non-compliance with OPTN obligations and the Board of Directors may take member actions.

### New initiatives:

- Improve accuracy in HLA reporting.
- Decrease number of safety incidents related to logistics and transport of organs.
- Increase community's perception of OPTN and MPSC as focused on process improvement.
- Enhance sharing of knowledge about safety events, near misses, and effective practices across the transplant community.
- Enhance system capability for reporting data regarding safety elements.

### Key metrics:

- By 2021, a decrease in HLA transcription errors.
- By 2021, a decrease in number of logistics and transportation-related safety issues.
- By 2020, an increase in the number of members who respond that the peer review process is valuable in process improvement.
- On an annual basis, 20 reported referrals sent from UNOS Member Quality to Instructional Innovations or OPTN/UNOS committees to be addressed through communications or educational offerings.

## Goal: Promote efficiency in donation and transplant

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### Core activities:

UNOS is a private, non-profit organization that serves as the OPTN under contract with the federal government. As the OPTN, UNOS collects and manages the use of waiting list registration fees paid by member transplant hospitals. UNOS also develops non-OPTN products and services that generate outside revenue used to enhance member services.

UNOS operates the Organ Center, which operates continuously and handles requests from donation and transplant organizations for organ placement assistance, waitlist modifications, policy information and organ transportation assistance. UNOS also operates UNet, the electronic network that allows transplant professionals to register candidates on the national waiting list, match them with donated organs, and enter vital medical data on candidates, donors, and transplant recipients.

The OPTN/UNOS is governed by a nationally elected Board of Directors that are responsible for approving a three-year strategic plan, the annual operating budget and reserve fund contributions, membership requirements, and any new or revised organ allocation policies.

## New initiatives:

- Modularize and simplify UNet architecture to expedite system changes and improve quality.
- Achieve continuous level of UNet accessibility.
- Improve efficiency in the policy development and implementation process.
- Improve volunteer workforce satisfaction and engagement.
- Increase seamless data exchange between members and UNet.

## Key metrics:

- By 2021, an increase in number of IT projects that are smaller and incrementally delivered.
- By 2021, UNet is available 99.9% of time.
- With each Board cycle, at least 75% of policy proposals approved by the Board will be on the non-discussion agenda.
- By 2021, time from Board approval to IT start of project will be a maximum of 3 months.
- By 2021, members can submit 50 % of our required data through an application program interface (API).
- By 2020, an increase in percentage of centers downloading reports from data portal.

## Resource Allocation Benchmarks:

- Increase the number of transplants: 40%
- Provide equity in access to transplants: 30%
- Improve waitlisted patient, living donor, and transplant recipient outcomes: 10%
- Promote living donor and transplant recipient safety: 10%
- Promote efficiency in donation and transplant: 10%