













# ESOT Strategic Plan 2025-2030





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# Introduction

Today, transplantation stands at a pivotal moment. Scientific breakthroughs, new technologies, and data-driven healthcare solutions are revolutionising patient care, creating significant opportunities to extend organ viability and enhance patient survival. However, disparities within the transplantation pathway continue to prevent many patients from accessing life-saving transplants.

The European Society for Organ Transplantation (ESOT) stands at the forefront of science, research, innovation, education, and advocacy in this evolving field. As the demand for transplantation grows, ESOT remains dedicated to its mission of improving outcomes for patients with terminal organ disease through transplantation, organ regeneration, and substitution.

The **ESOT Strategic Plan 2025-2030** provides a comprehensive framework to address the field's most pressing challenges while capitalising on emerging opportunities. It focuses on advancing transplantation science, empowering healthcare professionals, and influencing global policy to ensure equitable access to life-saving therapies.

The plan is built on a dynamic framework of six key strategic drivers:



In addition to serving as a cornerstone for ESOT's advancement, the new Strategic Plan will strengthen the transplantation community and significantly improve the lives of patients dependent on organ transplants. It represents an ambitious step forward that will enable ESOT to drive the field of transplantation towards greater accessibility, sustainability, and excellence.

# ESOT Strategic Plan 2025-2030

## ESOT Mission

To improve outcomes for patients with terminal organ disease by means of transplantation, organ regeneration, and substitution.



This strategy is built on the foundation of ESOT's Team Values – Respect, Trust, Transparency, Empathy, and Collaboration – reflecting our commitment to integrity and cohesion in all we do.



# Strategic Plan Process & Leadership



The ESOT Strategic Plan is the product of a collaborative effort by leading experts in the field of transplantation.

## Nomination and Confirmation

### Step 1

#### 1. Call for nominations

ESOT members were invited to nominate themselves or colleagues for the Strategic Driver Task Forces and project.

#### 2. Selection

After a careful review, the final composition of the Task Forces was determined. Given the high number of nominations, a structured approach was implemented to ensure an effective and streamlined process.

#### 3. Confirmation

All selected nominees were informed and asked to confirm their willingness to participate in the project. Those unaware of their nomination were also notified and invited to accept their participation.

## Task Force Structuring & Development of Strategic Plan Principles

### Step 2

#### 1. Core Group formation

A Core Group was established to lead the development of the principles and deliverables for the ESOT Strategic Plan. This group was responsible for drafting the initial framework, setting strategic guidelines, and identifying key priorities.

#### 2. Broader Group formation

A Broader Group was also formed to review and refine the proposals developed by the Core Group.

#### 3. Refinement workshop

The Core Group and Broader Group participated in a workshop that served as an open forum for discussion, feedback, and collective decision-making. Insights from the Broader Group contributed to the final set of proposals submitted to the ESOT Council for validation.

## Finalisation of Strategic Plan Principles

### Step 3

#### Strategic Plan formation

The Core Group's proposals, enriched by input from the Broader Group, were finalised and submitted to the ESOT Council for review and validation. The Strategic Plan was approved by the Council in December 2024.

ESOT extends its sincere appreciation to all those who contributed to the development of this Strategic Plan:



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Muhammad Khurram

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# Strategic Drivers

## Science and Research

Advancing science and research is fundamental to the future of transplantation, driving innovation that enhances access, optimises outcomes, and expands the possibilities of organ and tissue transplantation, regeneration, and other substitution therapies.

As a leader in the field of transplantation, ESOT is committed to strengthening Europe's role at the forefront of cutting-edge research. This requires a multifaceted approach, leveraging both internal initiatives and external collaborations to foster partnerships, drive scientific impact, and influence research agendas at national and international levels.



## Strategic Drivers Science and Research

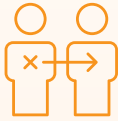
### Aims of the Strategic Driver

#### Build a strong scientific network within ESOT



ESOT aims to establish a strong network of European and global leaders in clinical, translational, and basic transplantation research. By creating a platform for the exchange of ideas, data, samples, and personnel, ESOT will accelerate scientific progress while also providing financial support and fellowships to young professionals, particularly from underrepresented regions, to enhance expertise across borders.

#### Drive scientific impact for the future



To remain at the forefront of transplantation science, ESOT will attract and engage experts from related disciplines, including immunology, tissue regeneration, xenotransplantation, molecular biology, imaging, and artificial intelligence. By integrating insights from these critical fields, ESOT will ensure the transplantation community remains at the cutting edge of innovation.

#### Expand scientific collaboration beyond ESOT



To ensure transplantation remains a research priority, ESOT will act as a key societal partner for national and EU-funded projects, advocating for sustained investment in the field. By actively shaping research agendas, collaborating with institutions such as the European Commission, and facilitating large-scale research networks through consortium meetings, setting data exchange standards, and disseminating research output, ESOT will strengthen its influence on the global scientific landscape.

#### Enhance clinical impact through research and guidelines



Scientific advancements must translate into real-world clinical benefits for patients. ESOT aims to play a leading role in facilitating expert consensus in key areas of transplantation, regeneration, and substitution therapies, ensuring the development of clinical practice guidelines based on rigorous and scientifically validated methodologies.



# Strategic Drivers

## Education and Knowledge Sharing

In the rapidly evolving field of transplantation, continuous education and knowledge exchange are vital to driving progress and providing optimal care for patients. As new scientific discoveries, technologies, and clinical best practices emerge, transplant professionals must have access to cutting-edge tools and educational resources that enhance their expertise and adaptability.

ESOT is committed to shaping the future of transplantation education by fostering a dynamic, interactive, and personalised learning environment that ensures accessibility, relevance, and collaboration within the transplant community.



# Strategic Drivers

## Education and Knowledge Sharing

### Aims of the Strategic Driver

#### Build a tailored educational offering

To keep pace with the ever-changing transplantation arena, ESOT will identify knowledge gaps, emerging trends, and the challenges and barriers faced within the field on an ongoing basis. This process will involve greater engagement with young professionals through the Young Professionals in Transplantation Committee, empowering the next generation of transplant specialists. By understanding the needs of the transplantation community, ESOT will continue to develop tailored educational pathways that account for differing levels of expertise, providing all professionals with the tools required to focus on the areas most relevant to their current roles, level of experience, or aspirations. ESOT will ensure that educational content and learning methods are accessible in different formats, allowing participants to enhance their knowledge regardless of time, location, or access.

#### Redefine the role of the Education Committee

To achieve the above objectives, ESOT will redefine the role of the Education Committee to optimise curriculum development, creating a more agile framework for learning and continuous medical education.

#### Adopt innovative digital tools

The integration of advanced digital tools will help revolutionise both transplant education and practice. ESOT will leverage augmented and virtual reality technologies for immersive learning experiences, allowing users to gain additional hands-on training.

#### Enhance the Transplant Live platform

Transplant Live is a central hub for learning, and ESOT will continue to build this platform by integrating modern technologies and evidence-based practices. This will include improving learning techniques, ensuring interactive features actively engage users with content to enhance knowledge retention, and introducing personalised learning tracks to foster and incentivise community engagement.



# Strategic Drivers

## Organisational Change

Organisational change is essential for ensuring that ESOT remains responsive, inclusive, and effective in its mission to advance the field of transplantation. This driver aims to enhance internal structures and improve stakeholder engagement, ensuring that ESOT is well-positioned for future growth and impact.

By evolving and diversifying the organisation, ESOT will foster a more inclusive, effective, and innovative future – one that is ready to meet the needs of its members and the transplant community on a global scale.



## Strategic Drivers **Organisational Change**

### Aims of the Strategic Driver

#### Achieve equal representation within the society

ESOT must actively work to diversify its leadership and membership while implementing initiatives to achieve equitable representation within the society. This includes broadening engagement with transplant professionals from underrepresented regions and implementing strategies to achieve equality for leadership roles, committees and at events. ESOT will also encourage the involvement of healthcare professionals from different backgrounds, such as nurses and transplant coordinators, to ensure a multidisciplinary approach to transplant education and representation within the society.

#### Improve member satisfaction

Ensuring that members feel valued and heard is vital for the growth and success of ESOT and the transplant community. To become a truly international organisation, the society aims to increase its visibility and engagement globally and to build partnerships with national and non-European transplant communities. ESOT will also continue to enhance its member support programmes, including professional guidance opportunities, career services, awards and bursaries, and personalised education pathways.

#### Enhance the interplay between ESOT and its Sections and Committees

There are eight Sections within ESOT, representing specialised groups that focus on a particular organ or a specific aspect of transplantation. Four Committees supervise a number of key ESOT activities. To foster collaboration and coordination within ESOT, it is crucial that the society's goals and the objectives identified in this Strategic Plan are communicated effectively with and supported by the work of the Sections and Committees. This will involve regular cross-sectional meetings, collaborative online platforms, and joint projects that encourage shared ownership of ESOT initiatives.

#### Integrate sustainable practices

Sustainable approaches will be a cornerstone of ESOT's operations in demonstrating the society's commitment to global health beyond the field of transplantation. This 'Green Agenda' will include integrating sustainable practices at ESOT events to minimise their environmental impact, partnering with organisations that advocate for environmental responsibility, and promoting sustainable transplantation technologies and practices.

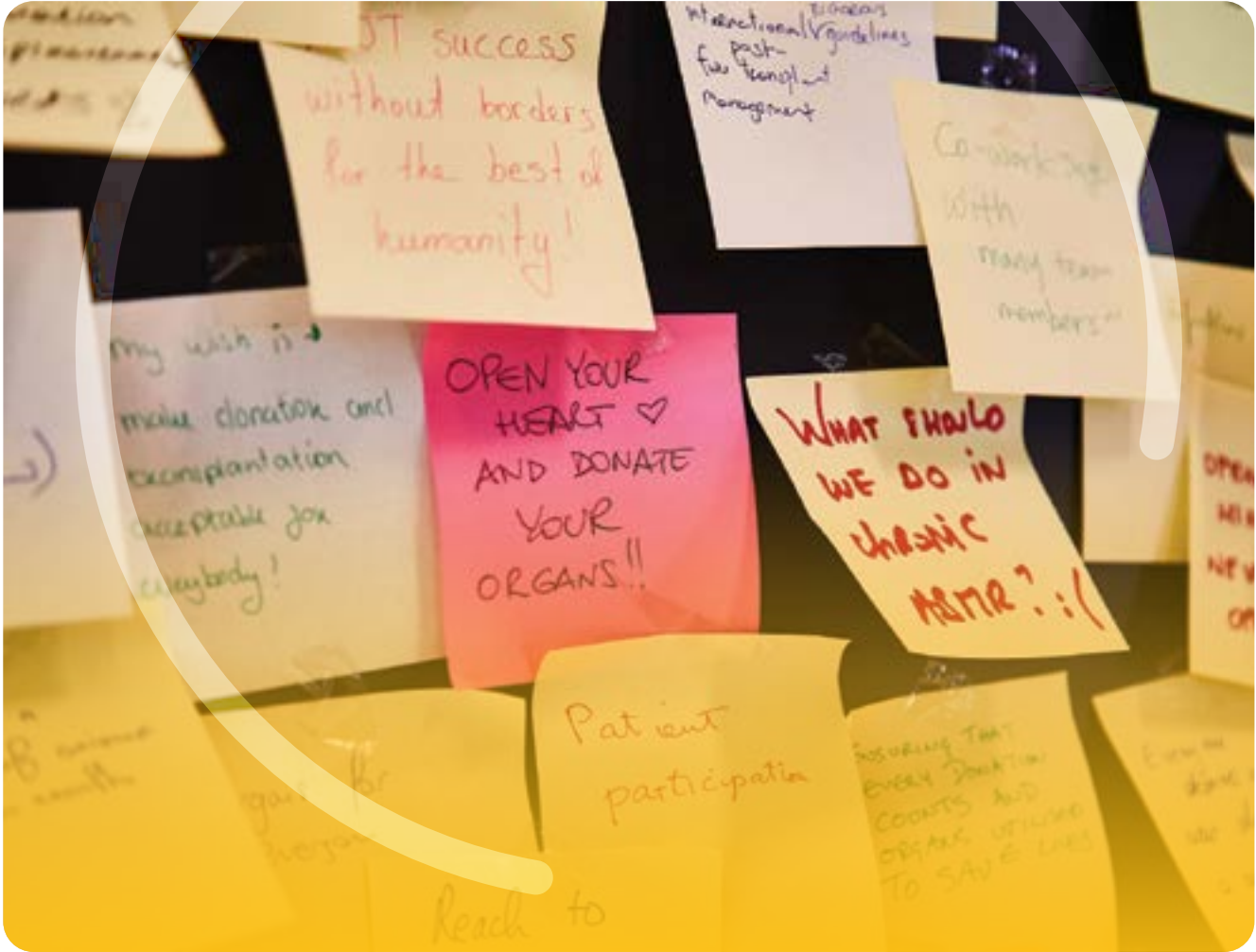


# Strategic Drivers

## Policy & Advocacy

Policy and advocacy play a critical role in shaping the future of transplantation by influencing healthcare priorities and driving legislative change to ensure equitable access to life-saving treatments. This driver has been established to position ESOT as a leading voice in transplantation policy, fostering collaboration with key stakeholders and advocating for the widespread adoption of best practices.

By engaging with policymakers, healthcare professionals, and patient communities, ESOT aims to bridge the gap between research, clinical practice, and policy to improve patient outcomes and safeguard transplantation as a global healthcare priority.



## Strategic Drivers Policy & Advocacy

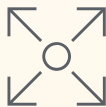
### Aims of the Strategic Driver

#### Strengthen ESOT's influence in driving policy change



Through strategic partnerships and targeted advocacy, ESOT will champion the adoption of best practices, shape healthcare priorities, and keep transplantation at the forefront of policy discussions. Having established itself as a trusted authority, ESOT will work to influence legislative frameworks that ensure equitable, high-quality transplant care. To drive meaningful policy action, ESOT will provide evidence-based recommendations aligned with the United Nations Sustainable Development Goals, addressing key health challenges such as the prevention of non-communicable diseases, obesity, and the promotion of healthy lifestyles.

#### Expand the implementation of effective transplantation policies



To bridge the gap between policy and practice, ESOT must ensure its recommendations and guidelines are widely recognised and implemented. ESOT will advocate for standardised transplantation protocols to ensure consistency in patient care, donor management, and post-transplant follow-up across countries. By developing accessible resources and partnering with advocacy groups, ESOT will amplify patient voices in policy discussions and provide policymakers with evidence-based insights and real-world data to support informed decision-making. This approach will help align transplantation policies with the evolving needs of patients and healthcare systems.

#### Place organ transplantation at the top of national, European and international agendas



To drive systemic change and improve transplant-related healthcare, ESOT will focus on elevating organ transplantation and end-stage organ failure prevention as key priorities in public health discussions. Transplantation will be promoted as a public health priority, ensuring that adequate resources, infrastructure, and funding are allocated to this critical area. ESOT will push for improved organ donation policies to widen the donor pool and support legislative change that emphasises early intervention, disease prevention, and lifestyle changes to reduce the incidence of organ failure.



# Strategic Drivers

## Trusted Care, Shared Care

This driver aims to provide a patient-centred approach to solid organ transplantation by focusing on both the physical and psychological health needs of patients. It fosters collaboration between patients, caregivers, and healthcare providers to ensure comprehensive care that addresses the whole person.

The goal is to anticipate, prevent, and treat both physical and psychological suffering, ensuring that clinical decisions align with shared values, expectations, and quality of life.



# Strategic Drivers

## Trusted Care, Shared Care

### Aims of the Strategic Driver

#### Promote a holistic approach to health and quality of life

This aim focuses on understanding the full range of health challenges faced by transplant candidates, recipients, and living donors during the transplantation journey. It involves not only addressing the physical aspects of care, but also recognising the emotional, psychological, and social dimensions of a patient's wellbeing. By considering the broader context of each individual's life, the care plan can be more personalised, supporting their overall quality of life and fostering better long-term outcomes for both patients and living donors.



#### Improve access to care

Ensuring equitable access to healthcare for all transplant candidates and recipients, regardless of their socioeconomic status, geographical location, or other social determinants of health, is a key part of ESOT's vision. This includes addressing challenges like affordability, healthcare availability, and cultural or language barriers. By recognising and responding to the subjective health needs of patients, such as mental health concerns, anxiety, or fears regarding the transplantation process, it ensures that the care provided is truly patient-centred and effective in managing both visible and hidden challenges.



#### Encourage shared decision-making

Effective communication is central to ensuring that patients and healthcare providers are on the same page regarding the treatment plan. This involves being transparent about treatment options, potential outcomes, and risks, as well as actively involving patients and caregivers in decisions about their care. Shared care plans should recognise the valuable views of patients and the professionals' authority to care, whilst promoting the balance between appropriateness and proportionality. Shared decision-making allows patients to express their preferences and values, leading to choices that reflect what matters most to them, particularly when it comes to the intensity of care or quality of life. ESOT will work closely with patient advocacy groups to champion this patient-centred approach and shared decision-making.



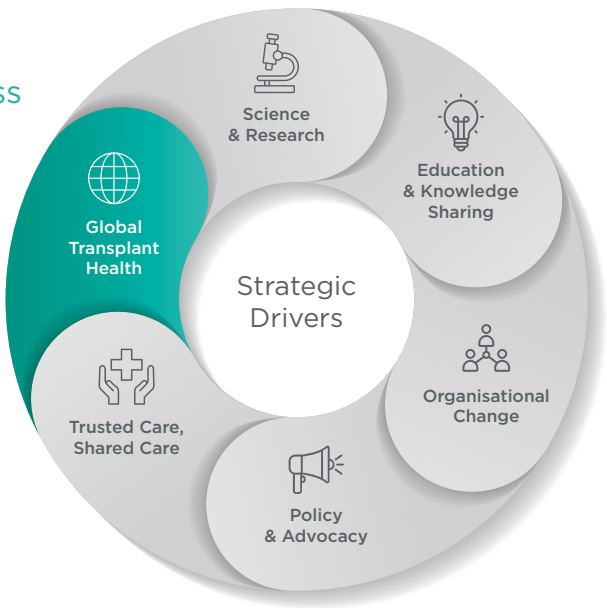


# Strategic Drivers

## Global Transplant Health

This Strategic Driver has been created to address the disparities in transplant access and care across different regions of the world. It seeks to strengthen the transplant infrastructure in underserved areas by focusing on resource mobilisation, capacity building, and global collaboration.

By enhancing the ability of transplant systems to deliver high-quality care, ESOT aims to create a more equitable and sustainable global transplant landscape, ensuring that all patients have access to life-saving transplants.



# Strategic Drivers

## Global Transplant Health

### Aims of the Strategic Driver

#### Strengthen transplant infrastructure and capacity in underserved regions




This aim focuses on increasing the transplant capabilities of regions with limited expertise and resources. Through the provision of specialised education, targeted training, and technical assistance, we aim to enhance the local capacity to perform transplants and manage donor and recipient care effectively. ESOT will facilitate tailored educational resources and capacity-building programmes that will empower healthcare professionals to provide better care, addressing the specific needs of underserved regions and improving transplant outcomes in these areas.

#### Establish a comprehensive transplant surveillance system




The creation of a global transplant surveillance system to track and assess transplant activities, trends, and outcomes across various regions is essential to ensure everyone – including regions with emerging transplant needs – has access to relevant data to drive informed decisions and improve patient outcomes. By collaborating with international and local partners, ESOT will work to gather vital data that can inform best practices, identify areas for improvement, and support better policy development.

#### Advocate ethically considerate organ donation practices



Promoting a sustainable transplantation journey is essential, and ESOT will encourage the adoption of policies that prioritise ethical organ donation, transparent allocation systems, and sustainable practices in the field. By focusing on equity in organ distribution and ensuring the sustainability of transplant systems, this driver seeks to address global inequalities and ensure that transplantation is undertaken in ways that are fair, transparent, and ethically sound.

#### Support initiatives to improve organ retrieval, preservation, and transportation



By supporting initiatives that improve organ retrieval, preservation, and transportation, ESOT aims to reduce organ damage and improve the success rates of transplants. This ultimately ensures that donated organs – which are currently limited – remain viable and are delivered to transplant centres in optimal condition, maximising the chances of successful transplant outcomes and patient safety.



# ESOT: Transforming transplantation for a healthier future

## Five-year roadmap

Over the next five years, ESOT will:

### Advance Transplantation Science & Research

- Build a strong European and global scientific network
- Expand collaboration beyond ESOT to shape research agendas
- Translate scientific advancements into clinical practice guidelines

### Empower Healthcare Professionals through Education & Knowledge Sharing

- Provide tailored educational offerings aligned with emerging trends
- Enhance the Transplant Live platform with innovative and immersive learning tools
- Integrate advanced digital education solutions

ESOT: Transforming transplantation for a healthier future  
**Five-year roadmap**

### Foster Trusted & Shared Care in Transplantation

- Improve access to care, ensuring equity across all patient groups
- Promote a holistic, patient-centred approach to transplant care
- Enhance shared decision-making between patients and healthcare providers

### Enhance Global Transplant Health & Equity

- Strengthen transplant infrastructure in under-developed regions
- Support ethical organ donation and sustainable transplant practices
- Support global surveillance systems to track transplant trends and outcomes



### Drive Policy & Advocacy for Equitable Transplantation

- Position organ transplantation as a public health priority globally
- Influence policy change to prioritise transplantation on healthcare agendas
- Advocate for standardised protocols and improved patient access



### ESOT will deliver this through:

- Innovation and excellence to drive scientific breakthroughs and best clinical practices
- Accountability, integrity, and transparency to ensure ethical leadership in transplantation
- Sustainability and organisational agility to create long-term impact with a flexible, responsive approach
- Fairness and inclusivity and promote equal access to transplantation worldwide





# Looking ahead

As we look to the future, the ESOT Strategic Plan 2025–2030 represents a bold commitment to advancing transplantation globally, ensuring that patients have equitable access to life-saving care. This plan not only builds on the groundbreaking advancements in science, research, and technology but also addresses the critical challenges that still hinder fair and timely access to transplantation for many patients worldwide.



By focusing on the six Strategic Drivers outlined in this Plan, ESOT will continue to empower healthcare professionals, influence policy at all levels, and support initiatives that enhance patient care and transplant outcomes. This comprehensive approach will strengthen the global transplant network, fostering greater collaboration and ensuring long-term sustainability.

The path ahead is one of opportunity, but also of responsibility. ESOT is committed to advancing transplantation in ways that prioritise equity, and the highest standards of care. We invite our dedicated partners, stakeholders, and communities to join us on this mission to transform the landscape of transplantation, enhance patient outcomes, and create a sustainable, accessible system for all. Through these efforts, ESOT will help shape a world where every patient has the opportunity for a second chance at life.

**Gabriel Oniscu**  
ESOT President



