A photograph of a woman with long blonde hair and a young child jumping joyfully in a field of tall grass. The woman is wearing a black top and the child is wearing a red hoodie. They are both smiling and holding hands. The background is a bright, cloudy sky. The overall mood is one of happiness and hope.

UNITED NETWORK FOR ORGAN SHARING

2003 ANNUAL REPORT

making it possible

24 | 7

Every
30

seconds, information is accessed on UNOS' national computer network.

Every
13

minutes, a name is added to the national transplant waiting list.

Every
2

hours, a request is made for UNOS data.

Every day
18

donor families make a lifesaving decision.

Last year more than
25,000

lives were saved by organ transplantation.

The United Network for Organ Sharing makes it possible...

24 | 7

A MESSAGE TO OUR COLLEAGUES, PATIENTS AND SUPPORTERS

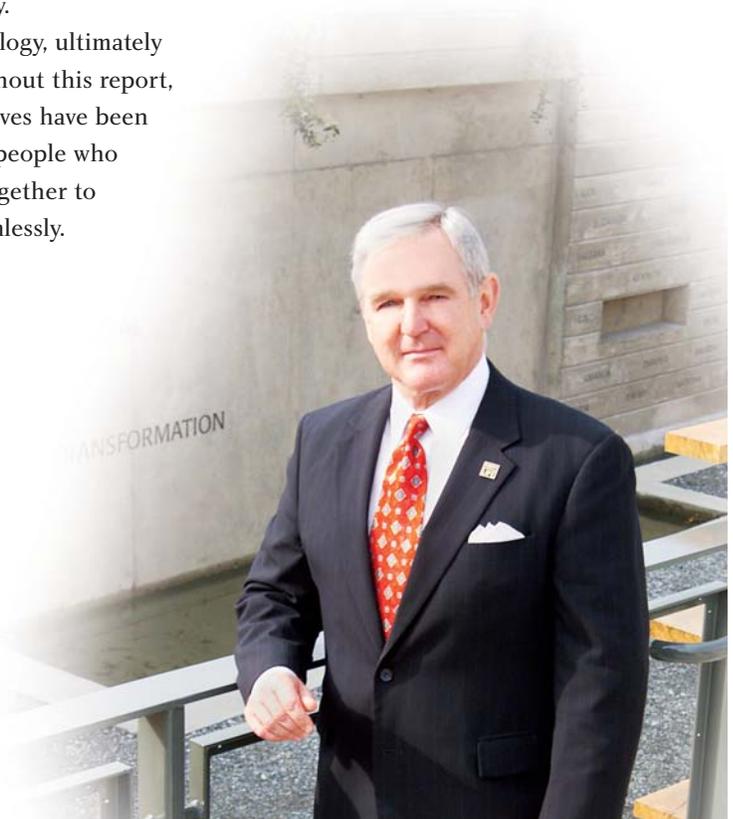
At any moment in time, transplant professionals, patients and donor families across the nation are connected through the United Network for Organ Sharing (UNOS). UNOS plays a central role in transplantation by maintaining the nation's waiting list for organ transplants, collecting and sharing transplant data and running the computerized "match" to place organs with transplant candidates. UNOS' organ and data center, the very heart of our organization, operates "24/7" to help save lives.

Last year, more than 25,000 lives in the United States were saved through organ transplants, and UNOS played a vital role in making that happen. At the same time, we successfully met a number of challenges and opportunities: we settled into a new, state-of-the-art headquarters building; we dedicated the National Donor Memorial; we launched a comprehensive Web site for transplant candidates and recipients; we published our first patient booklet for children; and we substantially increased our efforts to promote organ donation through our new National Speakers Bureau, participation in events around the country and engaging mass media to inform the public. Most important, through our membership and in collaboration with our federal contracting agency, the Health Resources and Services Administration, we sought multiple ways of improving America's transplant system. We implemented system-wide improvements designed to enhance patient safety, and we continued to refine policies to allocate scarce organs in the most equitable, efficient and effective way possible to better serve the more than 84,000 people who remain on the nation's waiting list. And the numbers increase daily.

Though we may use the latest in technology, ultimately everything we do relates to people. Throughout this report, you will meet real people—people whose lives have been touched by our lifesaving mission and the people who help carry it out. UNOS brings them all together to operate the nation's transplant system seamlessly. We're proud to keep this national network functioning smoothly 24 hours a day, seven days a week, 365 days a year.



Walter K. Graham
Executive Director
United Network for Organ Sharing



6:35 p.m. — RICHMOND, VIRGINIA

A donor mom places a rose near the etching of her daughter's name in the newly built National Donor Memorial.



REACHING OUT

It is vital that the public understand and trust the nation's organ transplant system.

To help maintain the public's trust, UNOS develops educational resources and exhibits at events both locally and nationally. These efforts, and others like them, also help create awareness for organ and tissue donation. Telling the story of transplantation shows the public the remarkable impact transplant has on individual lives.

One of the most significant ways we accomplished those goals last year was through the creation of the 10,000-square-foot National Donor Memorial, funded entirely through voluntary contributions. Conceived with extensive input from people directly touched by organ donation, the memorial pays beautiful tribute to America's organ and tissue donors while educating visitors about the continuing need for donation.

U.S. Department of Health and Human Services Secretary Tommy Thompson delivered the keynote address at the groundbreaking in April. Deputy Surgeon General of the

United States Rear Admiral Kenneth Moritsugu, M.D., delivered a stirring speech at the November dedication from the perspective of both a donor father and donor husband.

For those who cannot personally visit the memorial, there is a corresponding Web site at www.donormemorial.org. On the site, visitors can take a virtual tour, read tributes about donors from across the country or even create a tribute of their own. During 2004, we will unveil a virtual Wall of Names for use at donor-recognition ceremonies throughout the country.



HHS Secretary Tommy Thompson praised the development of the National Donor Memorial when he spoke at the groundbreaking ceremony in April.



Elyssa Jacobs
heart transplant recipient

4:13 P.M., ROCKWELL, TEXAS—
Elyssa Jacobs and a number of other preteens cool off at her favorite water park. If it weren't for a transplant, this and other normal activities would not be possible for Elyssa.

Elyssa contracted a virus that destroyed her heart when she was just 15 months old. The virus brought her to the intensive care unit of a Georgia hospital where she was deteriorating quickly. Around the same time, a little boy named Ian suffered a seizure and was pronounced brain dead at a hospital in Wisconsin.

Ian's parents made the decision to donate their son's organs. The heart in little Ian's chest was a perfect match for Elyssa. Now 11 years old, Elyssa is a healthy girl who loves jazz, tap dancing, swimming and teasing her big sister, Lynsey.

At the National Donor Memorial Web site, www.donormemorial.org, people like Elyssa's mom create their own tributes to the people they love and wish to honor. She posted a tribute about Elyssa, thanking Ian's family for giving her daughter "a second chance through the gift of life."

INFORMING THE COMMUNITY

Engaging patients in their own wellness can make a difference in overall success rates. To help empower transplant candidates and recipients, we transformed UNOS' patient Web site, www.transplantliving.org, into a one-stop information resource. This comprehensive, leading-edge tool provides the information patients and their families need before, during and after the transplant process.

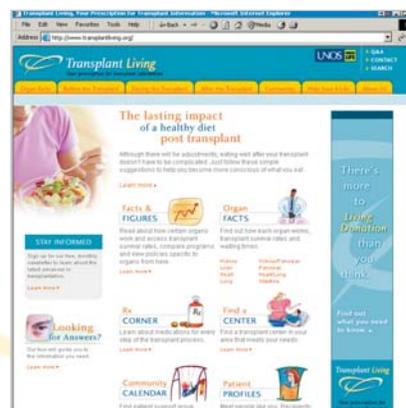
Within a month of its relaunch, Transplant Living experienced a 97 percent increase in traffic, including visitors from more than 20 countries. Traffic to the site continues to grow with the ongoing addition of the most current, useful patient information available.

Observing that donation consent rates varied greatly from one organ procurement organization (OPO) to the next, UNOS spearheaded a progressive initiative last spring.

In "Research to Practice," a national consent conference on organ donation, UNOS brought the transplant community together to discuss innovative ways to increase donation.

After two and half days of intense brainstorming and discussion about the latest donation-related studies, workgroups reached consensus on approximately 16 recommendations. Each was shared with OPOs across the country. The proceedings will be available to all procurement professionals in the United States in 2004 through publication in a peer-reviewed journal.

Now in its second year, UNOS' "Transforming Chaos Into Momentum" workshop equips donation professionals with practical skills designed to increase donation consent rates. Funded by an educational grant from the F. M. Kirby Foundation, this popular workshop is based on a study of the methods used by the most successful organ procurement coordinators. Demand for the workshop continues to grow.



With UNOS' redesigned patient Web site, transplant candidates and their families find it easier than ever to get answers to their many questions.

COLLABORATING TO SAVE LIVES

UNOS is working with the government on multiple projects to reach Americans with the organ donation message. U.S. Department of Health and Human Services Secretary Tommy Thompson's "Workplace Partnership for Life" project involves collaborating with companies and employee groups of all sizes to make information readily available to employees.

In addition to supporting this initiative nationally, UNOS partnered with LifeNet, the organ procurement organization serving most of Virginia, in signing up 300 companies in the metro Richmond area, reaching 60,000 employees with the lifesaving message of organ donation.

UNOS collaborates in other ways to promote donation. UNOS and its members provide the majority of operational and financial support for the Coalition on Donation (www.donatelife.net), a national nonprofit dedicated to inspiring all people to consent to organ and tissue donation. At the core of the Coalition's educational efforts are national motivational public service campaigns delivered via radio, television and print.

FILLING A VOID

Almost 25,000 children have received lifesaving transplants since 1988, yet until recently no age-appropriate transplant

literature existed to help them better understand their transplant experience. Through a generous grant from Fujisawa Healthcare Inc., UNOS created *What Every Kid Needs to Know*.

This easy-to-understand booklet provides social workers, transplant coordinators and parents with an educational tool for children under 12 who need a transplant. Wildly popular, it "sold out" during the first few months of publication, and a second printing is scheduled.



UNOS' *What Every Kid Needs to Know* booklet is written in language children can relate to.

SPREADING THE WORD

To help national organizations spread the word about organ donation on a grand scale, UNOS created the National Speakers Bureau. We place nationally known speakers and provide referrals for smaller engagements around the country.

In 2003, UNOS participated in the pilot program of "Get Game—Give Life", created by Corporate Planners, Inc., which reached more than 150,000 NCAA basketball fans. Celebrities spoke about organ donation and signed donor cards during halftime ceremonies at televised games. Based on this initial success, programs in 2004 could potentially reach 375,000 more people.

IN 2003, UNOS:

- Filled requests from approximately 6,000 patients, transplant and other health-care professionals, and the general public;
- Provided transplant and donation information for more than 30,000 trade show and conference attendees;
- Worked with hundreds of reporters, resulting in stories that reached more than 250 million readers nationwide.



10:45 a.m. — CHICAGO, ILLINOIS

Committee members discuss adjustments to liver distribution policy to ensure that patients in the most urgent medical condition receive first consideration for lifesaving organs.

ENHANCING EQUITY AND QUALITY

UNOS is charged with the enormous responsibility of developing and implementing organ distribution policies for the entire United States. Under contract with the federal government, UNOS operates the Organ Procurement and Transplantation Network (OPTN).

OPTN/UNOS policies are designed to ensure an equitable system is in place for allocating donated organs to waiting patients. We also maintain consistent and rigorous standards to ensure all U.S. transplant organizations have high-quality facilities and well-trained, experienced staff.



All 11 UNOS regions, covering the entire country, participate in the policy-making process.



Rose Marie Gray-Finnell
kidney transplant recipient

7:10 A.M., KANSAS CITY, MISSOURI—
Rose Marie heads off to her job as a radiology education and data coordinator at Truman Hospital. When Rose Marie received a kidney transplant in 1990, she felt “blessed” to be freed from dialysis. Rose and her daughter, Emma Marie Gray, were diagnosed simultaneously with different forms of the same kidney disease. Emma received her transplant in 1989 and was overjoyed to return to college.

Both searched for ways to repay the altruistic gifts they had been given. Along with two doctors and five other kidney recipients, they established The Minority Donor Awareness Society Inc. to educate the local minority community about organ donation.

Rose’s continuing desire to learn and to help others led her to join the OPTN/UNOS Patient Affairs Committee in 1991. She has since participated on three other committees and currently serves on the board of directors.

Although Rose works in a hospital, she found many aspects of transplant medicine unfamiliar. She continues to learn about transplantation and advocates for a “level playing field” for urgent and medically disadvantaged patients. “The transplant community is always progressing,” she said, “and UNOS has recognized and valued the importance of input from patients, recipients, living donors and donor families.”

DEVELOPING TRANSPLANT POLICY

UNOS’ policy development process is interactive and allows for rapid consideration of emerging issues. Nearly 400 people—including transplant professionals and those personally touched by donation and transplantation—volunteer to serve on 21 national advisory committees and the OPTN/UNOS Board of Directors. They examine current developments in medicine and reach consensus on policies that will advance the field and allocate scarce resources in the most equitable way. Proposed policy changes are published on our Web site and in our national magazine, *Update*, twice a year, so any interested person or organization may comment. Our approach serves as a model for transplant networks worldwide.

In 2003, we responded swiftly to policy questions raised when a young heart-lung transplant recipient received organs of an incompatible blood type. UNOS quickly formed a committee to comprehensively review policies concerning verification and communication of key patient and donor information. As a result, we revised or clarified a number of policies to enhance patient safety.

In another key effort, we are developing criteria to allocate lungs using specific, objective medical factors like those used to prioritize heart and liver transplant candidates. A conference of medical experts convened in Chicago to weigh in on the proposed policy. And in December, UNOS staff began traveling to lung transplant centers around the country to collect an unprecedented amount of data about the progression of disease in lung transplant candidates.

These efforts will help our committees and board of directors make thorough and well-informed decisions regarding improvements to lung allocation policy.



Data gathered by UNOS staff will allow researchers to create a more equitable lung allocation system.

ASSESSING POLICY COMPLIANCE

UNOS monitors transplant centers and organ procurement organizations for compliance with organ allocation policies. This is vital to maintain equity for transplant candidates and public trust in the U.S. transplant system.

Heart and liver transplant offers are based largely on the medical urgency of the candidates, so it is vital to ensure equity by verifying supporting medical information. Last year alone, UNOS staff reviewed the accuracy of the data on approximately 13,000 transplant patients listed as “medically urgent” at transplant centers across the country.

Certain cases also involve review by a panel of regional transplant experts. The panel may review the appropriateness of a listing or handle a request to assign higher priority for liver candidates with exceptional medical circumstances. Actual names and other patient-identifying information are left out in order to protect the patients’ privacy. In 2003, UNOS coordinated regional reviews of more than 5,000 listings and facilitated more than 4,600 requests for priority in exceptional cases.

UNOS also conducts on-site reviews at transplant centers and organ procurement organizations to ensure that they consistently follow established policies. We audit medical charts at transplant centers to verify that patients have been correctly listed for transplant. We also review forms submitted

to UNOS to make sure that the process for matching donated organs with specific patients has been followed, and that donor and transplant data have been submitted promptly.

In 2003, UNOS completed a three-year cycle of on-site reviews of all active heart and liver transplant programs in the United States. We also continued to conduct on-site audits of organ procurement organizations, having visited 34 (of 59 total) since January 2002. Compliance with policies is extremely high, exceeding 94 percent of the cases examined.

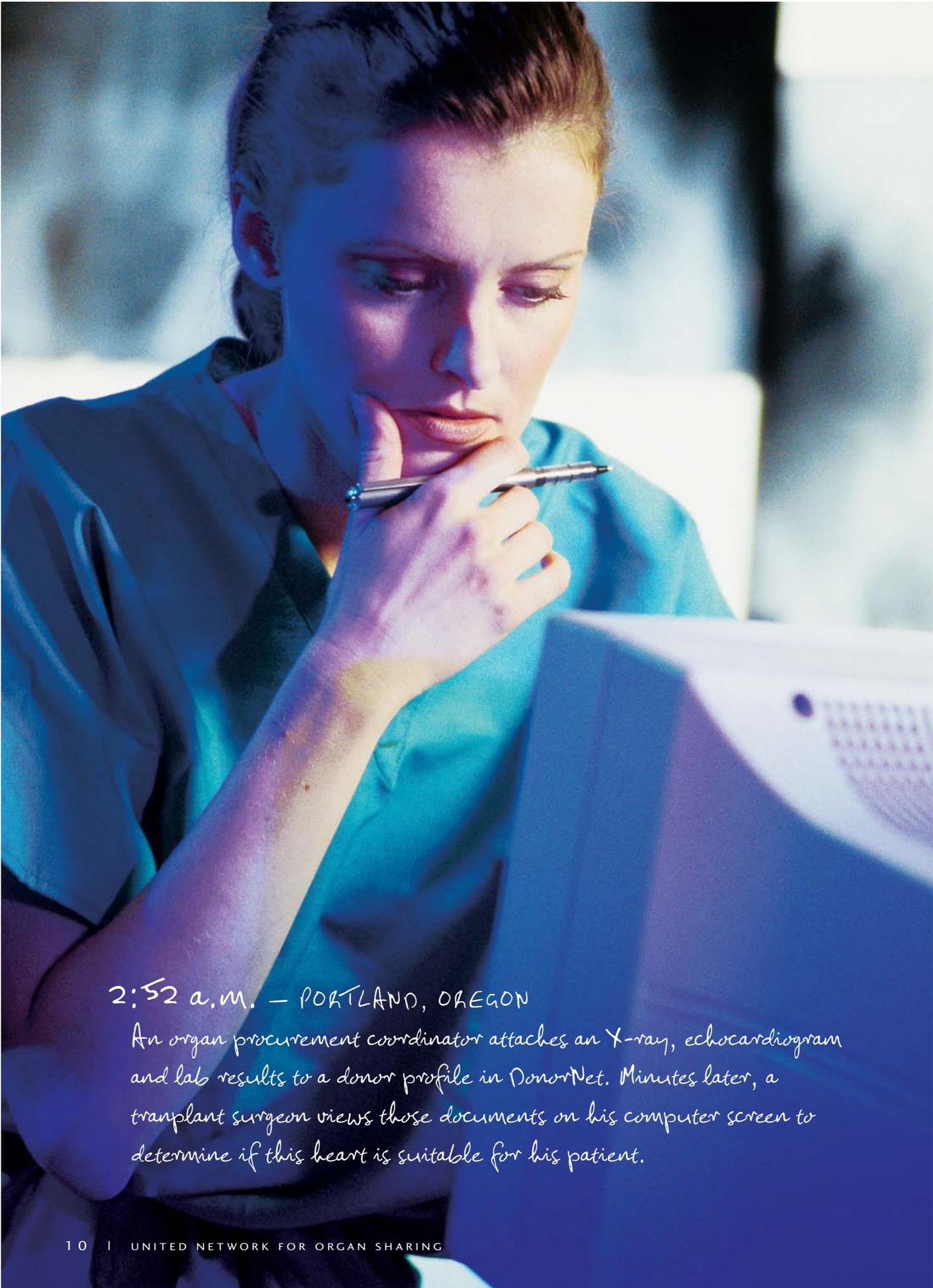
UNOS staff refer any compliance issues or concerns to the OPTN/UNOS Membership and Professional Standards Committee. There, medical professionals review the actions of their peers. Virtually all issues are resolved within the committee process, but if needed, actions to ensure compliance can be recommended to our board of directors. This level of scrutiny encourages members to act consistently and according to policies they collectively helped establish.

MAINTAINING MEMBERSHIP STANDARDS

To ensure quality and continuity of patient care, UNOS develops and implements rigorous criteria for institutional membership in the national transplant network. For example, we set rigorous training and experience requirements for key physicians and surgeons at transplant centers.

MEMBERSHIP IN 2003:

- More than 500 institutions, including every transplant center and OPO in the United States;
- More than 18,000 individuals affiliated with member institutions;
- 11 new transplant centers, transplant programs and tissue-typing labs were added during the year.



2:52 a.m. — PORTLAND, OREGON

An organ procurement coordinator attaches an X-ray, echocardiogram and lab results to a donor profile in DonorNet. Minutes later, a transplant surgeon views those documents on his computer screen to determine if this heart is suitable for his patient.

ADVANCING THE SYSTEM

UNetSM keeps the nation's transplant system running smoothly.

UNet, a secure, Internet-based system created by UNOS, can be accessed by transplant professionals from any computer with access to the Web.

UNet contains information and data about more than 84,000 men, women and children in need of an organ transplant in this country and the more than 300,000 people who have had a transplant since 1987.

UNet matches organs from deceased donors with potential candidates. It generates a ranked list of the most medically compatible candidates for each organ.

Placing organs quickly is critical. Hearts and lungs are viable for only about four to six hours. Kidneys, which have the longest preservation time of any organ, need to be transplanted within 48 hours.

The data captured in UNet are analyzed by researchers to identify issues and fine-tune organ allocation policy to better meet patient needs.

In 2003 UNOS launched DonorNetSM, a donor information-sharing tool, to streamline the matching process even further.

Transplant professionals sitting at their computers around the country can now access important donor data electronically any time of the day or night.

Using DonorNet, procurement coordinators can attach digital images, such as X-rays, echocardiograms and lab results from the donor's medical record, directly to the electronic donor file maintained in UNet. Transplant teams across the country can review this information via the Internet to make informed placement decisions more efficiently and accurately.

DURING THE FIRST SIX MONTHS OF DONORNET:

- Nearly 6,000 donor files were posted on DonorNet;
- Transplant and procurement professionals accessed DonorNet files nearly 20,000 times.



Shanna Perales
organ placement coordinator

7:00 A.M., OAKLAND, CALIFORNIA—
When Shanna arrives at the office, she is already in the middle of placing organs from three different donors. She started the process even before leaving her house.

Shanna is an organ placement coordinator for the California Transplant Donor Network (CTDN). During her 12-hour shift, she plays a critical role in the organ donation process by allocating organs from local donors and ensuring that all procedures are followed correctly.

The 26-year-old California native began her career in organ procurement nearly two years ago after studying biology at Stanford and planning events for medical nonprofits.

“I started at CTDN before DonorNet, so the exchange of medical file information was done entirely by phone or by fax. DonorNet hasn’t eliminated our paper copies, but it’s made transactions easier and much faster. Plus, I learned it pretty quickly. It’s very easy to use.”

But, Shanna is most grateful for the time-saving quality of DonorNet. “I can get literally 300 phone calls in one day when I’m placing a donor. When I work with a transplant center that uses DonorNet, there’s a lot less faxing and a lot less phone time. It’s really making a difference. Even one fewer phone call can be a godsend!”

MAKING CONNECTIONS

The very heart of UNOS, the Organ Center, runs 24 hours a day, seven days a week, 365 days a year. Functioning as the “air traffic controllers” of the transplant world, UNOS organ placement specialists facilitate organ sharing among transplant centers and procurement organizations across the United States.

As such, they:

- Assist in placing donated organs for transplantation;
- Assist in entering and running donor-recipient computer matches;
- Assist with transportation of organs and tissues for transplantation; and
- Act as a resource to the transplant community regarding organ-sharing policies.

Without skipping a beat, organ placement specialists work around the clock, assisting in placing an average of 16 organs per day. While organs such as heart, liver and lung are most often placed by the local organ procurement organization, the UNOS Organ Center is involved in placing the majority of kidneys offered from deceased donors nationwide. In 2003, the Organ Center set a record, having coordinated placements for nearly 6,000 organs from 3,959 deceased donors.

Photo courtesy of LifeNet



The efficient transport of time-sensitive organs is critical to the organ placement process.



In UNOS' new downtown Richmond, Va., headquarters, the Organ Center sits squarely in the center of the building. The facility was designed with an atrium view to serve as a constant visual reminder for all UNOS staff of the essence of our mission. Most remarkable for 2003 is the fact that UNOS moved this critical operation entirely across town. Planned in phases, the move was executed without a single moment of downtime.

STRIVING FOR CONTINUAL IMPROVEMENT

UNOS is committed to patient safety. This year, multiple safeguards were programmed into UNetSM to ensure blood-type data are entered accurately. Safeguards include pop-up boxes requiring the user to confirm the entry of blood-type data and usability enhancements that improve data-entry accuracy.

RESPONDING TO USER NEEDS

UNOS annually polls UNet users to solicit their ideas for system enhancements and improvements in applications and service. We also respond directly to individual concerns. Overall user satisfaction was 93 percent in 2003.

The very heart of UNOS, the Organ Center, runs 24 hours a day, seven days a week, 365 days a year.

10:48 p.m. — DALLAS, TEXAS

An organ procurement coordinator double checks the optimal drug dosage for keeping a donor's lungs viable.

Donation after
Cardiac Death
A Reference Guide

UNOS





EXPANDING THE KNOWLEDGE BASE

UNOS is the definitive source for the most current, accurate data about transplantation in the United States. UNOS maintains information on every transplant that has occurred in the United States since October 1, 1987. This translates to data files on more than 300,000 people. It is the most comprehensive database in the world for any one field of medicine.

We collect follow-up data on every transplant recipient as long as the transplanted organ continues to function. These data are useful in ensuring that policies meet the needs of patients and to make sure that pre- and post-transplant medical care is as reliable as it can be.

Data alone are not enough to provide a complete and accurate picture of transplantation. Ensuring the quality of the data is essential because the availability of high-quality data is fundamental for all organ allocation policy. Therefore, UNOS reviews all submitted forms to make sure critical fields have been completed. We also look for any discrepancies that could indicate possible inaccuracies. We then follow up with programs and encourage them to make corrections based on our findings.



Bernice Reyes Akinbileje
research analyst

4:52 P.M., WASHINGTON, D.C.—
An analyst at the Library of Congress Congressional Research Service, Bernice Reyes Akinbileje, picks up the phone to elicit help from UNOS. A senator's office just asked her to provide extensive data about transplantation for a bill encouraging organ donation.

"We often receive requests for information just minutes before a legislative vote is taken, or an impromptu visit from a constituent delegation, and that's when we need timely and accurate information," notes Bernice. Many times, UNOS is a key source for that information.

Bernice assists members of Congress and their committees in developing federal legislation for organ transplantation.

"Our clients in Congress often require lightning-speed information for their legislative work," says Bernice. "The professional staff at UNOS help us answer many questions with timely and accurate information about the organ transplant process."

APPLYING TRANSPLANT DATA

On any given day, UNOS' talented team of researchers and statisticians may be tabulating data in response to a scientist's request, creating programs to extract specific information from our database or presenting critical findings at a conference halfway across the world.

UNOS and other researchers use the data to study issues at the forefront of transplantation. We present these findings at conferences across the country and around the world. In 2003, UNOS staff members presented 17 papers and poster sessions at national and international scientific conferences about transplantation. Each audience may include hundreds of transplant professionals who can apply the information to the day-to-day treatment of their transplant patients.

Also widely published in medical and professional journals, UNOS researchers authored or co-authored 21 articles published this year in six prestigious medical journals, including the *Journal of the American Medical Association (JAMA)* and the *American Journal of Transplantation*.



A specialized pathway developed by UNOS aids surgeons in recovering organs from those who become donors after cardiac death.

SEARCHING FOR BETTER SOLUTIONS

Organ procurement professionals strive to reduce the nation's organ shortage by recovering more viable organs from deceased donors. To assist them in this effort, UNOS provides procurement professionals with the "Critical Pathway for the Organ Donor," or a "blueprint" describing the optimal way to manage a donor medically so that more organs may be recovered. Studies have shown that the critical pathway, endorsed by four major transplant professional societies and associations, significantly increased the number of organs recovered and transplanted from brain dead donors.

Managing organs from pediatric donors and those who become donors after cardiac death presents other unique challenges, making specialized pathways both useful and necessary. In 2003, UNOS also developed and distributed critical pathways for recovering organs from both of these types of donors.

LENDING OUR EXPERTISE

On a contract basis, UNOS helps other health-related organizations by tracking outcomes and therapies for people with end-stage organ disease. We also collect data for an international professional transplant society that studies new treatments for and the effectiveness of current treatments for heart and lung disease.

EXPANDING LIVING DONOR RESOURCES

The number of living donors has outpaced the number of deceased organ donors in recent years.

With the interest of living donors in mind, we created an ad hoc living donor committee to address a wide range of issues and concerns, such as patient safety. While UNOS already collects certain follow-up data on living donors, the committee plans to collect additional data to help potential living organ donors make well-informed decisions.



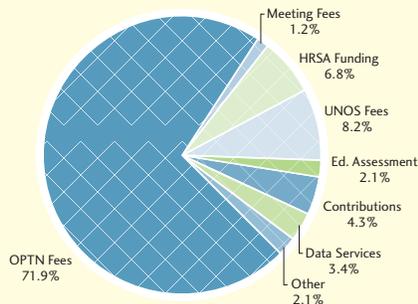
Many high school and college students from a variety of disciplines rely on current statistics from UNOS' database, which tracks every transplant in the United States.

IN 2003, UNOS:

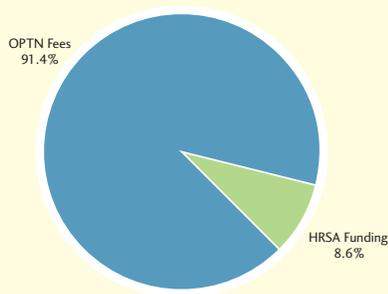
- Filled almost 1,300 requests requiring analysis and/or programming;
- Created approximately 85 major data sets requiring special programming for use by researchers around the country;
- Distributed more than 600 standard reports.

FINANCIAL FACTS

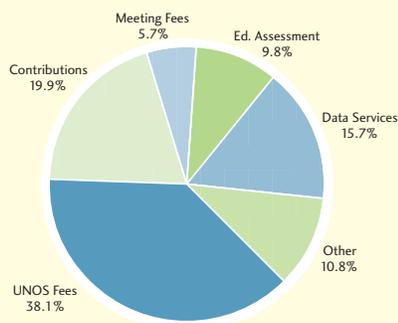
UNOS 2003 TOTAL REVENUE



UNOS 2003 OPTN REVENUE



UNOS 2003 CORPORATE REVENUE



UNOS' fiscal year begins October 1 and ends September 30. This is done to coincide with the federal budget cycle since UNOS holds the federal contract to operate the Organ Procurement and Transplantation Network (OPTN). In fiscal year 2003, UNOS' revenue was approximately \$24 million.

SOURCES OF REVENUE

Revenue for UNOS' operations under the OPTN cost-sharing contract was derived from a combination of direct federal funding and registration fees assessed at the time transplant centers or organ procurement organizations list individual transplant candidates.

In its role as a private nonprofit, 501(c)3 charitable membership organization, UNOS also raises private revenue to support the U.S. transplant community through education, communication and data analysis. These activities help UNOS fulfill its mission and mandate to help the many thousands of men, women and children with end-stage organ failure. Major revenue sources included the following:

- membership fees;
- charitable contributions, grants and in-kind gifts;
- contracted data analysis to support medical care of transplant recipients;
- educational assessments from member organizations; and
- fees for sponsoring or arranging transplant-related meetings and forums.

EXPENSES BY FUNCTION

Expenditures for OPTN contract tasks included a number of functions. Major components of expenditure were as follows:

- collection and management of transplant data;
- development of national transplant policy;
- activities to ensure policy compliance;
- communications with members, news media and the public; and
- organ placement activities nationwide.

Privately funded activities were also undertaken to enhance UNOS' efficiency and provide additional service to the U.S. transplant community. Key activities in fiscal year 2003 included the following:

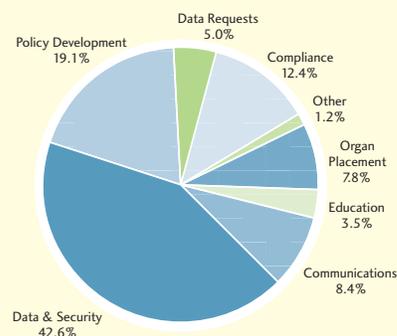
- development of the National Donor Memorial and its educational programs;
- support of the Coalition on Donation's public outreach to promote organ and tissue donation;
- studies and data analysis to enhance medical care of transplant candidates and recipients;
- development/distribution of fundraising materials and support of development efforts; and
- educational projects and events to promote health professionals' understanding and support of organ donation and transplantation.

GOVERNANCE AND OVERSIGHT

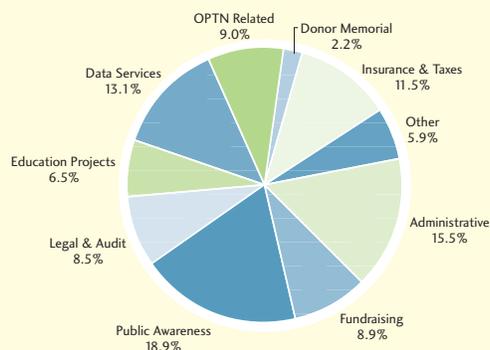
The OPTN/UNOS Finance Committee conducts detailed studies and offers recommendations about UNOS' annual budget to the OPTN/UNOS Board of Directors. Both the finance committee and the board are composed of representatives around the country with considerable expertise in organ transplantation and management of the national transplant network. In addition, the budget for the OPTN contract and the amount of the OPTN registration fee are reviewed and approved annually by the U.S. Department of Health and Human Services.

UNOS is audited annually by an independent national audit firm and has received an unqualified opinion in all audits.

UNOS 2003 OPTN EXPENSES



UNOS 2003 CORPORATE EXPENSES





NATIONAL DONOR MEMORIAL

Honoring America's Organ & Tissue Donors



Top: The holly grove houses the Donor Memorial's water source. The ripples of the water, like a donor's act of generosity, have far-reaching effects.

Middle left: The reflective Wall of Tears greets visitors when they first approach the memorial garden.

Middle right: Niches in the memorial Wall of Names allow visitors to leave personal mementoes to honor their loved ones.

Bottom: The first names of actual donors, representative of donors everywhere, are engraved on the Wall of Names.



*To the world you may be one person,
but to one person you may be the world.*

— Anonymous

*The UNOS mission is to advance organ availability and transplantation
by uniting and supporting its communities for the benefit of patients
through education, technology and policy development.*



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www.unos.org