DONATION AND TRANSPLANT GROWTH COLLABORATION EVENT TOOLKIT

February 2026

A GUIDE FOR THE DONATION AND TRANSPLANT GROWTH COLLABORATION EVENT HOST

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Chapter 1: Overview

Background

The Expeditious Task Force was established by the OPTN Board of Directors in September 2023. Its purpose was to develop pathways to increase the number of successful deceased donor transplants and to increase efficiency of the organ allocation process. The Task Force first sought to establish a Bold Aim to guide its work and arrived at the goal of **60,000 deceased donor transplants by 2026.**

Despite the lack of funding through the OPTN, the donation and transplant community has continued this work and conducted Transplant Growth Collaboratives across the country. Those who participated and committed to growth were successful.

In late 2025, the leadership of the growth collaborative events partnered with Gift of Life Institute to create a structure to continue to support growth in Donation and Transplant. This is when the National Community Partnership for Donation and Transplant Growth (NCPG) was formed.

NCPG supports the Bold aim of 60,000 transplants annually and believes this is achievable with national grassroots efforts. Our work is focused on securing commitments from the OPOs, transplant programs, donor hospitals and industry partners to take action to help us achieve this Bold Aim.

One of the primary methods of securing such commitments is endorsing Donation and/or Transplant Growth Collaboration (DCTGC) events. These events are community-hosted, NCPG supported and aim to educate donor and transplant hospitals, as well as program leadership on the benefits of, and spread proven practices for, increasing donation and transplant volumes across the country. The desired outcome of each DCTGC event is for C-Suite and executive leaders from transplant programs and donor hospitals to leave feeling motivated, inspired, and empowered to set and commit to working towards their own bold growth goal.

To get a feel for the event, check out this 5-minute DCTGC event trailer!

Introductions

Before beginning the planning process for your Growth Collaboration event, let's make some introductions:

- **Dennis Wagner is a National Leadership Professional.** He was a member of the Expeditious Task Force and a leader of the Securing Commitments workstream. He was a visionary behind the DCTGC events, and is heavily involved in the strategy, outreach, and facilitation of the events. He recently served as a member of the NASEM Committee that conducted an extensive review and made recommendations to improve the nation's organ donation and transplantation system. Throughout more than 33 years of service at the EPA, HRSA, and CMS, Dennis has led, coached, and supported others in the systematic use of proven leadership mindsets and methods.
- **Chris Zinner** is a Managing Director within Accenture Health. Chris has worked in transplant system improvement with CMS and the OPTN starting in 2018 and led the team that was contracted to support the Expeditious Task Force. Chris is a committed member of the NCPG leadership team and is heavily involved in the planning, outreach, and facilitation of the DCTGC events.

For all emails related to event preparation, please contact Theresa Daly and Laura Robinson at NCPG@giftoflifeinstitute.org.

Purpose

We recognize that you are planning a Donation and/or Transplant Growth Collaboration event *in addition to* your day-to-day responsibilities and commitments to your organization, not *instead of* them. Therefore, we have put together this toolkit to streamline the planning process and expedite preparation. The closer you follow these guidelines, the less time you will have to spend on planning.

This toolkit is revised after each DCTGC event based on reflection from previous hosts. The guidance you will read on each page is a result of host input on what worked, what didn't work, what they wished they did differently, and what advice they want to pass onto the next host.

How to Use

In this toolkit, you will find templates for all materials you need for the event, as well as examples of these customized templates from previous events. As noted above, we iterate upon the toolkit following each event to make the next event even better than the last; as such, some sample materials might be slightly different from the template we are asking you to use. We kindly request that, to the extent possible, you preserve the content as it appears in each template as the templates have already been reviewed, approved, and tested. Significant changes to any of the materials will require re-review and will slow down the planning process. If you feel strongly about making changes, please confer with the NCPG.

Chapter 2: Breakdown of Responsibilities

Donation and/or Transplant Growth Collaboration events are organized by the event host (you) with support from members of the NCPG team . We are servant leaders to your hosting; we will guide, support, and coach you, but ultimately you decide the date, venue, guest list, presenters, agenda, etc. The breakdown of responsibilities between the NCPG and event host is outlined below.

Note that this is not a list of requirements. For example, the event host is not required to hire a videographer; however, if they choose to do so, they will be responsible for booking and funding.

Planning

The table below breaks down the event planning process and the party responsible for each item. Note, for any aspects of the event that the host is responsible for planning, the NCPG team is happy to provide guidance and/or feedback, if desired.

Item	**Responsible Party**
Picking event date	Host
Setting up 1-hour weekly virtual planning meeting between host and NCPG team	Host
Identifying and booking event venue and associated logistics (food and drink, tables and chairs, podium and stage, AV equipment and support, registration table, etc.)	Host
Reserving space for pre- and post-event meetings and dinners	Host
Determining which donor hospitals and/or transplant centers to invite	Host
Identifying and inviting hospital and transplant program leaders to attend event	Host
Identifying and inviting guest speakers (patient representatives, leaders of high-growth donors hospitals or transplant programs, etc.)	Host & NCPG
Reaching out to Industry Partners of the NCPG to ensure attendance at event, logistic (i.e., registration, lodging) and guidance and any restrictions in numbers	Host & NCPG
Reserving hotel room block for out-of-town guests	Host
Securing event volunteers (mic runners, registration staff, etc.)	Host
Inviting potential hosts for future growth events	Host & NCPG
Coordination of NCPG team to attend and present at event	NCPG
Drafting event agenda	NCPG

TABLE 1: BREAKDOWN OF RESPONSIBILITIES FOR PLANNING GROWTH EVENTS.

Preparation of Materials

The table below describes the materials needed for the Growth event and the party responsible for preparing them. Note, for any materials the event host is responsible for preparing, the NCPG team is happy to provide guidance and/or feedback, if desired.

Item	Responsible Party
Design of event branding and logo	Host
Creation of event invitations*, flyers*, save-the-date postcards*, and thank you emails*	Host
Set up of RSVP system*	Host
Creation and production of promotional materials (promotional videos, pins, stickers, brochures, pamphlets, banners, etc.)	Host
Creation and printing of attendee name tags and/or name tents*	Host
Creation and printing of event companion guide booklets*	Host
Gathering of presentation decks from guest speakers	Host C NCPG
Creation of post-event digital survey*	Host
Ordering coins and books for discussion share-out volunteers	Host
Securing laptop and slideshow clicker for displaying and advancing event deck	Host
Preparation of event master slide deck and breakfast slideshow	NCPG
Creation of donor hospital and/or transplant center-specific data handouts and/or posters	NCPG
Printing of donor hospital and/or transplant center-specific data handouts and/or posters	Host
Ordering fine point Sharpies® and 2-4 easels for 18”x24” posters	Host

TABLE 2: BREAKDOWN OF RESPONSIBILITIES FOR PREPARING DSTGC EVENT-RELATED MATERIALS.

*Template included as part of this toolkit

Funding

The table below outlines the major costs of a Growth event and the party responsible for funding each item.

Item	Responsible Party
Venue rental and all associated costs (food and drink, tables and chairs, podium and stage, AV, registration table, etc.)	Host
Non-NCPG guest speaker costs, including any leadership speakers and featured high-growth program leaders (transportation, accommodations, per diem, stipend, etc.)	Host
Event videographers, photographers, and/or PR team	Host
Production of promotional materials (promotional videos, pins, stickers, flyers, brochures, pamphlets, banners, etc.)	Host
Coins and books for discussion share-out volunteers	Host
Fine point Sharpies® and easels for posters	Host
Printing of Growth Gameplan Posters and data sheets	Host
Dinner with out-of-town guests on eve of event	Host

NCPG presenters and facilitators costs (transportation, accommodations, per diem)	NCPG *
NCPG consultant/ facilitators costs and travel expenses	NCPG*
NCPG support staff costs (time preparing for event, transportation, accommodations, per diem)	NCPG *

***NOTE: IF HOST ORGANIZATION ELECTS NOT TO ALLOW INDUSTRY PARTNERS TO ATTEND THE EVENT, COSTS ASSOCIATED WITH NCPG WILL BE RESPONSIBLE FOR THESE EXPENSES OF APPROXIMATELY $40,000.**

TABLE 3: WORKSHEET OF FUNDING RESPONSIBILITIES FOR DSTGC EVENTS.

Item	Cost
Venue rental and all associated costs (tables and chairs, setup, time for day-before walkthrough, etc.)	
Breakfast, lunch, snacks, and drinks throughout the day	
Per diem for out-of-town guest speakers	
Event space equipment (podium, stage, registration table, etc.)	
AV team	
Event videographers, photographers, and/or PR team	
24" lectern sign with event logo	
Double-sided poster prints on 18" x 24" cardstock	
Dinner with out-of-town guests on eve of event	
Lapel pins	
Event companion guide booklet	
Facilitators, Consultants and NCPG expenses if host excludes industry partners	$40,000.00

TABLE 4: COST ESTIMATES FROM PREVIOUS GROWTH EVENT HOSTS.

The total cost for the host varies from event to event. For example, the Growth event in Salt Lake City with ~75 attendees amounted to the cost of procuring one kidney, whereas the event in New Jersey with a similar number of attendees was closer to the cost of three kidneys.

Chapter 3: Workflow

The Event Planning Workflow document outlines the workflow for planning a Donation and/or Transplant Growth Collaboration Donation event. Note, this is not a timeline as the lead time for these events varies. We will help you plan the event using whatever time we are given. For example, the inaugural event was planned in four weeks, and the second event was planned in six weeks.

Assembling the Team

The very first step in the planning process should be assembling and mobilizing your communications/ public relations (PR) team. All promotional materials are templated in this toolkit, so the team will not need to start from scratch. However, they will be heavily involved throughout the entire planning process. This team should begin designing the event logo and branding as soon as possible, as this will be needed for all communications and promotional

materials. The logo does not include the date of the event and can therefore be completed before a date is decided.

Picking a Date

When deciding on a date for your Growth event, there are several variables to consider:

1. **Dates of other OPTN-related conferences or events**. We recommend avoiding a date that overlaps with or bookends another major OPTN event or related conferences. Attendance was negatively impacted at a previous event which occurred the day before an OPTN conference in a neighboring city, as many attendees had prep meetings the day before the conference.
2. **Major dates on the local and national calendar**. You will need to determine whether scheduling your Growth event close to a major event on the national or local calendar would help or harm attendance. For example, hosting an event in Washington, DC during the National Cherry Blossom Festival at the end of March might entice guests to attend; conversely, scheduling an event for the week of the 4th of July will result in lower attendance.
3. **Availability of NCPG leadership.** The NCPG event agenda includes a presentation from NCPG leadership. If you would like to have a specific leader present (e.g., David Marshman or Dianne LaPointe Rudow) at your event, please check with the NCPG team on their availability.
4. **Availability of NCPG facilitators.** To date, Growth events have been facilitated strictly by NCPG members. If having Dennis Wagner and/or Chris Zinner facilitate your event is a must, then you will need to check with them on their availability before finalizing a date.
5. **Availability of high-growth donation and transplant program leaders.** We can always find new high-growth donation and transplant programs to feature at a Growth event. However, if you prefer the convenience of inviting leaders from programs that have been featured at previous events, you will need to confer with them on the date.

Picking a Location

Some Growth events have taken place at the host OPO's facility, whereas others have occurred in a neutral offsite location. There are benefits to both:

By hosting the event at a neutral offsite venue, you…

- Create a low-stakes environment where all parties feel they are respected, valued, and have an equal opportunity to learn and contribute
- Can use the venue as a tool to entice guests to attend (e.g., the Houston team hosted their event at the brand new, state-of-the-art Texas Medical Center Helix Park)
- Might have limited access to the venue to set everything up the day before the event
- Might have to use AV, stage, and catering companies you've never used before

By hosting the event at your own facility, you...

- Have unlimited access to the event space to set up the day before
- Have access to additional conference rooms for sizzle video interviews (if desired) and poster breakout sessions

- Can use your trusted AV, stage, and catering companies

Remember, our goal is to have C-Suite (Hospital Executive Leadership) representation from every transplant hospital or donor hospital in attendance. You know your hospitals best, so choose the venue you think would be the most exciting to visit.

Neutral sites of previous Growth events:

- Cottonwood Country Club in Salt Lake City, UT
- Oyster Point Hotel in Red Bank, NJ
- TMC Helix Park in Houston, TX
- The Dr. Phillips Center in Orlando, FL
- Hotel Kansas City in Kansas City, MO
- Wrigley Mansion in Phoenix, AZ

Due to the collaborative nature of the Growth event, the venue **must be able to accommodate round tables.** Auditorium-style seating or long rectangular tables are not conducive to the event agenda. Additionally, **please prioritize venues that will permit us to walk through the event space the afternoon or evening before the event.** Waiting until the morning to see and set up the space creates high levels of stress and uncertainty.

As a starting point, plan for 75 guests or roughly three representatives from each invited donor hospital and/or transplant center. You should also plan for around 15 non-transplant center guests, including NCPG members, supporting industry partners and potential hosts of future Growth events.

Chapter 4: Materials

Promotional Materials

Event Logo

Although each Donation and/or Transplant Growth Collaboration event is unique, the mission is the same. As such, we intend to maintain consistency between event logos while allowing for some individuality. When creating your logo, please retain the overall structure of the design below, as well as the words along the outer edges of the circle. You may update the location across the middle, the graphic in the top half, and the logo in the bottom half. Fonts and colors may be changed.

Save the Date Postcard

The Save the Date postcard and Save the Date email should be created in tandem with the event logo so that it can be sent to hospital leaders as soon as you have confirmed a date for the Donation and/or Transplant Growth Collaboration event. The Save the Date contains a brief description of the event, highlights from the agenda, who the hosting organization. Please preserve the language as it appears on the template. Fonts, colors, and graphics may be changed.

Event Flyer

Attaching a promotional flyer to the reminder emails for the Donation and/or Transplant Growth Collaboration event will help to capture the invitee's attention, boost their interest, and provide the level of detail they need to commit to attending. This one-page flyer (front and back) highlights the event's purpose, high-level agenda, and distinguished speakers.

A sample flyer that was used for a previous Growth Collaboration Event can be found here. We request that you keep the content and overall structure of the flyer as-is, only updating where

necessary. You will need to update the branding (logo, background colors, etc.), event date/location, agenda, and featured speakers.

This flyer should be sent with the reminder-to-RSVP emails, not the initial event invitation email. As some hospital systems have firewalls that reject emails with attachments, we do not want to risk the initial email invitation getting blocked.

Pre- and Post-Event Press Releases (Optional)

Let's generate some buzz in the community about this event! These sample pre-event and post-event press releases allow for you to share with your local media outlets.

Videos

Previous event hosts have prepared videos- or repurposed videos they already had- to play at various points during the event. You might consider playing videos during breakfast or lunch or kicking off or closing out the day. Example videos:

- Welcome video from a local lawmaker or celebrity with a connection to donation and/or transplant
- Local deceased donor family story
- Deceased donor organ transplant recipient story (ideally a patient who was transplanted at one of the centers in attendance)- high risk or innovative cases preferable as the message will reinforce the purpose of the event

Event Swag

While event swag is always fun to receive, it can also serve a functional purpose. If it's an item that will live in the recipient's office, such as a pen or a notebook, it will serve as a constant reminder of the bold aim of achieving 60K deceased donor transplants. If it's an item the recipient would carry around with them, like a pin or water bottle, it will help spread the word of the Bold Aim and might spark a colleague's interest in hosting or participating in a future event.

Examples of swag handed out at previous events:

- Power banks with 60k goal graphic
  -

- Tote bags with event logo
  -

- Custom enamel pins of the event logo
    - Pin company used for the 1” diameter pins pictured below: Pinnacle Pins. Allow a lead time of one month for shipping.

Encourage guest speakers and event attendees to wear their pin as a physical representation of their commitment to growing their transplant programs. Then, when they return to their institution, encourage them to share what they learned at the Growth event with someone who didn’t attend, and pass the pin on to them.

If you have remaining pins after the event, hand them out at your organization’s next board meeting after providing an update on the event!

Physical Event Space Materials

Event Companion Guide

The host will need to prepare and print program booklets for each guest to serve as their event “companion guide.” Contents of the companion guide:

- Welcome
- Event agenda
- Facts about the DSA (optional)
- Explanation of the 60k deceased donor transplants goal
- Highlights from the data presentation
- Speaker biographies
    - No more than one page per speaker containing headshot, background, accomplishments, affiliations, etc.
- Space for notetaking
- QR code and reminder to take the event follow-up survey

Please preserve the general content and structure/format of the booklet. However, you may change the color scheme and graphics to match your event branding. Update the logo, signature on the welcome page, agenda, speaker biographies, and survey QR code as needed.

For prior events, this booklet has been professionally printed on 8.5”x11” glossy paper and bound using saddle stitching (i.e., staple bound). Hosts have used local printers for production.

This is an example of a sample program booklet.

Name Tents C Tags

The event host will create name tents and name tags for each registered attendee to facilitate networking throughout the day. In addition to their name, the name tag/tent should list the organization which the attendee is representing and their title. Some hosts have also chosen to include the logo of the organization the individual is representing. All NCPG team members should have a title of "NCPG Leadership Team" and the NCPG logo, even if they register under a different organization.

The name tents and/or tags can be picked up by the guest when they check in at the start of the event or can be pre-placed on the tables as seating assignments.

A name tent template is included in this toolkit. You may update the logo, font, and colors.

Banners C Lectern Signs

If using a podium and lectern, please plan to adorn the lectern with a poster board print of your event logo. Previous event hosts have ordered 24" lectern signs from https://www.megaprint.com/podium-signs.php. Allow two days for shipping.

The event host may choose to create additional signs and banners with the event name and/or logo to hang around the event space; these are optional. Suggested locations for signage:

- At the venue entrance
- Above the stage
- On registration table
- In the center of each table

Directional Signs

We recommend creating signs, as needed, to help attendees navigate the event space and to help keep presenters on schedule:

- Marking the registration table with a welcome sign
- Lobby sign with directions to the meeting room
- Media notice of photography and filming (required if photographers/videographers will be present)
- 5- and 10- minute warning signs to hold up to presenters

Discussion Share-Out Volunteer Gifts

Audience members who volunteer to share out during group processing sessions should be given a small token of appreciation. Moreover, this token might encourage more participation! For each group discussion, the first volunteer who breaks the ice should be given a book on leadership methodologies. Click here for a list of recommended books.

Growth Gameplan Posters

During the morning break, posters will be placed on each table for donor hospital and transplant program leaders to fill out throughout the day.

The Growth Gameplan Poster should be printed, double-sided, on thick 18" x 24" foam board. **Do not print the front and back sides of the poster on separate pieces of paper.** This has become too cumbersome and has not worked well in the past. Previous hosts have had success using Jet Graphics to produce the posters. Please print one copy per donor hospital and/or transplant center in attendance, plus half a dozen extras. The host will also need to provide fine point sharpies for participants to use to fill out their poster.

The NCPG needs photos of all completed Growth Gameplan Posters. The host should send their photographer to each breakout group to photograph the front and back sides of each poster before the donor hospital and/or transplant centers take them home. The entire digital set of posters needs to then be emailed to the NCPG team at ncpg@giftoflifeinstitute.org.

Easels

Towards the end of the event, the donor hospitals and/or transplant centers in attendance will be broken up into breakout groups to share their posters. The host should arrange to have one easel per breakout group for the presenting team to display their poster on. To estimate easel quantity, you can assume 5 posters per breakout.

Center-Specific Data Sheets

The donor hospital and/or transplant center-specific data sheets will be distributed to the appropriate tables alongside the Growth Gameplan Posters during the morning break. These data sheets will be created by the NCPG team the week of the event and emailed to the host to print. They can be printed, **uncollated,** on standard printer paper. We will need four copies of each center's data. For centers that will occupy multiple tables, we will need four copies of their data sheet per table.

Digital Facilitation Materials

Breakfast Slideshow

A short slide deck should play on a continuous loop during breakfast as guests arrive and settle in. The slide deck contains upfront facts about the landscape of donation and transplant, an explanation of the 60k goal, the event agenda, and recognition of all donor hospitals and/or transplant hospitals in attendance. The host is responsible for creating the slide with each hospital's logo, and the NCPG is responsible for all other slides.

Master Deck

To ensure seamless transition between presentations, all PowerPoint slides to be used for the event will be combined into a single master deck by the NCPG team.

The host is responsible for requesting slides from any guest speakers (e.g., local and national growth leaders) and sending them to the NCPG support team to add to the master deck. Please advise guest speakers to minimize the amount of text on each slide- the audience cannot read a slide and listen to a speaker at the same time!

Event Feedback Survey

The host should prepare a short digital survey for guests to fill out during the closing remarks of the event. Include a QR code for the link to the survey in the program booklet for guests to easily scan when told to do so. Please also send the QR code to the NCPG team so they can add it to the appropriate slide in the master deck.

Previous hosts created their survey on Smartsheet.com and included the following questions:

- Name (optional)
- What worked well in this event? (required question)
- For those things that worked well, what made them work? (required question)
- The insight I gained today that makes me feel enabled and motivated to take immediate action was... (required question)
- Moving forward, what things should we do more of, do better, or do differently? (required question)

These questions will be reviewed by the host, NCPG team, and potential future Growth event hosts as a group immediately after the event in the spirit of continuous improvement.

Chapter 5: Agenda

Breakfast

Guests should be invited to arrive half an hour before the event begins to allow time to register, mingle, grab breakfast and coffee, and settle in. During this time, a slideshow prepared by the NCPG will play in the background on the projector screens. The slideshow will loop through slides displaying the agenda, goals for the day, calculation of the 60k goal, and organizations represented at the event.

Host Welcome

Some hosts have chosen to kick off the day with a short ~90 second "energizer" video. This video could be about the city or region where the event is taking place, remarks from a local public figure, or something totally new. After the video, the host will spend around 5 minutes giving opening remarks. No slides are necessary for the welcome. Click here for an example welcome.

Connect to Purpose

To align all attendees around the mission of donation and/or transplant, the welcome should be followed by a 5-minute personal story from a transplant recipient or donor family. Ideally the speaker would be local to the area and have received an organ or be a family member of an organ donor at a local hospital. Some hosts have invited speakers to share their story in-person, whereas others have shown a video of a patient's story. If the former, we ask that the patient create two slides, one with a picture pre-transplant, and one with a picture post-transplant, to display in the background during their talk.

Framing

The event facilitators - members of the NCPG - will give a 15-minute framing presentation to review the agenda, goals for the day, leadership mindsets, and upfront facts about growth in transplantation. This presentation will be prepared by the NCPG. Ideally the event will have two facilitators from the NCPG team who are well-versed in the day's agenda, audience, and guest speakers.

Previous event facilitators: Dennis Wagner, Chris Zinner

Call to Action

The call-to-action presentation, given by an event facilitator, explains the purpose of the event. The presenter will highlight the current challenges and opportunities in donation and transplantation, explain how the 60k bold aim was determined, and celebrate the host and featured high-growth programs that will be sharing their growth stories. This presentation will be prepared by the NCPG team.

Previous presenters: Dianne LaPointe Rudow (former OPTN Board President), David Marshman (NCPG leadership team)

Regional Growth Opportunities

Based on post-event survey feedback, this 15-minute presentation is one of the most compelling of the day. Put together by the NCPG and presented by one of its volunteers, the growth opportunity

presentation demonstrates the need for growth through local, regional, and national data. It explores recent growth trends, donation and transplantation rates, and the unmet patient need.

While the template for this presentation is the same for each event, all data is updated on an event-by-event basis to reflect the current trends in the specific region.

Fireside Chat with Community Leader

Some hosts have invited a community leader to speak about a topic of specific interest to their Donor Service Area. Our resources section has some suggested leaders.

Note, this portion of the event is optional and up to the host's discretion.

High-Growth Donor Hospital and/or Transplant Program Stories

A highlight of the DCTGC event is growth presentations from leaders of successful, high-growth donor hospitals and/or transplant programs. These programs will have grown their transplant volumes by 100%, 200% or even 300% over the past few years, all the while maintaining good outcomes, or have led a DSA with interventions / partnerships to increase donation rates at their hospital. The leaders of these programs will share their unique strategies and best practices for growth with the programs in attendance, so that those programs are inspired to embark on their own growth journey.

To see a list of transplant programs and speakers who have presented at previous events, refer to the Speaker's List.

Executive Panel

The final presentation of the day may be followed by a panel discussion featuring up to five C-Suite members from the donor and/or transplant hospitals in attendance. The purpose of the panel is to give the panelists space to react to the facts, strategies, and requests presented to them throughout the day. The panel may be moderated by one of the event facilitators.

For all events to date, the questions asked by the panel moderator have come from the Facilitation Guide. However, previous hosts have suggested setting up a "question bucket" in the room at the beginning of the day for guests to submit questions for the C-Suite panel. The moderator would then hand-select a subset of these questions to ask the panelists. NCPG team members are available to serve as moderators.

Growth Gameplan Posters

To reinforce and supplement the presentations and interviews that the guests hear throughout the day, a poster-sized worksheet, called the Growth Gameplan Poster, will be given to each donor hospital and/or transplant program in attendance. The poster will be introduced prior to the morning coffee break, and the participants will have time in between the remaining presentations to record key insights and actions that resonated with them. In the afternoon, donor hospitals and/or transplant programs will break out into groups to share their posters and solicit offers for help from other programs and OPO representatives in the breakout group.

During the breakout session, host volunteers will photograph the front and back of each Growth Gameplan Poster to keep a digital copy for their records. The entire digital set of posters also needs to be emailed to the NCPG team at NCPG@giftoflifeinstitute.org.

Group Processing

After most presentations, the event facilitators will lead 5-to-10-minute group processing sessions to help the audience digest what they heard. The discussion questions will be displayed on a slide on the projector screens, and the facilitators will give the audience time for reflection. Discussion modes cycle through partner discussions, table discussions, and silent reflection. At the end of each group processing, the facilitators will ask volunteers to share with the room what their group discussed.

At past events, the facilitators have given out a small token of thanks including special books and/or the American Innovation $1 Coin representing Mississippi, which honors the first human lung transplant in 1963, to guests who volunteer to share with the room what they discussed during group processing.

Closing

As the final activity of the day, guests will be asked to fill out a brief survey, prepared by the host, about the event. This feedback is important so that we know what worked, what didn't work, and what we can do differently next time. The QR code for the survey will be displayed on a slide and printed in the program booklet.

To wrap up the event, the host will then give ~10 minutes of closing remarks summarizing the purpose and mission. A slide with the event logo will be displayed on the projector screens during the closing remarks.

Chapter 6: Extending the Invitation

Guest List

Transplant Centers

Deciding which transplant centers to invite to the event is up to the host. For all events to-date, the host has invited all in-state transplant centers, at a minimum. Some hosts have also invited the transplant centers from neighboring states, but only after alerting the OPO(s) in those states. The initial guest list should have three representatives from each center: an executive leader (C-Suite member), a transplant administrator, and a clinical director. If there is still room for additional guests after the initial wave of RSVPs, you may wish to extend the invitation to a frontline leader from each center.

Donor Hospitals

As host, you will need to decide how you approach which donor hospitals you invite to the event. Some have chosen large health systems in their service area, while others have included those with the most donor potential. This decision should be made by prioritizing the most important target

hospitals that you can accommodate given the space you have for the event. You should include an executive leader (C-Suite member) or their designee, critical care leadership and donor council leadership. Some hospitals have donor champions identified and include them.

Organ Procurement Organizations

OPOs in states from which transplant centers were invited should also be invited to attend the event, assuming they are not already co-hosting. This is a courtesy invitation and a sign of respect when drawing from another organization's DSA.

Guest Speakers

The host may anticipate the following guest speakers in the headcount for the event:

- One clinical and one administrative leader from each national high-growth program
- Patient representative
- Leadership speaker

The high-growth programs invited to share their stories may come from a combination of the local and national levels. However, we rely on the host's judgment to determine if local programs in attendance would be receptive to a presentation from a neighboring center, or if it would be more effective to invite "neutral" high-growth programs from other regions of the country to present their story instead.

Ideally, the growth presentations should address each organ program in the room. For example, if leaders from kidney, lung, and liver programs will be attending the event, then there should be three presentations, one from a high-growth program for each of the three organ types. At previous events, the dyad of hospital C-Suite leader and transplant program leader sharing their story together on stage has made for a compelling presentation, and we should continue using this approach when possible.

Leaders of high-growth programs understand that there are ample patients to go around; that a rising tide lifts all boats. However, when presenting the opportunity to a potential speaker, be sure to emphasize that they are being invited to share their growth culture, philosophies, and leadership story for others to learn from. We also want them to address recent headwinds including the decrease in overall donation rate and significant increase in percentages of Donation after Circulatory Death donors. We are not asking them to share their secrets to success or details in implementation.

Potential Hosts of Future Events

Organizations interested in hosting a growth event in the future should be invited to see an event play out in person. The NCPG team will help identify which organizations should be invited. The host may choose to limit attendance to one guest per future host if room capacity is an issue.

Members of Host Organization

The host may choose who from their organization should be invited to attend as guests, and who should be asked to volunteer at the event. The host will need volunteers to:

- Run the registration table
- Be a mic runner during group discussions
- Set up breakout rooms

Save the Date Postcard

As soon as you have confirmed the date for the Growth event, it's time to send out your Save the Date postcards so guests know to block their calendars for the date. Previous hosts have used various strategies for sending these out. One host emailed and texted the postcard to C-Suite members with whom they had a relationship; another host emailed the postcard out to transplant program leaders and encouraged them to share up to their hospital leadership.

Formal Invitation

The formal invitation should be emailed to all guests as soon as the date and agenda are finalized, venue and hotel block are reserved, and RSVP system is set up. The event host should sign the email. Please use the invitation template included in this toolkit and let the NCPG team know before making any additional changes.

The host may use the RSVP system of their choice, but should include standard questions in the RSVP form:

- Prefix (dropdown)
    - Dr., Mr., Ms.,
- First Name (free text)
- Last Name (free text)
- Title (free text)
- Role Type (dropdown)
    - Clinical, Administrative, Other (write-in)
- Organization Type (dropdown)
    - OPO, Donor Hospital, Transplant Center, Other (write-in)
- Organization OPTN-designated 4-letter code, if known (4-character free text, or dropdown)
- With which transplant program(s) are you involved? (multiple choice) – if applicable to your event.
    - Kidney, Liver, Pancreas, Lung, Heart, Intestine
- Email Address (free text)
- Phone Number (numeric free text)
- Dietary Restrictions (free text)

The initial invitation should be sent in the body of an email, without any attachments. Firewalls used by hospital systems often block emails with attachments from reaching the recipient.

Reminder Emails

After sending the initial invitation, the host should send weekly follow-up reminder emails to invited guests who have not yet RSVP'd.

The first reminder email should include the event flyer, designed by the event host, to boost interest. The flyer provides a longer description of the event, highlights key speakers, and details the agenda.

The second reminder email should include:

- An "Intended Audience" section that outlines the benefits of attending for each role (transplant administrators will learn X, C-Suite members should come for Y, surgeons will gain Z).
- Emphasis on the national growth leader who will be sharing their growth story at the event. Preview the topics they will be addressing.
- Invoke FOMO (fear of missing out): In follow-up communications with programs that have not committed, how many other programs have RSVP'd, etc.

An email should be sent the week of the event with logistics reminders, such as:

- Start and end time
- Registration/breakfast time
- Parking options
- A reminder to come ready to be in action

Chapter 7: Event Execution

Weeks Before

Recurring Planning Meetings

The host and NCPG team should agree on a timeslot for a one-hour virtual planning meeting each week leading up to the event. This time can be used to give updates, ask questions, and brainstorm solutions. In between meetings, the host and NCPG team are expected to be working on assigned action items and communicating via email.

The host will be responsible for sending out the recurring meeting invitation and for sending out meeting minutes, if desired.

High-Growth Program Discussion

Any high-growth donor hospitals and/or transplant program sharing growth stories at the event will need to participate in a virtual, one-hour discussion with the NCPG team ahead of the event. The principal presenters and any other members of the team they believe were essential to their program's growth should partake in the interview. The event host may also choose to sit in on the interview as well as this is a good opportunity to build a stronger relationship with the partner organization.

The purpose of these interviews is for the event facilitators to hear each featured program's high-growth story ahead of time, learn the key factors that drove their success, and identify which aspects of their journey were unique. Some programs may already have a slide deck created that they can reuse for this event; others will need to create theirs from scratch. The NCPG team can help outline the growth story and pull out the key points to guide the speakers' presentation, although it is up to the guest speakers to add any details.

Note, regardless of whether the presentation deck already exists or is being created from scratch, it must match the master deck format.

Day Before

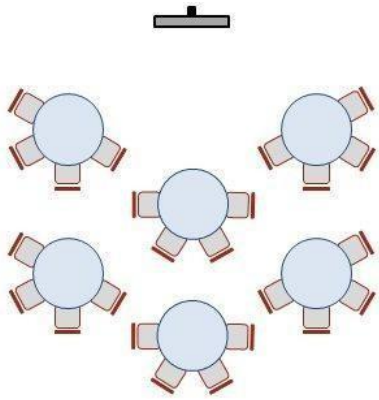
Room Setup

The host should set up as much of the event space as possible the day before the event. Arrange the tables and chairs, banners and signs, stage and lecterns, swag, program booklets, etc. the day before. AV should also be set up the day before so that the planning team can test all required functionalities. **The host team is responsible for providing the laptop from which to play the event master deck and any videos.**

The venue should be set up with round tables with cabaret-style seating (see below). Chairs should be placed around 2/3 of the table so that no guest's back will be towards the stage. Tables should be large enough to fit 6 chairs when arranged in this manner. Place the program booklet and any giveaway items in front of each chair the day before.

Name tents should be placed in front of each chair the night before. Representatives from the same donor hospital and/or transplant program should be seated together to allow for

collaboration on the Growth Gameplan Poster throughout the day. We have found it to be highly successful to have at least one member from the host or visiting OPO teams and one industry partner (if attending) at each table to help facilitate group discussions around the Growth Gameplan Poster.



A ~16 ft. wide stage and lectern (adorned with event logo) should be set up in the front of the room, flanked by projector screens. Two grand chairs should be placed on the stage before the start of the event. These chairs will need to be swapped out for six smaller-profile chairs before the C-Suite panel.

Facilitators Walkthrough (3:00pm)

The NCPG team presenting at and facilitating the event will want to visit the space with the host, discuss the room layout, check the AV, and conduct any necessary walkthroughs the evening before the event. This should take roughly 30 minutes.

Final Planning Meeting (3:45pm)

The host and NCPG team should plan to have their final planning meeting the afternoon before the event. This meeting will be used to set goals and expectations for the event, walk through the presentations, and make any final adjustments. This meeting can take place in the event space or in a conference room at the host facility and should take around two hours.

Dinner With Out-of-Town Guests (6:00pm)

At previous events, the host has organized a dinner following the planning meeting. Some hosts have chosen to invite all out-of-town guests, including guest speakers, the planning team, and prospective future hosts, whereas other hosts have chosen to limit the group to only the planning team.

Day Of

Audio/Visual Team

The AV team should be set up at least 45 minutes before guests are scheduled to arrive. This means projectors should be on standby, speakers should be powered on, and mic tests should be completed. At least four wireless microphones should be available to pass around the room during group discussions.

Tech Check

The host is expected to provide the AV team with a laptop and slideshow clicker to display and advance the slides. All materials to be presented during the event should be loaded onto the host laptop and tested at least 30 minutes before guests are scheduled to arrive. Ensure the breakfast slideshow loops properly, the master deck advances from a clicker, and audio on any videos is working properly.

The NCPG support team will sit at the tech table during the event to ensure slides are advancing properly.

Breakfast

During breakfast and before the event commences, the breakfast slideshow should be playing on a continuous loop on the projector screens from the host laptop. You may also want to play quiet music during breakfast. The slideshow and music should begin playing at least 30 minutes before the event begins.

Registration Table

Since the registration table will be located outside of the event space (e.g., in a hotel lobby), it will likely need to be set up the morning of the event. The registration table, signage, name tags, and any handouts should be arranged and manned at least 30 minutes before guests are scheduled to arrive.

Lunch Buffet

We have learned from previous events that, with an event of this size, it is important to ask the venue to set up the lunch buffet with lines on either side. At an event where only one side of the buffet was accessible, the last people in line were still getting food by the time the lunch break was over.

Post-Event Debrief

The post-event debrief conversation should be scheduled. This can be done immediately after the event, but we have found that a Zoom call the next week is more successful as you can debrief and review the surveys of attendees. Invited participants should include the host planning team, the NCPG team, and confirmed and potential hosts of future Growth events.

During the debrief session, the group will look at the event feedback survey results, discuss what went well, and what could be done better or differently for the next event. Plan for follow-up sessions.

Chapter 8: Event Follow-Ups

Day After

The host should send thank you emails to all attendees the business day following the Growth event, including a copy of all available event presentations. The NCPG team will send the host a

PDF version of the event presentations that can be distributed to guests, once we gain permission from each set of speakers that it is okay to do so.

Two Weeks After

Two weeks after the event, the host should send a follow-up email to each attendee with a scanned copy of their Growth Gameplan Poster. This is a great opportunity to remind the donor hospital and/or transplant program leaders of the commitments they made at the event and to give them a push to get in action.

Two Months After

Two months after the event, the NCPG team will check in with the event host and attendees to find out what actions they have taken or changes they have seen within their organization since the event. This exercise increases accountability and allows the NCPDCT and host to measure the impact of the event.

Previous Event Positive Outcomes

Host Outcomes

- Event promotional materials made by the host and containing the host logo shared across the transplant community
- Featured guest speaker's transplant program increased acceptance of marginal organs from hosting OPO in the days following the event
- Hosting OPO developed new relationships with out-of-state transplant programs through site tours offered during the event

Guest Outcomes

- Hospital CEO who attended the event committed to funding an additional operating room specifically for the transplant center, then later agreed to bring on an additional transplant surgeon
- Strengthened relationship with host organization
- Significant changes in personnel at one TXC in the weeks following the event
- TXPs changing their offer acceptance criteria right in the room after listening to the presentations

Chapter 6: Resources

Poster

List of Potential Speakers

Guidelines for Guest Speakers

Previous Events

Recommended Books

Sample Production Agenda