Vision:
Those in need of a transplant receive donated organs or tissues in a timely manner in order to end deaths on the waiting list.

Mission:
To help member OPOs maximize the availability of organs and tissues for transplantation and enhance the quality, effectiveness and integrity of the donation process.

Strategic Plan Pillars:  
Advocacy  
Knowledge Transfer  
Business Benefit
Goal 1 (*Clinical Efficiencies*): Augment National Performance Improvement Initiatives to Increase the Recovery of Organs and Tissues.

**Strategy #1**  Guide and assist the membership to advance organ preservation, donor management, and other improvements in the clinical science of donation.

**Objective #1:** Conduct educational offerings that highlight innovation and clinical best practices. *(Knowledge Transfer)*

**Objective #2:** Collaborate with Organ Donor Research Consortium (ODRC) to develop a Primer for OPOs regarding participation in research activities. *(Knowledge Transfer)*

**Objective #3:** Provide opportunities for Non-Transplant Medical Directors to communicate and collaborate with Transplant Surgeons to share knowledge and experience. *(Knowledge transfer)*

**Strategy #2**  Investigate, on a national level, methods to effectively utilize hospital and medical examiner/coroner Electronic Medical Records (EMRs) to improve OPO operational efficiency.

**Objective #1:** Working with AOPO IT Council, and other appropriate committees, to develop policies and tools that can be offered to the broader AOPO Community to track employee access to partner EMR Systems, and to maintain security and confidentiality. *(Business Benefits)*

**Objective #2:** Work with the AOPO EMR/EHI Workgroup, in collaboration with the American Hospital Association and other appropriate organizations to gain operational access to accurate and timely death record review data. *(Business Benefits)*

**Objective #3:** Continue to collaborate with members and external organizations to help ensure OPO staff access to appropriate medical patient records in a secure and non-burdensome manner. *(Business Benefits)*

**Strategy #3**  Promote and expand the DonorPedia to enhance and improve donation practices

**Objective #1:** Collaborate with other AOPO members to share and expand DonorPedia though communication, webinars, and marketing. *(Knowledge Transfer)*
**Objective #2:** Provide on-going updates of *DonorPedia* to keep it current with donation best practices and advanced clinical donation science. *(Knowledge Transfer)*

**Objective #3:** Provide opportunities for Non-Transplant Medical Directors to communicate and collaborate with Transplant Surgeons to share knowledge and experience. *(Knowledge transfer)*

**Timeline:** 2014 - 2016

**Accountability:** AOPO Staff, IT Council, COO, Medical Directors, Quality Council, Standards and Accreditation Committee, Data and Information Committee.

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**Goal II (*Partnerships*):** Expand Organ Procurement Organization (OPO) Representation and Influence within the Donation and Transplant Community of Practice to shape and guide national donation policy.

**Strategy #1** Identify and interface with external organizations and advisory/regulatory groups in which OPO representation and participation would improve or enhance organ donation and transplantation.

**Objective #1:** Council and Committee Chairs/Vice-Chairs will act as AOPO liaisons to external organizations as requested by the Executive Committee. *(Advocacy)*

**Objective #2:** Develop an agenda for the engagement of the membership in projects, publications and presentation at non-AOPO conferences. *(Advocacy)*

**Objective #3:** Identify venues to communicate to the membership, national and international presentations, abstracts and poster sessions given by the OPO staff members that are not part of the annual or mid-year AOPO meetings. *(Knowledge Transfer)*

**Objective #4:** Provide membership with updates regarding the activities and information as a result of these interactions. *(Knowledge Transfer)*
Strategy #2  Increase OPO involvement within the OPTN/UNOS leadership and committees.

Objective #1:  Engage with OPTN/UNOS leadership to pursue and identify opportunities to increase OPO representation. (Advocacy)

Objective #2:  Educate and engage OPO membership on opportunities, processes and value of actively participating in OPTN/UNOS committees. (Knowledge Transfer)

Objective #3:  Provide future OPO leaders mentoring on the OPTN/UNOS committee structures and duties. (Knowledge Transfer)

Objective #4:  Identify key OPO leaders in each region to be mentored and supported in OPTN/UNOS councilor nominations and elections. (Advocacy)

Timeline: 2014 – 2017

Accountability: Executive Director and Staff, Executive Committee, Legislative and Regulatory Affairs Committee, Council/Committee Chairs, Membership, Current OPO UNOS/OPTN Board Members and Committee Members

Goal III (Advocacy): Advocate and Educate for Donation to Increase the Number of Available Organs for Transplantation

Strategy #1  Develop and promote fair, effective and valid metrics and processes for the implementation of Centers for Medicare and Medicaid Services (CMS) OPO regulations

Objective #1:  Establish an on-going partnership with CMS officials to ensure equitable and consistent survey outcomes. (Advocacy)

Objective #2:  Proactively identify legitimate issues adversely effecting donation in OPOs or DSAs and respond. (Advocacy)

Objective #3:  Provide timely information regarding the CMS recertification process. (Advocacy)
Objective #4: Dialog with CMS to promote elimination of the automatic termination of an OPO certification based solely on the performance metrics, and encourage and work with CMS to establish a Corrective Action Process. *(Advocacy)*

Objective #5: Utilize clear language and definitions to develop improved alternative performance metrics that can be validated and audited. These metrics should be concordant with C.M.S. Transplant Center Metrics. *(Business Benefit)*

**Strategy #3**  Develop and increase the OPO membership’s legislative expertise to increase stature and position with local and national legislative representatives.

Objective #1: Conduct an annual legislative seminar designed to improve member knowledge and skill to effectively advocate for state or national donation issues. *(Knowledge Transfer)*

Objective #2: Identify and engage members of Congress who have personal connections to donation and transplantation to become Political Advocates to donation process. *(Advocacy)*

Objective #3: Identify and engage OPO leaders, board members and staff members with political expertise to communicate AOPO position(s) on key issues impacting donation. *(Advocacy)*

**Timeline:** June 2014 - 2017

**Accountability:** Executive Director and Staff, Councils and Committees with emphasis on Legislative and Regulatory Affairs Committee, Ethics Committee, and Public Education/Public Relations Council, Executive Committee

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**Goal IV (Financial):** Assure Organizational Financial Strength to Sustain Operations and Provide for Potential Growth Opportunities.

**Strategy #1:** Sustain operating margin for the association to be consistent with good non-profit business practices
Objective #1: Identify non-dues revenue models to strengthen AOPO financial position. *(Business Benefit)*

Objective #2: Evaluate and present options to the AOPO board to sustain and grow the Association resources. *(Business Benefit)*

Objective #3: Assess opportunities to partner with like entities for cost sharing of expenses. *(Business Benefit)*

**Strategy #2:** Assess the short term and long term impact of the Affordable Care Act and sequestration on the membership.

Objective #1: Communicate on-going legislative changes identified by Strategic Healthcare Partners that have actual or potential impact on donation and transplantation. *(Advocacy)*

Objective #2: Align when appropriate, with related entities on legislative initiatives impacting reimbursement. *(Business Benefit)*

**Timeline:** 2014 – 2017

**Accountability:** AOPO Staff, Financial Management Council, Legislative and Regulatory Affairs Committee, Membership, Finance and Budget Committee

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**Goal V (Operating Efficiencies):** Identify the Resources Required to Reconfigure the Association Administrative Office to Improve Efficiency and Effectiveness.

**Strategy #1:** On an annual basis, complete an assessment of operating efficiency ratio to determine total organization productivity.

Objective #1: Identify comparable organizations. *(Business Benefit)*
Objective #2: Complete an operating efficiency ratio (total revenue divided by total assets) prior to completing the annual budget. (*Business Benefit*)

Objective #3: Provide Executive Committee with a written and verbal summary of the report. (*Business Benefit*)

**Strategy #2** Assess the need to broaden and advance AOPO’s technology capability to enhance communications and educational offerings.

Objective #1: Conduct a needs assessment of the membership to determine technology expectations of AOPO. (*Business Benefit*)

Objective #2: Conduct a feasibility study based on survey results. (*Business Benefit*)

Objective #3: Communicate the results of the survey and financial impact at the mid-year meeting in 2015. (*Business Benefit*)

**Strategy #3** Perform and operating efficiency ratio and personnel productive assessment prior to the submission of the annual budget

Objective #1: Conduct annual membership interviews to determine service needs and expectations prior to development of the annual budget. (*Business Benefit*)

Objective #2: Analyze and prioritize the resources to meet the membership goals. (*Business Transfer*)

Objective #3: Establish dues structure based on membership expectations. (*Business Transfer*)

**Timeline:** 2014 and Ongoing

**Accountability:** Executive Director and Staff, Executive Committee, Board