

Transplant Growth Collaboration

Red Bank, New Jersey



May 31, 2024

Presented by
NJ Sharing Network

Partnering with:



Key Facts

- While transplantation is growing nationally, it is growing more slowly than donation
- At the same time, many transplant programs have grown their volumes by 100%, 200%, 300%, or more over the last 5 years
- These programs have achieved this growth within all the constraints of the current system
- High-growth transplant programs have consistently better patient outcomes than programs that are maintaining or shrinking

Transplant growth is not keeping pace with increases in donation

Change from 2018 to 2023:

- Donors up 8.8% annually (52% over last 5 yrs)
- Kidney transplants up 7.4% annually (43% over last 5 yrs)
- Liver transplants up 5.0% annually (27% over last 5 yrs)
- Heart transplants up 5.9% annually (33% over last 5 yrs)
- Lung transplants up 3.6% annually (19.6% over last 5 yrs)

Every year transplant rates lag behind donation rates, we create a bigger non-use rate and fall further behind.

*Based on OPTN data as of 03/22/2024
All numbers are for deceased donors and deceased donor transplants*

Welcome Message

We are delighted to welcome you to a leadership working session of the nation's emerging Transplant Growth Collaboration. This working session is being convened in pursuit of bold aims that have been established by the nation's Organ Procurement and Transplant Network (OPTN) to increase the number of deceased donor organ transplants performed from 39,680 in 2023 to 60,000 in 2026. Achieving a breakthrough goal of this magnitude will require creative thinking and action.

Fortunately for patients served by transplant hospitals in New Jersey, there have been consistent year-over-year increases in lifesaving organ donation both locally in New Jersey and nationally. While there also has been consistent annual growth in transplantation, the pace of improvement and growth in transplantation is not keeping up with the increases in organ donation, and the rates of organ non-utilization have steadily increased with each passing year.

At the same time, data clearly confirms that there are high-performing transplant programs - like the heart program at the NYU Langone Transplant Institute and liver transplant program at Intermountain Health - which have mastery of the methods and practices associated with dramatic, successful, lifesaving growth in transplant volumes. We want to team with you and your transplant program leaders to address the vitally important need for growth across all organ types and across all of the nation's transplant programs.

This event will be content-rich, fast-paced, and highly interactive. We intend to learn from and support all of the nation's transplant programs in committing to and achieving the lifesaving growth that waiting patients are counting on us to deliver. We are excited to have you here with us.

Sincerely,
Dianne LaPointe Rudow, DNP, ANP-BC, FAAN
President, Organ Procurement and Transplantation Network

Kenneth W. Kizer, MD, MPH
Chairman, National Academies of Sciences, Engineering, and Medicine Committee (2020-22)
Realizing the Promise of Equity in the Organ Transplantation System

Carolyn M. Welsh, MS
President and CEO, NJ Sharing Network



Agenda

Welcome

Carolyn M. Welsh, President and CEO of NJ Sharing Network

Connect to Purpose

E. Denise Peoples - Senior Manager of Public Education at NJ Sharing Network and double-lung transplant recipient

Framing

Dennis Wagner and Chris Zinner, Expeditious Task Force

Call to Action

Dianne LaPointe Rudow, President, Organ Procurement and Transplantation Network

Group Processing

Patterns, Challenges and Opportunities

J. Kevin Cmundt, Expeditious Task Force

Interview with Kenneth W. Kizer, MD

Transplant Recipient Family Member and Chairman, National Academies of Sciences, Engineering, and Medicine (NAEM) 2022 report on "Realizing the Promise of Equity in the Organ Transplantation System"

Group Processing

Break

Hackensack University Medical Center

Kidney Transplant Growth

Michael Goldstein, MD and Mark Sparta, President and Chief Hospital Executive

Intermountain Health Liver Transplant Program

Jean Botha, MD & Derek Ginos, Senior Director of Transplant and Surgery

Group Processing

Lunch

NYU Langone Transplant Institute

Alex Reyentovich, MD and Jennifer Pavone McBride, Director of Transplant Operations

Group Processing

Panel of C-Suite Leaders

Kenneth W. Kizer, MD leads a panel discussion with C-Suite leaders from Intermountain Health, Hackensack University Medical Center, other NJ/NY hospitals, and Dianne LaPointe Rudow.

Leaving in Action

Individual Exercise and Next Steps

Closing Remarks

Carolyn M. Welsh

Carolyn M. Welsh MS



Carolyn M. Welsh is the President and Chief Executive Officer of NJ Sharing Network. Since joining the organization in 1999, Welsh has worked with NJ Sharing Network employees, local hospital and community partners, and hundreds of volunteers to consistently achieve record growth in lives saved and enhanced through organ and tissue donation and transplantation. Welsh has been recognized by NJBIZ on its prestigious list of New Jersey's Best 50 Women in Business and its Health Care Power 50 list. Welsh was also named on ROI-NJ's Health Care Influencers list.

While serving as Executive Vice President and Chief Operating Officer, Welsh guided effective strategic plans, policies, and procedures that resulted in all-time highs in the number of organ donors in New Jersey despite unprecedented restrictions due to the pandemic. She led the organization's clinical services, operations, regulatory compliance, performance improvement, hospital and community outreach, and communications.

Welsh joined NJ Sharing Network as a Hospital Services Manager. She continually advanced to take on broader responsibilities, including the oversight of organ and tissue recovery and placement efforts with New Jersey donor hospitals and the state's six transplant centers. She also guided NJ Sharing Network's Family Services Department, which offers donor families support to cope with the loss of a loved one, as well as a multidisciplinary team of clinical donation specialists, surgical recovery specialists, the data department, organ and tissue quality assurance, and the organization's donation resource center.

In addition to Welsh's role at NJ Sharing Network, she serves on the Board of Directors for Eversight, the Seton Hall University Alumni, the Caucus Educational Corporation (CEC) and the NJ Chamber of Commerce.

Prior to joining NJ Sharing Network, Carolyn worked in the Medicare division at United Healthcare, where she was responsible for building and maintaining relationships with hospital executives and medical staffs.



E. Denise Peoples

E. Denise Peoples has quite a remarkable journey. Graduating with a Tri Major in Math, Accounting, and Music from North Carolina Central University showcases her diverse interests and talents. Her career trajectory, from the New Jersey General Assembly to her pivotal role at NJ Sharing Network, reflects her dedication to public service and advocacy.

Her personal battle with Idiopathic Pulmonary Fibrosis and subsequent double-lung transplant in 2006 not only demonstrates her resilience but also inspired her to become a volunteer and later an employee at NJ Sharing Network. It's incredible how personal experiences can drive individuals to make significant contributions to their communities. E. Denise, Senior Manager of Community Services, is an incredible leader with a deep commitment to serving diverse communities and promoting equity and inclusion. Her role in leading the Diversity Equity Inclusion & Belonging component of the organization is crucial in ensuring that the organization continues to serve, be accessible and relevant to the staff as they save and enhance lives through organ and tissue donation.

The Donation Needs Diversity campaign is a fantastic initiative, recognizing the importance of representation and inclusivity in organ and tissue donation efforts. By focusing on grassroots efforts, partnerships, and community engagement, E. Denise is ensuring that the campaign reaches the people who need it most.

Her dedication to creating programs and events that benefit the needs of the communities served demonstrates a genuine understanding of community needs and a proactive approach to addressing them. From organizing back-to-school supplies drives to clothing donation efforts, E. Denise is making a tangible difference in the lives of those the organization serves.

Moreover, her advocacy for organ and tissue donation goes beyond just raising awareness about the importance of donation itself; she recognizes and addresses the broader impacts that the donation process can have on families and communities. This holistic approach to advocacy is commendable and undoubtedly enhances the organization's impact.

Overall, E. Denise's leadership and dedication to diversity, equity, inclusion, and belonging are making a significant difference in the lives of many, both through the services provided by the organization and the broader community initiatives she spearheads.

Dennis Wagner MPA



Dennis Wagner is a Principal and the Managing Director of Yes And Leadership, LLC. He recently concluded service as a member of the National Academies of Sciences, Engineering, and Medicine Committee that conducted an extensive review and made recommendations to improve the nation's organ donation and transplantation system.

Mr. Wagner and teams that he has led have supported large public and private sector communities in achieving unprecedented improvements and results. These results include increased access to higher quality health care for rural, underserved and other vulnerable populations, dramatic and lasting national increases in lifesaving and life-enhancing organ transplants, and major national improvements in hospital patient safety.

Mr. Wagner and two fellow senior executives were recognized as Federal Employees of the Year in 2016 by the Partnership for Public Service. Their leadership and work to improve safety in all US hospitals resulted in an estimated 1.2 million fewer harms to patients, \$19.8 billion in cost savings, and 87,000 lives saved.

Throughout more than 33 years of service at the U.S. Environmental Protection Agency, the Health Resources and Services Administration and the Centers for Medicare and Medicaid Services, Mr. Wagner has led, coached and supported others in the systematic use of powerful and proven leadership mindsets and methods. These methods not only help to generate meaningful results, but also contribute to greater joy, resilience and abundance in work and in life.

Mr. Wagner grew up in rural Montana and attended Fertile Prairie, a one-room country school for grades K-8. He received his BA and MPA degrees from Montana State University. He is married to Diane M. Hill. They live in Alexandria, VA and have three children: Tess, Grant and Margo.



Chris Zinner

Chris Zinner is a Managing Director in Accenture Federal Service's Strategy & Consulting Practice where he serves as the Strategy & Consulting lead for the Civilian Health Sector, which includes HHS headquarters staff organizations and Operational Divisions (CMS, FDA, NIH, CDC, and HRSA).

Mr. Zinner has over 25 years of consulting experience delivering across public, non-profit, and private sector industries. He specializes in helping organizations develop and execute strategies for transformational initiatives, with a special focus on customer and employee experience, through well researched and data-driven strategy, human centered design (HCD), technology implementations, and cultural change, leveraging digital, data, and analytics at every step of the way.

Mr. Zinner's current client focus since 2018 has been working with CMS and the OPTN to modernize our nation's organ procurement and transplant system. Applying HCD and systems thinking, he led a 2-year, multi-phased initiative for CMS ESRD National Coordinating Center (NCC) to understand root causes and develop, test, and pilot solution concepts to address the accelerating non-use rate for deceased donor kidneys. Since 2021, he has focused on bringing multiple innovations to the OPTN in the form of predictive analytics for surgeons to improve offer acceptance, redesigned user experiences based on research with patients and OPTN members, and technology improvements such as external APIs or enhanced dashboards and reporting to drive improved member quality efforts. He is currently leading an Accenture team to support the OPTN Expeditious Task Force in partnership with UNOS.

Mr. Zinner received a BS in Business Administration from the University of Dayton where he studied Management Information Systems (MIS). He is based in Falls Church, VA with his wife Christine and three children: Kai (14), Mei (11), and Kam (7). He is passionate about family, health & fitness, and coaching his son's wrestling team.

Dianne LaPointe Rudow DNP, ANP-BC, FAAN



Dr. Dianne LaPointe Rudow is Professor of Population, Health Science and Policy, and Director of the Zweig Family Center for Living Donation at the Recanati/Miller Transplantation Institute at Mount Sinai Hospital. She leads a comprehensive care team for living kidney and liver donors that provides innovative expertise in medical, surgical, and psychological health before and after live organ transplantation.

Dr. LaPointe Rudow received her Bachelor's and Master's degrees at Hunter-Bellevue School of Nursing. She was one of the first to graduate with a Doctor of Nursing Practice (Columbia University, 2005).

Dr. LaPointe Rudow began her career as a transplant coordinator at NYU Medical Center in 1992. In 1998 she helped start the liver transplant program at New York Presbyterian Hospital-Columbia University. She joined Mount Sinai Hospital in 2010 as Director of the Living Donor Program.

Dr. LaPointe Rudow has held many leadership roles in the field including President of NATCO in 2004. She also served as the first non-physician member on the Board of Directors of the AST (2009-2012) where she made a lasting impact on the diversity of the society's leadership and its position on live donor advocacy. She led the Best Practices in Live Organ Donation Consensus Conference, jointly sponsored by 11 transplant-related organizations, whose recommendations addressed transplant program efficiency, education, research, and policy, resulting in 8 publications. In recognition of her exemplary work, she received the AST Clinician of Distinction Award in 2013.

Dr. LaPointe Rudow has also been deeply involved in the OPTN and UNOS, and currently serves as Board President. Since beginning her first term on the Board of Directors (2004), she has served on the Policy Oversight, Living Donor, Membership and Professional Standards, DTAC, Finance, and Executive Committees. Throughout, she has been instrumental in bringing groups with differing opinions together to develop educational programs and policies that directly impact the field.



J. Kevin Cmunt

J. Kevin Cmunt is the retired President and CEO of Gift of Hope & the retired Executive Director of Illinois Transplant Fund (ITF). He stepped down as Executive Director for the ITF in 2022, a position he filled after serving 8 years as the President and CEO of Gift of Hope Organ and Tissue Donor Network 2012-2020 (Gift of Hope).

As CEO, Mr. Cmunt oversaw a 70% increase in organ donation and 200% increase in tissue donation. He started ITF in 2015 to ensure access to transplant for patients in Illinois ineligible for subsidized healthcare. He advocates for the donor families who make transplants possible and is a strong believer in equal access to organ transplantation.

Mr. Cmunt is currently involved in a number of organizations and projects to improve organ donation and transplantation across the country including serving as a member of the OPTN Expeditious Task Force, being a mentor for the Alliance and speaker for the Alliance National Issue Forum. He is also the founder of the Better than Dialysis kidney utilization advocacy group. He is a board member for both Humboldt Park Health and ITF.

Prior to his work at Gift of Hope, Mr. Cmunt was an Executive VP for AlloSource, a non-profit tissue bank. He is the past President of the American Association of Tissue Banks and has served the community as a Board and Committee Member for various healthcare, government, and non-profit organizations.

Mr. Cmunt was born and raised in the Chicago area and is a graduate of the University of Illinois. He and his wife, Marguerite, currently live in Glen Ellyn, IL and have three adult children and two grandchildren. He plays ice hockey three times a week, plays some golf, is in a band, and has recently taken up the harmonica and guitar. He is also an avid Chicago White Sox baseball fan.



Kenneth W. Kizer MD, MPH



Dr. Kenneth W. Kizer is a health care leader who is known for his expertise spanning health system management, patient safety, veterans health, and public health emergencies. He holds memberships in both the National Academy of Medicine and National Academy of Public Administration, a rare distinction. Among other roles, he currently serves on the governing boards or as an advisor to multiple health care companies.

Dr. Kizer has previously served as founding President and CEO of the National Quality Forum, a Washington, DC-based organization that has been called the nation's premier health care quality improvement organization. His broad experience includes engineering the internationally acclaimed transformation of the Veterans Healthcare System, the nation's largest healthcare system, in the late 1990s when serving as the VA's Undersecretary for Health. Additionally, his leadership on the NASEM committee resulted in a significant report on the organ transplantation system. Dr. Kizer held many positions within the state of California including Distinguished Professor at UC Davis, the Director of the former California Department of Health Services and the Director of the California Emergency Medical Services Authority, where he was the architect of the state's EMS and trauma care systems in the early 1980s.

Dr. Kizer is a veteran of the U.S. Navy, is board certified in six medical specialties and/or subspecialties and a fellow or distinguished fellow of 12 professional societies. He has authored more than 500 original articles, book chapters and other reports in professional literature, and is the recipient of numerous national awards and recognitions. He is an honors graduate of Stanford University and the UCLA Schools of Medicine and Public Health.

Dr. Kizer is personally committed to the field of transplantation, as his wife received a lifesaving transplant. Tragically, she passed away while waiting for a second transplant, which further solidified Dr. Kizer's dedication to improving organ donation and waitlist management.





Mark D. Sparta PT, MPA, FACHE

Mark D. Sparta is the president of Hackensack Meridian Health's (HMH) North Region, overseeing four hospitals including Hackensack University Medical Center, the academic flagship of HMH, where he also serves as President & Chief Hospital Executive. Mr. Sparta previously served as EVP and COO at Hackensack University Medical Center.

As the President of the North Region, Mr. Sparta heads the 803-bed academic flagship of Hackensack HMH. Hackensack University Medical Center is ranked the #1 hospital in New Jersey by US News & World Report and ranks nationally with Top 50 US News & World Report specialties in Neurology & Neurosurgery, Urology, Pulmonary & Lung Surgery, Orthopedics, Geriatrics & Cardiology, and Heart & Vascular Surgery. The medical center is also home to the Joseph M. Sanzari Children's Hospital, ranked the #1 children's hospital in New Jersey and ranked in the Top 50 for Pediatric Cancer, Pediatric Nephrology, Pediatric Neurology & Neurosurgery and Pediatric Urology in U.S. News & World Report. Hackensack University Medical Center has earned the distinction of being a top-rated 5 Star hospital by the Centers for Medicare & Medicaid Services (CMS).

Mr. Sparta has received numerous professional recognitions, most recently including Becker's Hospital Review's 2022 "58 Population Health Executives to Know" list and Crain's New York Business's list of 86 "Notable Healthcare Leaders." Mr. Sparta holds a BS in Physical Therapy from Ithaca College and an MPA in Health Policy and Management from Seton Hall University. Mark is a Fellow of the American College of Healthcare Executives and is Board Certified in Healthcare Management. He serves on several community nonprofit boards including Felician University, Hudson Farm Foundation, Bergen Volunteer Medical Initiative, Eastwick College, Meadowlands 2040 Foundation and the Rutgers Bloustein School of Public Health Industry Advisory Board. He is also a member of the New Jersey Hospital Association's Policy Development Committee and the American Hospital Association Region 2 Policy Board.

Michael J. Goldstein MD, FACS



Dr. Michael Goldstein serves as the Director of the Division of Organ Transplantation at Hackensack University Medical Center (HUMC) and represents Hackensack Meridian Health as the OPTN/UNOS surgical program director for adult and pediatric kidney transplantation and pancreas transplantation. At HUMC, he developed a transplant quality and patient safety program, leading the HUMC Division of Abdominal Organ Transplantation to become the center with the best 1-year kidney survival in the tristate area of NY, NJ, PA in 2019. Additionally, as Professor of Surgery at the Hackensack Meridian School of Medicine, he educates on transplant immunology and transplant surgery.

Prior to Hackensack Meridian Health, Dr. Goldstein served as Chief of Kidney Transplantation at the University of Miami Miller School of Medicine and the Executive Director of Life Alliance Organ Recovery Agency (LAORA) where he directed the growth in Donation after Circulatory Determination of Death (DCD) in South Florida by 420%.

Dr. Goldstein was a consultant for the New York Organ Donor Network with positions on the Medical Advisory Board, Performance Improvement Committee, and the Kidney-Pancreas Subcommittee. Subsequently, he became the Medical Director of the New York Organ Donor Network and the Executive Director of LAORA to further champion efforts for improving organ donation.

Dr. Goldstein served as the Vice-Chair of the UNOS Organ Availability Committee and on the Medical Directors Council of AOPO. He worked nationally with HRSA to improve transplant center quality on the Transplant Center Task Force and Co-Chaired the National Learning Congress for the Organ Donation and Transplantation Community of Practice.

Dr. Goldstein's research is focused on transplant outcomes, donor management, organ preservation and machine perfusion, and the changing nature and modernization of surgical education. He leads a team of researchers to improve the management of the deceased organ donor and enhance organ quality at both LAORA and the New York Organ Donor Network, with expertise in renal machine perfusion and organ preservation.



Jean Botha MD

Dr. Jean Botha is the Program and Surgical Director of Abdominal Transplant Services at Intermountain Health with over 20 years of surgical expertise in transplant surgery.

After completing his general surgical training at the University of the Witwatersrand in South Africa, Dr. Botha completed a 2-year fellowship in transplantation at the University of Nebraska Medical Center in Omaha, NE where he went on to serve as the Director of Hepatobiliary Surgery and Director of the Living Donor Liver Transplant Program Division. He returned to South Africa to take up a position as Director of Transplantation at the Wits Donald Gordon Medical Centre prior to joining Intermountain Health in 2022.

Derek Ginos MHA, FACHE



Derek Ginos is the Senior Director of Transplant and Surgery at Intermountain Health, in Salt Lake City, UT.

Mr. Ginos earned his Master's of Healthcare Administration from the University of Pittsburgh and completed his Administrative Fellowship training at Mayo Clinic. He is a Fellow in the American College of Healthcare Executives and specializes in organizational behavior, business operations, project management, strategic planning, and data analytics. He is passionate about transplantation and has served in the transplant community for the past twelve years. He looks forward to continuing to work with our transplant community for the remainder of his career.

Alex Reyentovich MD



Dr. Reyentovich serves as the System Director of the Heart Failure Program and the Medical Director of the Ventricular Assist Device (VAD) and Heart Transplant program at NYU Langone Health. He has been at NYU Langone Health since 2009 and has been a key builder of the Heart Failure, LVAD and Heart Transplant Programs. Instrumental to that growth has been a mission parallel to the institution to bring advanced heart failure care into the community where the patients live. He is one of the leaders of an innovative transplant team, who were amongst the first in the United States to validate the utilization of Hep C positive organs in thoracic transplantation and NRP-DCD (heart) utilization. He was also part of the multi-disciplinary team that performed two decedent xenoheart transplants in 2022 and recent LVAD-xenokidney transplant performed at NYU Langone Health. The NYU Langone Health Heart Transplant program which started in 2018 has undergone tremendous growth and in only 5 years in one of the most competitive markets has become one the largest programs in the country with annually receiving top quality metrics in the Scientific Registry of Transplant Recipients (SRTR).



Say **YES** Save Lives



Jennifer Pavone McBride MS, RN, AGACNP-BC

Jennifer Pavone McBride, NP, is the Director of Transplant Operations at NYU Langone Health. She obtained her Bachelor's in Nursing at the University of Delaware in 2010. She then began her nursing career at NYU Langone Health in the Surgical/Cardiovascular Intensive Care Unit. She joined the LVAD team in 2014 and graduated from New York University with her Adult-Gerontology Acute Care Master's Degree in 2015. Jennifer went on to become the manager of the Heart Failure, Left Ventricular Assist Device (LVAD), and Heart Transplant Programs and was instrumental in the startup of the heart transplant program which quickly ranked as a top program in the country. In her current role she oversees the operations of the adult and pediatric solid organ transplant programs, heart failure, VAD, ECMO, hepatology, the centralized donor recovery center and immunogenetics labs. Jennifer's oversight includes all regulatory, quality, data, and financial aspects.

Say YES Save Lives is more than just a slogan; it is a bold call to action - a reminder that every time we say 'YES' and go the extra mile in our lifesaving work, we can have boundless impact on others.

Task Force Bold Aim



Aiming to achieve **60K** annual successful deceased donor organ transplants in **2026**.

This Bold Aim defines success and will drive progress, growth, and efficiency in adult and pediatric organ transplantation.

Only including programs active in both 2018 and 2023.
Counts are for deceased donor transplants.

Calculation of the Growth Goal

Organ	Annual Growth: All Centers, 2018-2023	Annual Growth: Top 20% of Centers, 2018-2023	Number Deceased Donor Transplants in 2026 if All Grew Like Top 20%
Lung	3.5%	18.8%	5,078
Heart	5.3%	16.1%	7,106
Liver	4.7%	14.8%	15,126
Kidney	7.4%	14.9%	31,933

If all transplant programs grew at the rate of the top 20%, we could achieve nearly **60,000** deceased donor transplants in 2026; status quo growth would result in only 46,245 transplants.

THANK YOU

Thank you for joining us for the Transplant Growth Collaboration. We are thrilled to have dedicated professionals from across the transplant community come together to share best practices and discuss strategies for growth.

Your participation is invaluable. The collaborative discussions and insights shared will undoubtedly lead to significant advancements and we look forward to staying connected and working with you further.

We hope you found the event informative and inspiring. As you leave here and over the next week, please take a moment and complete a feedback survey found by scanning the QR code below.



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saving lives through
organ and tissue donation

