



World Health  
Organization

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Assembly Side Event

# Enhancing Workforce Capacity Through A Comprehensive Competency Framework



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*From Awareness to Action: Advancing Global Best Practices in Organ Donation and Transplantation*

**OFFICIAL WHA SIDE EVENT**

GENEVA, May 21, 2026





# Outline

*Enhancing Workforce Capacity Through a Comprehensive Competency Framework*



- **WHA77.4 and the implementation imperative**



- **Workforce planning and the competency framework**



- **Training, credentialing, privileging and continuous evaluation**



- **International cooperation**



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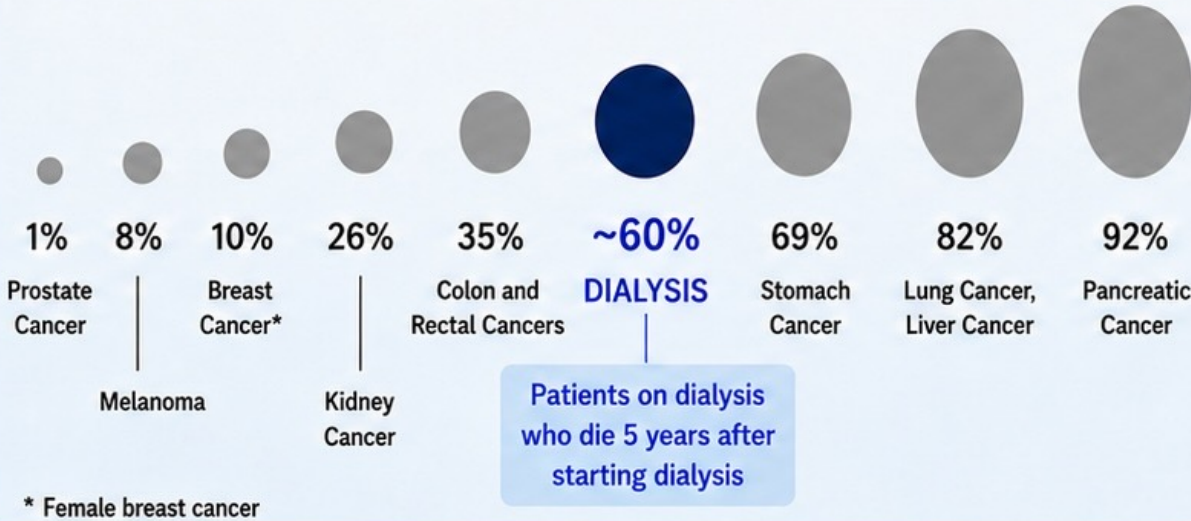


# Problem Statement



**Survival on death row in USA is 10 times higher than dialysis**

## 5-Year Death Rate: Solid Tumors vs Dialysis



## Average Time Spent on Death Row (USA)



**Dialysis is associated with a strikingly high mortality burden, underscoring the urgency of timely access to organ transplantation.**



# Distribution of transplant centers among WHO regions

data compiled from GODT reports 2020 and 2022

(<https://www.transplant-observatory.org>)

Transplant centres (millions inhabitants / centre)*	AFR	AMR	EMR	EUR	SEAR	WPR
<b>Kidney</b>	<b>32</b> <b>(15.0)</b>	<b>885</b> <b>(1.1)</b>	<b>128</b> <b>(3.6)</b>	<b>453</b> <b>(1.9)</b>	<b>624</b> <b>(2.6)</b>	<b>430</b> <b>(4.2)</b>
<b>Liver</b>	<b>3</b> <b>(159.5)</b>	<b>404</b> <b>(2.4)</b>	<b>35</b> <b>(13.2)</b>	<b>239</b> <b>(3.5)</b>	<b>247</b> <b>(6.7)</b>	<b>231</b> <b>(7.7)</b>
<b>Heart</b>	<b>0</b> <b>(0.0)</b>	<b>338</b> <b>(2.9)</b>	<b>21</b> <b>(22.1)</b>	<b>174</b> <b>(4.9)</b>	<b>168</b> <b>(9.8)</b>	<b>154</b> <b>(11.6)</b>
<b>Lungs</b>	<b>0</b> <b>(0.0)</b>	<b>129</b> <b>(7.6)</b>	<b>8</b> <b>(58.0)</b>	<b>92</b> <b>(7.5)</b>	<b>95</b> <b>(17.3)</b>	<b>81</b> <b>(29.6)</b>
<b>Pancreas</b>	<b>0</b> <b>(0.0)</b>	<b>225</b> <b>(4.4)</b>	<b>5</b> <b>(94.1)</b>	<b>121</b> <b>(7.0)</b>	<b>54</b> <b>(30.3)</b>	<b>68</b> <b>(26.6)</b>
<b>Small Bowel</b>	<b>0</b> <b>(0.0)</b>	<b>39</b> <b>(25.2)</b>	<b>1</b> <b>(470.3)</b>	<b>46</b> <b>(18.4)</b>	<b>19</b> <b>(86.1)</b>	<b>55</b> <b>(32.8)</b>

\*Million inhabitants per transplant centre are calculated by applying the population of the responding countries.

Chatzixiros, 2024 TTS Congress



WHA77.4. Seventy-Seventh World Health Assembly, Agenda item 11.2, 1 June 2024.

# Increasing availability, ethical access and oversight of transplantation of human cells, tissues and organs



- Transplantation is the most effective, cost-saving therapy for end-stage organ failure from non-communicable diseases
- Integrating donation and transplant services into universal health coverage strengthens health systems and advances access and equity
- The Transplantation Society urges Member States to prioritize transplantation and establish robust legal frameworks supporting deceased and living donation

**TTS**  
The Transplantation Society



Watch Dr. Medhat Askar, TTS Senior Treasurer and Chair of the TTS WHO Committee, deliver a statement on behalf of The Transplantation Society at the World Health Assembly on Friday, May 23, 2025



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## To achieve the 2035 targets for Universal Health Coverage, we urge Member States to move from advocacy to institutional implementation:



- **National/Collaborative Regional Self-Sufficiency:** Establish regulated live and deceased donation programs. This is the only ethical defense against “transplant tourism” and the exploitation of the vulnerable.



- **Governance and Oversight:** Identify National Regulatory Authorities within the Ministry of Health to oversee the entire clinical chain—from organ donation to the full spectrum of human cell, tissue and organ transplantation.



- **Data & Vigilance:** Implement standardized global biovigilance and mandatory transplant activity and outcomes reporting as well as provide lifelong follow-up for living donors to ensure transparency and maintain public trust.



# WORKFORCE PLANNING



## Right People, Right Skills, Right Place, Right Time

Workforce planning ensures a resilient, equitable and future-ready health workforce

### 1. SITUATION ANALYSIS



Assess needs  
Analyze supply  
Identify gaps  
and trends

### 2. FORECASTING NEEDS



Project future needs  
based on disease  
burden and  
transplant volumes

### 3. STRATEGIC PLANNING



Set goals and targets  
Develop strategies  
Plan for roles  
and retention  
Clear career pathways  
and advancement  
opportunities

### 4. IMPLEMENTATION



Invest in training  
Strengthen recruitment  
and retention  
Optimize deployment

### 5. MONITORING & ADAPTATION

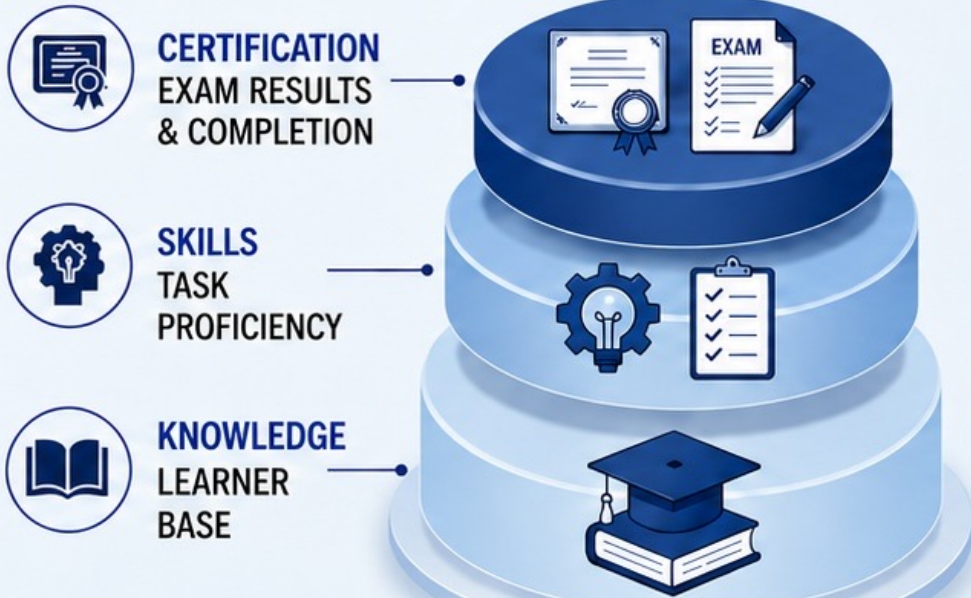


Monitor performance  
Evaluate impact  
Adapt and improve



# TRAINING AND PROFESSIONAL DEVELOPMENT ≠ CAPACITY BUILDING

## TRAINING (INDIVIDUAL, SHORT-TERM FOCUS)



ACCOUNTABILITY SCOPE:  
INTERNAL & INDIVIDUAL

VS.

## CAPACITY BUILDING (SYSTEMIC, LONG-TERM FOCUS)



ACCOUNTABILITY SCOPE:  
SOCIETAL & EXTERNAL



# The Competency Framework

## *Pathway to Professional Accountability in Transplantation*



### Training

Builds essential knowledge, skills, and behaviors for defined roles



### Credentialing

Confirms qualifications and preparation



### Privileging

Defines authorized, setting-specific scope within an institutional framework



### Evaluation

Maintains competence through authorization and ongoing assessment



**Outcome:** Safe, authorized, quality-assured practice with clear responsibilities and professional accountability across the transplantation pathway





## PURPOSE



Build the  
competencies  
health workers  
need to deliver  
Universal Health  
Coverage (UHC)



## 6 COMPETENCY ELEMENTS



People-centredness



Decision-making



Communication



Collaboration



Evidence-informed practice



Personal conduct



## IMPLEMENTATION IMPACT



- ✓ Align education and practice with population health needs
- ✓ Strengthen performance and support continuous development
- ✓ Build a competent, adaptable workforce for better health outcomes



# International Cooperation Enables Implementation

## OPERATIONALIZING WHA 77.4 FOR GLOBAL IMPACT

### MECHANISM



### Turning Policy into Practice

- **Resolution WHA77.4 Calls:** Actionable mandates for cooperation, technical assistance, and regulatory capacity
- **Shared Frameworks:** Defining common expectations for roles, safety, and ethical quality
- **Peer-to-Peer Support:** Direct country-level cooperation via mentorship and implementation experience

### STRATEGY



### Shared Core, Local Pathway

- **Global Standards:** A common language for workforce development and expert expertise
- **Knowledge Networks:** Twinning, digital learning, and regional platforms for professional expansion
- **Local Adaptation:** Systems that reflect national legal mandates, resources, and workforce maturity
- **Evidence-Based Growth:** Registries and data networks to support continuous monitoring and trust





# TTS Global Essential Standards



**Part I:**  
Foundational Framework

Establish the basic operational standards for underlying healthcare system



**Part II:**  
Technical Framework

Define the technical standards for safe and quality practice



**Part III:**  
Competency Framework

Define the competencies for a qualified workforce



**Part IV:**  
Donation & Organ Management Systems (DOMS) Framework

Define the standards for ethical & effective donation, oversight and review of quality of DOMS



# SUMMARY AND CALL TO ACTION

BUILDING THE GLOBAL TRANSPLANT WORKFORCE TO ACHIEVE TRANSPLANTATION FOR ALL



## SUMMARY



**Increasing availability, ethical access, and oversight of transplantation is achievable**

It requires commitment. It requires resources  
It requires international collaboration



**“Transplantation for All” can be a reality**  
where every patient with end-stage organ failure  
has the opportunity for a second chance at life



**This is contingent on developing a dedicated  
and highly competent global transplant workforce**



## CALL TO ACTION



**Prioritize transplant workforce capacity building  
within national health agendas**



**Pursue collaborative international efforts  
among Member States, WHO, and  
professional societies**



**Develop, adopt, and fund a global competency  
framework for transplantation professionals**



**From commitment to capability: build the workforce that makes  
transplantation accessible, ethical, and safe—everywhere**



# ACKNOWLEDGEMENT

# TTS

The Transplantation Society



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TTS President



**Efstratios (Stratos)  
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Advisor on  
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