

**OPTN Executive Committee
Meeting Summary
November 6, 2023
Webex**

Dianne LaPointe Rudow, ANP-BC, DNP, FAAN, Chair

Introduction

The OPTN Executive Committee met via Webex teleconference on 11/06/2023 to discuss the following agenda item:

1. OPTN Strategic Plan

1. OPTN Strategic Plan

Contractor staff presented the progress to date on the next OPTN Strategic Plan. They highlighted the progress the committee made during the in-person meeting on October 10 and what has been compiled since then. The committee was asked to review the current draft and provide any outstanding feedback.

Contractor staff presented the key decisions and takeaways from the Executive Committee's meeting on October 10. These actions included: having three goals in the strategic plan, drafting objectives for each goal, drafting metrics, including an introduction to highlight patients prior to the strategic plan goals, and including a statement of commitment to the OPTN's Vision and core values. Contractor staff shared that since the October 10 meeting, ideas, available data, and metrics have been compiled, and plan wording has been refined.

Contractor staff presented the main goals established during the October 10 meeting. These goals are:

- Improve Offer Acceptance Rate: Increase transplants for patients in need by enhancing offer acceptance.
- Optimize Equitable Organ Use: Maximizing the use of organs for transplantation for waitlisted patients, while maintaining past equity gains.
- Enhance OPTN Efficiency: Increase the efficiency of the OPTN through improvement and innovation to serve the greatest number of patients.

Contractor staff presented the objectives as they relate to each goal of the strategic plan, and presented the metrics that relate to each objective. These objectives and metrics came out of the conversation among the committee during their October 10 meeting. The committee discussed each of the goals, objectives, and metrics in-depth during the meeting. The committee revised some of the draft content and provided feedback to contractor staff on potential amendments to the proposed plan.

Contractor staff reminded the committee of their introduction highlighting patients prior to the strategic plan goals and reviewed the statement of commitment to the OPTN Vision and core values that may be separate from the strategic plan goals.

Summary of Discussion:

A committee member agreed that the current goals are the appropriate goals at this point in time for the OPTN, however, they asked what could be done for the goals, objectives, and metrics that were not met in the current OPTN Strategic Plan. They wanted to know if there was a way to incorporate some of

the past strategic plan into the new plan. Contractor staff reminded the committee that the strategic plan is not a holistic view of all the things that can be done by the OPTN. They commented that there is other work that can and should continue that may not align with the three goals of the strategic plan.

When discussing the objectives and metrics associated with the goal to improve offer acceptance rates, a committee member commented that more metrics needed to be included for the objective to educate patients and transplant programs. They commented that how this information is dispersed to these individuals is important to consider. A committee member asked if there are tools or technology that need to be developed to enhance and increase offer acceptance.

The committee discussed how the strategic plan needs to incorporate the initiatives that are going on within the OPTN. For example, the committee discussed the importance of ensuring the plan aligns with the work of the Expeditious Task Force. The committee discussed how it may be difficult to fully comprehend the goal of improving offer acceptance rates until the Expeditious Task Force is more established and a clear path for their work has been determined.

When discussing the metrics for improving offer acceptance rates, a committee member commented that increasing the number of transplants does not necessarily mean that the goal to increase organ offer acceptance rates is successful. Multiple committee members agreed that this metric did not fit the objective or goal. The committee decided to remove this metric from the plan.

A committee member suggested long-term outcomes for patients be considered in the metrics of the goal to improve offer acceptance rates. Other committee members commented that this is not something that is currently collected. Right now, only one-year outcomes are measured but a committee member suggested that measuring five-year outcomes would be a place to start measuring more long-term outcomes.

A committee member asked if the strategies for the objectives should be included in the plan. Contractor staff explained that the tactics and strategies are not included because usually these tactics are discussed and considered at the committee level. The committee member commented that although input from committees is important, the Board and Executive Committee should be included in final decision making on specific tactics. A committee member commented that some tactics will also come from the work of the Expeditious Task Force. Contractor staff commented that it is important for the Executive Committee to consider the agility of the plan and how the plan will progress over the three years it is in place.

When discussing the goal to optimize equitable organ use, the committee discussed changing the title for optimizing equitable organ use. The committee considered multiple options, including removing the word equitable from the title, replacing equitable with efficient, or rephrasing the goal to say minimize organ non-use. The committee continued to revise the description of the goals and the objectives associated with each goal.

When discussing the metrics associated with optimize equitable organ use, a committee member suggested that instead of including the statement of maintaining past equity gains, for the OPTN to remember there is always more work that can be done to provide a more equitable system. They commented that this distinction should be made. The committee agreed that they were comfortable with the metrics presented for the goal.

When discussing the goal to enhance OPTN efficiency and the objective to refine the policy development and implementation process, a committee member asked when this process would begin. Contractor staff explained that there is a process in place that when the policy idea is formally documented, then this is the beginning of the process. Contractor staff commented that the plan can

make it clear which milestone is being referred to. Another committee member suggested that in addition to having the metric of the timeline from policy idea to public comment, to include the timeline from post-public comment to implementation as a metric. The committee member commented that they were both important metrics to decrease time in the process and to enhance OPTN efficiency. A committee member suggested that the Board vote on policies more frequently. Contractor staff suggested that if the ultimate goal is to reduction the overall time to create and implement a policy, then the committee could leave the metric more holistic. Contractor staff suggested that during metric reviews, the Board and Executive Committee could take a closer look at where there are areas for improvement in the timeline. The committee agreed on this approach.

When discussing the introduction to the strategic plan, a committee member suggested including the most important factors that are currently affecting the transplant community.

Next Steps:

Contractor staff will incorporate edits provided by the committee and resend the proposed plan to the committee for their consideration.

The meeting was adjourned.

Attendance

- **Committee Members**
 - Andrea Tietjen
 - Dianne LaPointe Rudow
 - Ginny McBride
 - Jerry McCauley
 - Jim Sharrock
 - Melissa McQueen
 - Richard Formica
 - Silas Norman
 - Valinda Jones
 - Wendy Garrison
- **HRSA Representatives**
 - Adrienne Goodrich Doctor
 - Christopher McLaughlin
 - Daniel Thompson
 - Frank Holloman
- **UNOS Staff**
 - Anna Messmer
 - Jacqui O'Keefe
 - Julie Nolan
 - Lauren Mauk
 - Liz Robbins Callahan
 - Morgan Jupe
 - Susie Sprinson
 - Tony Ponsiglione
 - Trish Jasion