

Organ Procurement Organization (OPO) -Hunger Games

HFMA Hawaii Chapter
April 7, 2022



Leonard Licina
President & CEO
Legacy of Life Hawaii



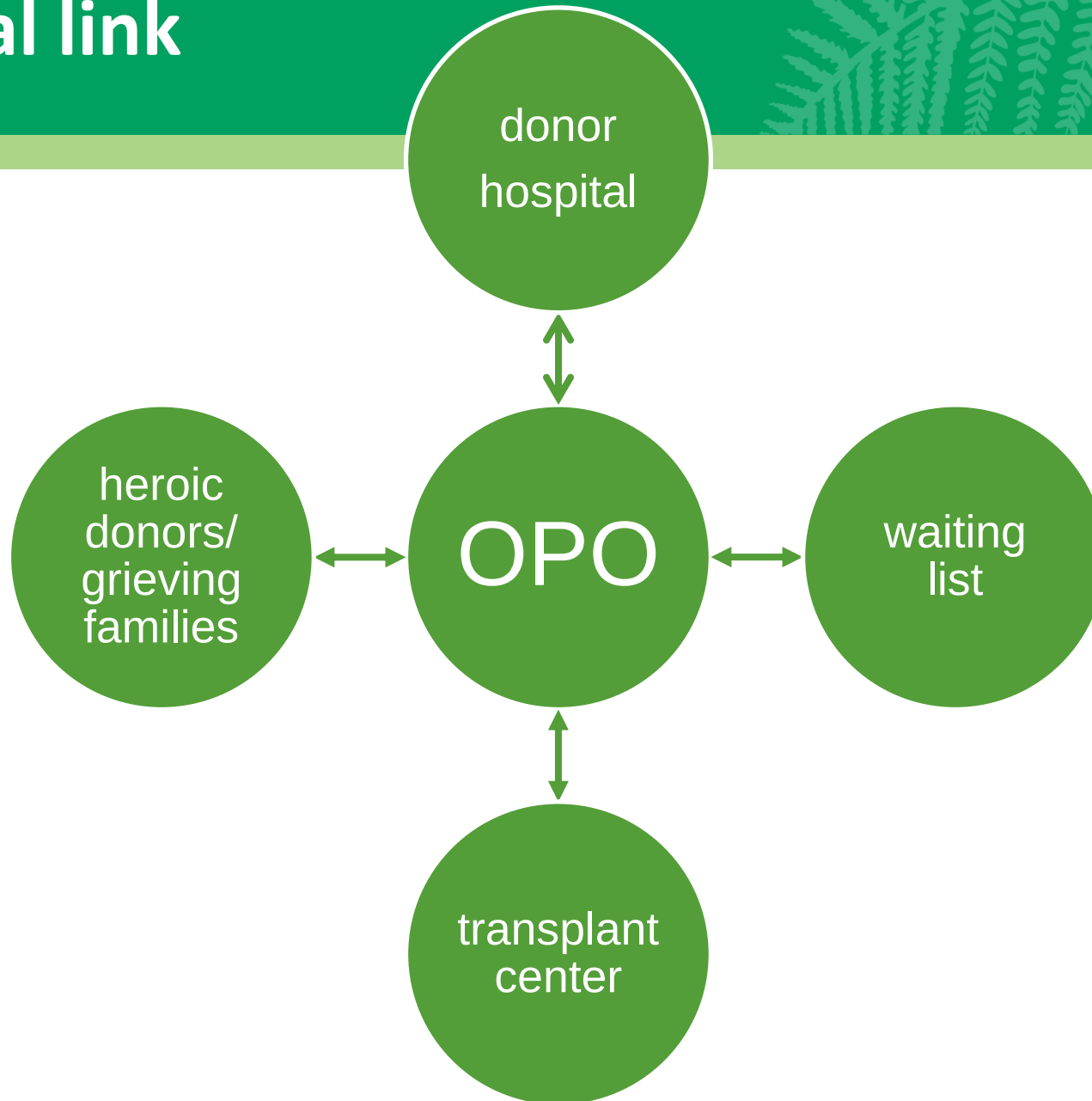
Organ waitlist-January 2022

Organ	U.S.	Hawaii
Kidney	90,422	327
Liver	11,546	22
Heart	3,488	0
Kidney/Pancreas	1,804	2
Lung	1,039	0
Pancreas	849	0
Total	109,148	351

2021 organ waiting list

- Nationally, 6,000 people died while awaiting organ transplant (equivalent of 16 jumbo jets)
- In Hawaii, 12 died and 16 removed from the waitlist 'too sick to transplant'
- Waiting list doesn't include everyone who needs an organ. In Hawaii:
 - 327 awaiting a kidney transplant
 - >3,000 on kidney dialysis

OPO's → vital link



What we do

Saving lives through organ and tissue donation.



Clinical Support

assess the medical suitability, clinical management, donor match and acceptance by transplant program, coordinate recovery and transportation, recover tissue



Family Services

compassionate care and grief support for families before, during, and after donation



Hospital Development

partner with hospitals to save lives and comply with regulations through professional education and policy development



Public Education

educate our community about organ and tissue donation; partner with DMV to register donors

Did you check the box?

IMPORTANT

Print all requested information - Use back of applications.
See reverse side for signature requirements.

☐ LICENSE RENEWAL
☐ OUT OF STATE
DRIVERS LICENSE NUMBER/INSTRUCTION PERMIT

NAME (LAST, FIRST, MIDDLE)

MAILING ADDRESS (STREET OR P. O. BOX, CITY, STATE, ZIP)

HOME ADDRESS (STREET OR P. O. BOX, CITY, STATE, ZIP)

HEIGHT

OCCUPATION
IMPORTANT

Print all requested information - Use back of applications.
See reverse side for signature requirements.

CHECK
TRANSITION
REQUESTED

DRIVERS LICENSE NUMBER/INSTRUCTION PERMIT

NAME (LAST, FIRST, MIDDLE)

MAILING ADDRESS (STREET OR P. O. BOX, CITY, STATE, ZIP)

INSTRUCTION PERMIT (New, Duplicate)
DUPLICATE (Temporary, Lost, Name Change)
SOCIAL SECURITY NUMBER

DATE OF BIRTH

Do you wish to be an organ/tissue donor? ☒ YES

Do you have an advance healthcare directive? ☐ YES ☐ NO

PLACE OF BIRTH

David Y. Ige
Governor
State of Hawaii

It's the right thing to do.

☐ \$1 motor vehicle registration



Less than 1%

Of all deaths meet the specific medical criteria to be a donor.

Tissue Donation is needed to:

- Save patients with severe burns
- Help heal athletes with torn tendons
- Restore mobility to injured military
- Repair joints, jaws and spinal components

Legacy of Life Hawaii
2021

Donors

- 142 tissue donors
- Grafts:
 - 117 skin
 - 107 bone
 - 70 corneas
 - 28 heart valves
 - 16 saphenous veins
 - 10 costal cartilage

Tissues that can be donated include:



corneas



heart
valves



tendons



veins



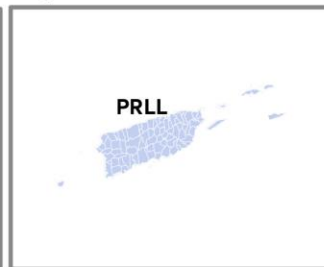
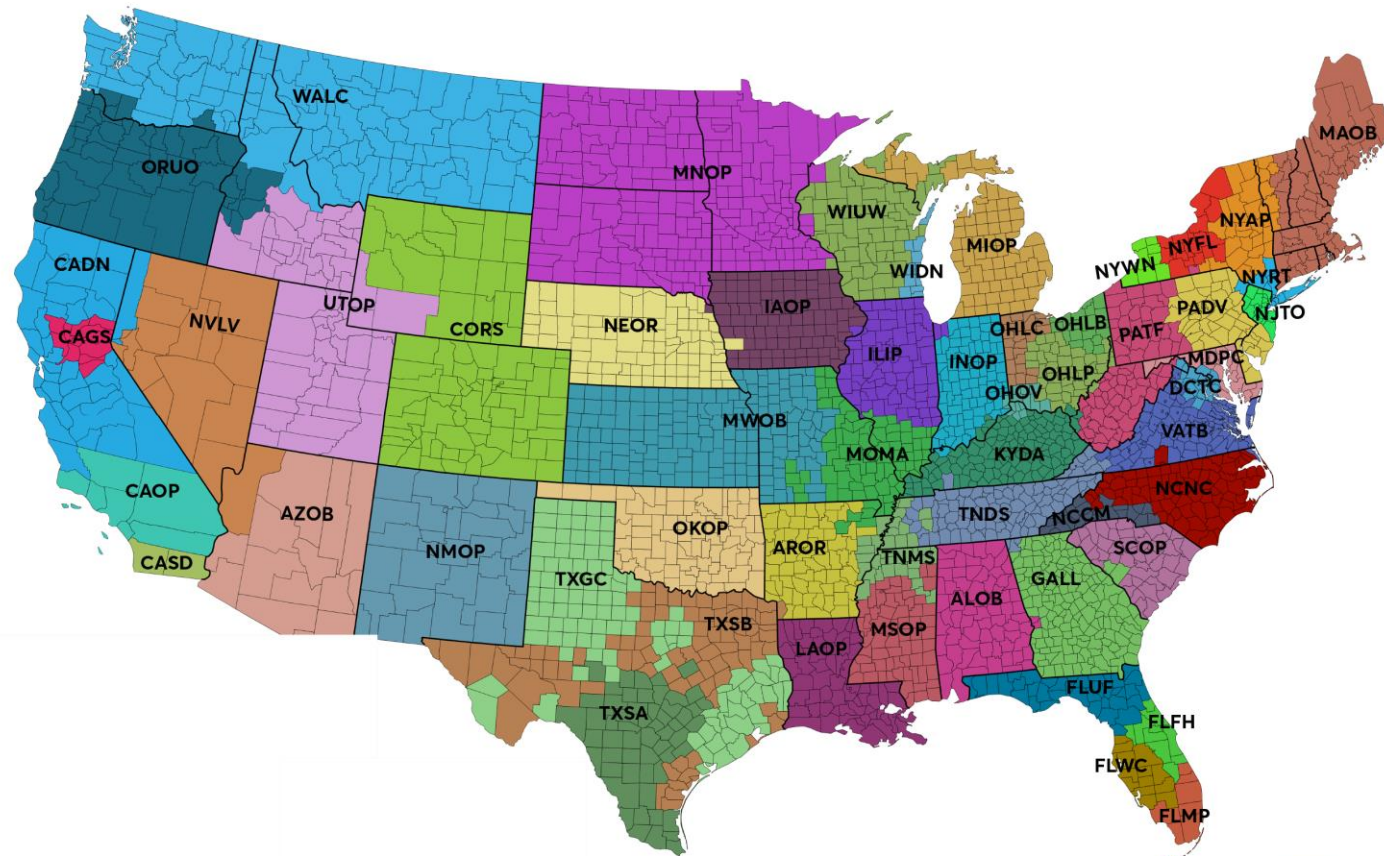
skin



bone



nerves



APOPO
 ASSOCIATION OF ORGAN
 PROCUREMENT ORGANIZATIONS
**Donation
 Service Areas**



A large, stylized green ribbon graphic that curves from the top left towards the bottom right, partially framing the title.

Preserving Our Legacy 2019

How it started...



Legacy of Life Hawaii-Working Capital



How Did We
Get Here?

How DID we get here? Separate noise/signals

{ THIS IS NOT
ROCKET SCIENCE }

- Historical financials statements-what is different about good years?
 - “Cash is a fact, profit an opinion” Alfred Rappaport
- Medicare cost report
- Operating statistics!
- Compare to other OPOs

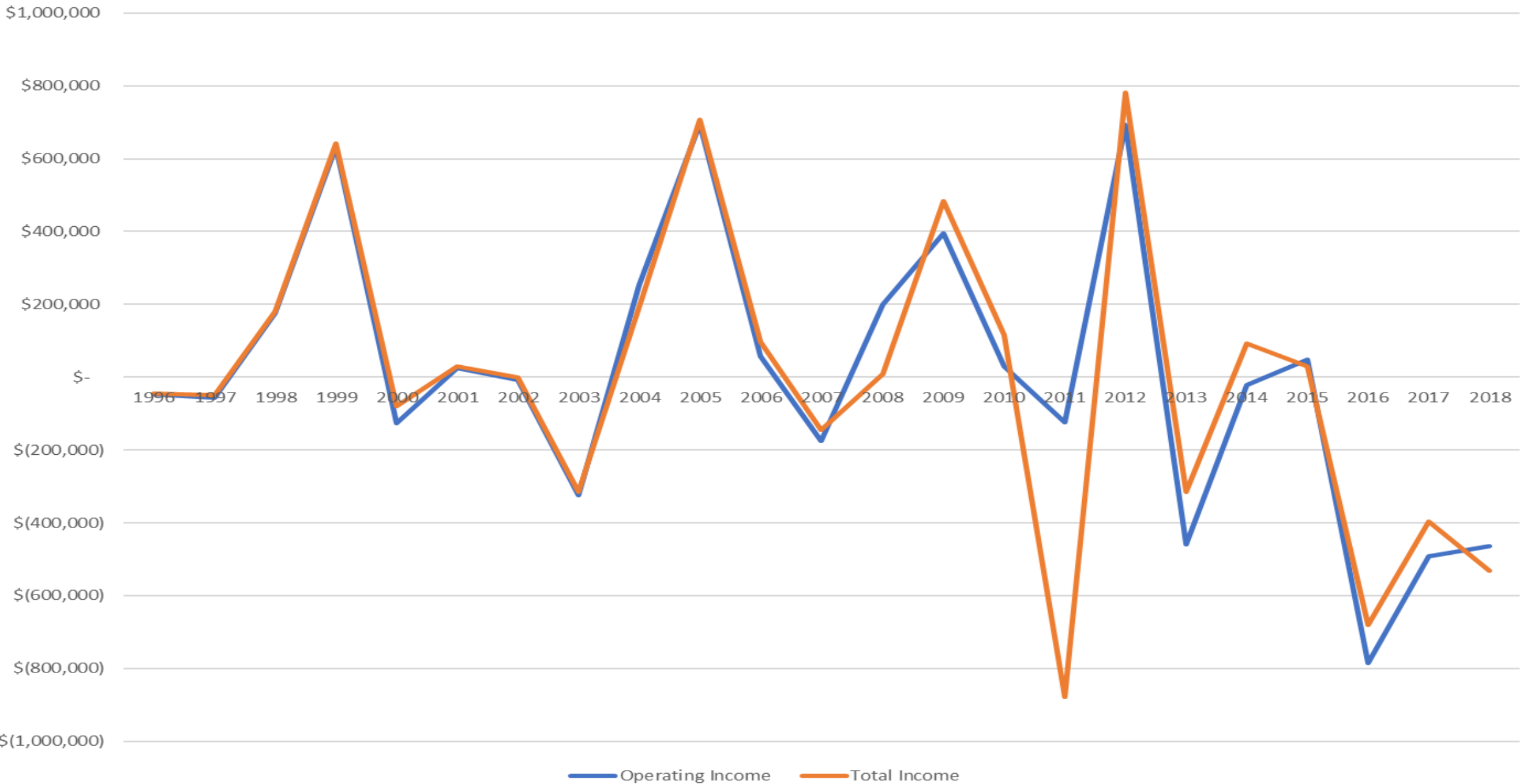
Change management

'fixed' income (smaller number)

- "fixed" expense (bigger number)

= the fix we are in

Legacy of Life Hawaii: Income by Year (since 1996)

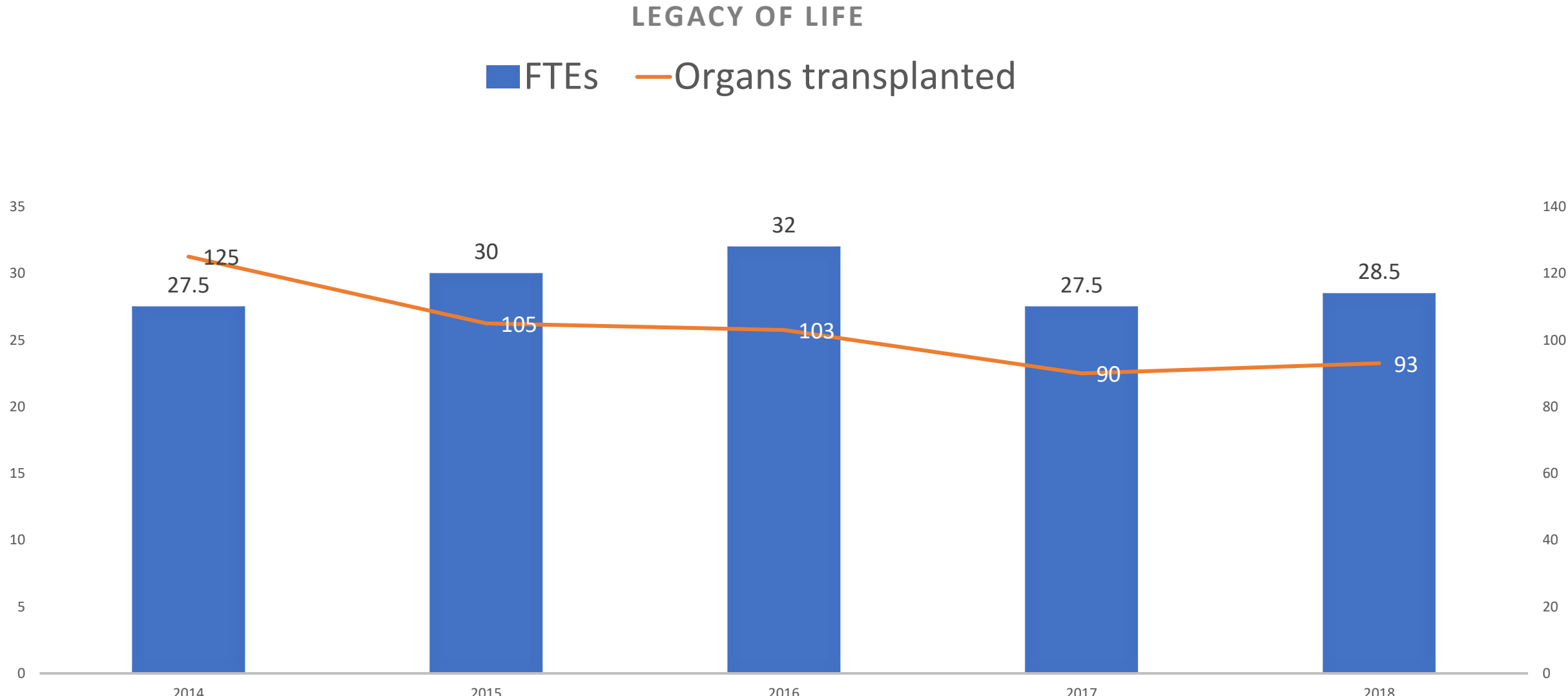


Sister Irene Kraus
First President of Daughter of Charity (now Verity Health)

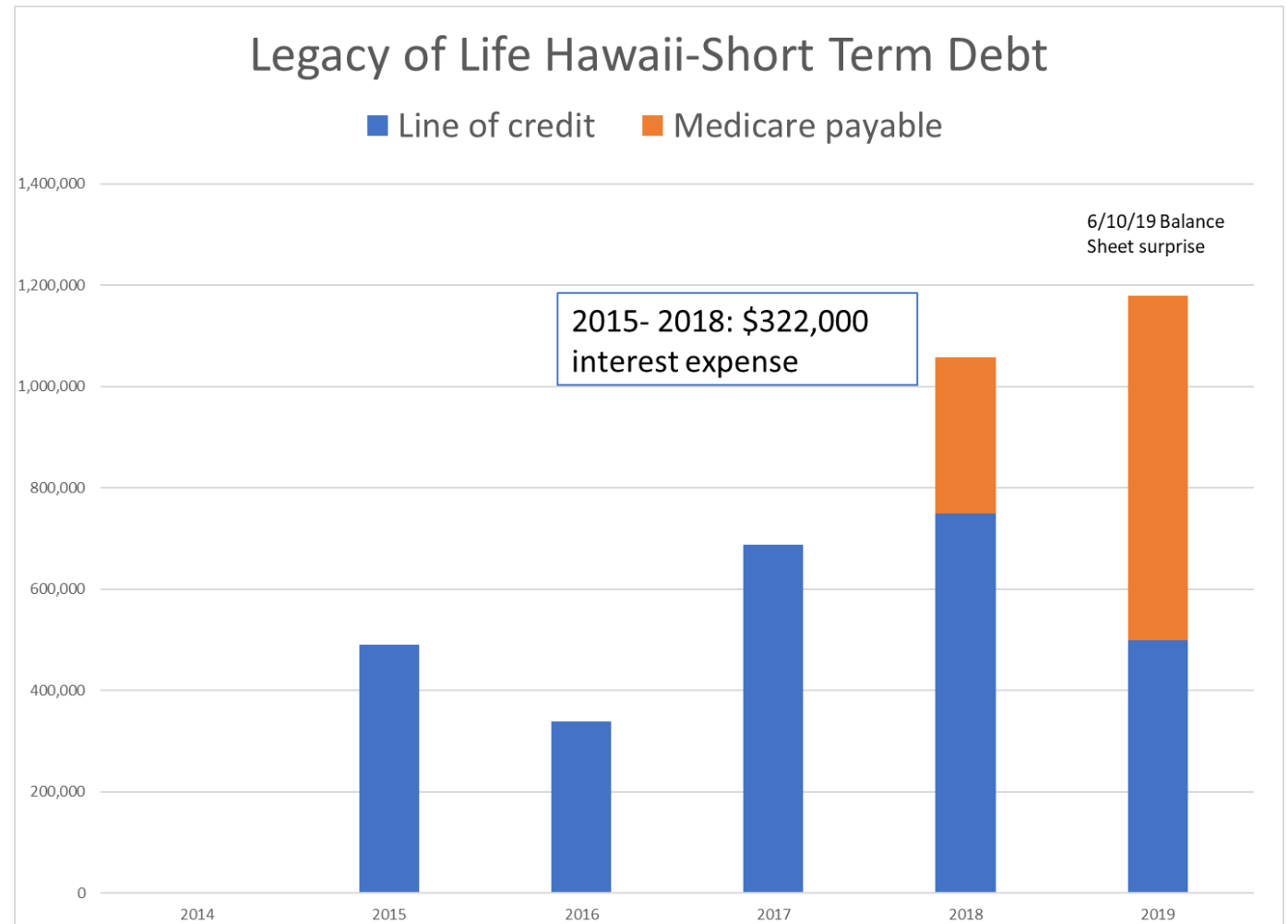
**NO MARGIN.
NO MISSION.**



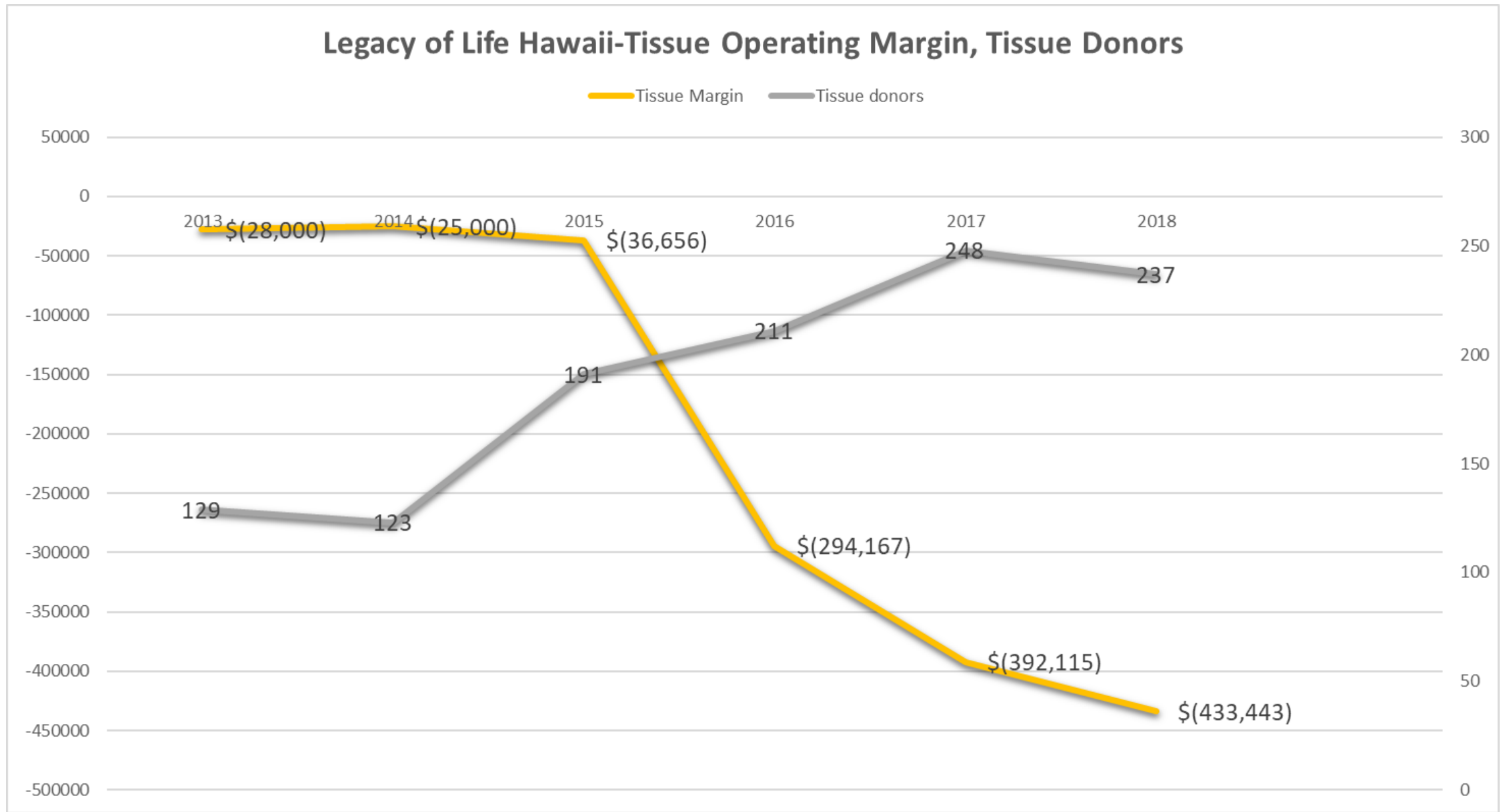
➔ Added staff while organ transplants decreased



→ Used short-term debt, then increased Medicare interim payments, to fund additional FTE's

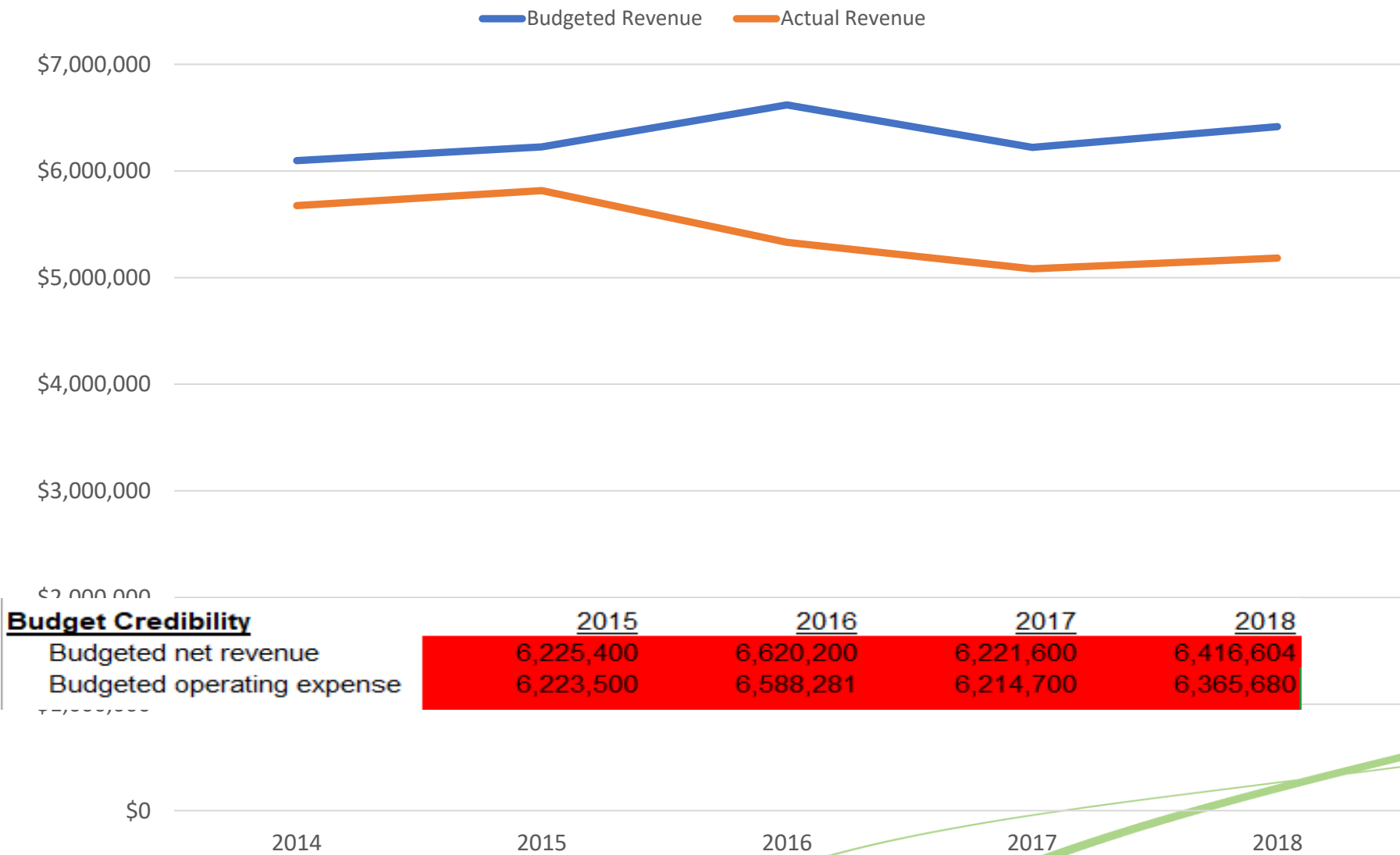


→ Tissue volume, at the expense of margin



→Overly optimistic about revenue growth, false hope that we didn't need to cut expense

Legacy of Life-Budget Credibility



NEXT
STEPS

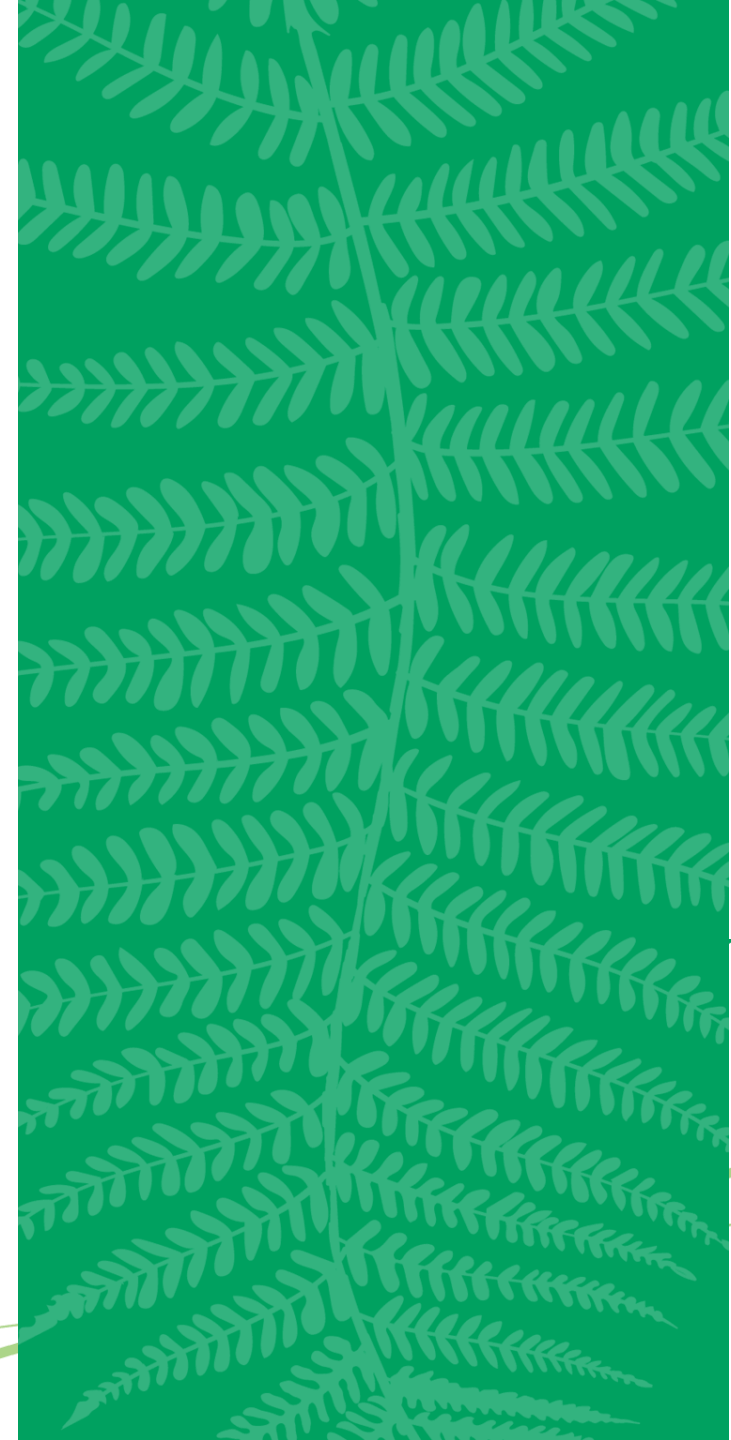
A stylized graphic of two hands shaking, rendered in teal and blue wavy lines, positioned to the right of the word 'STEPS'.

Preserving The Legacy

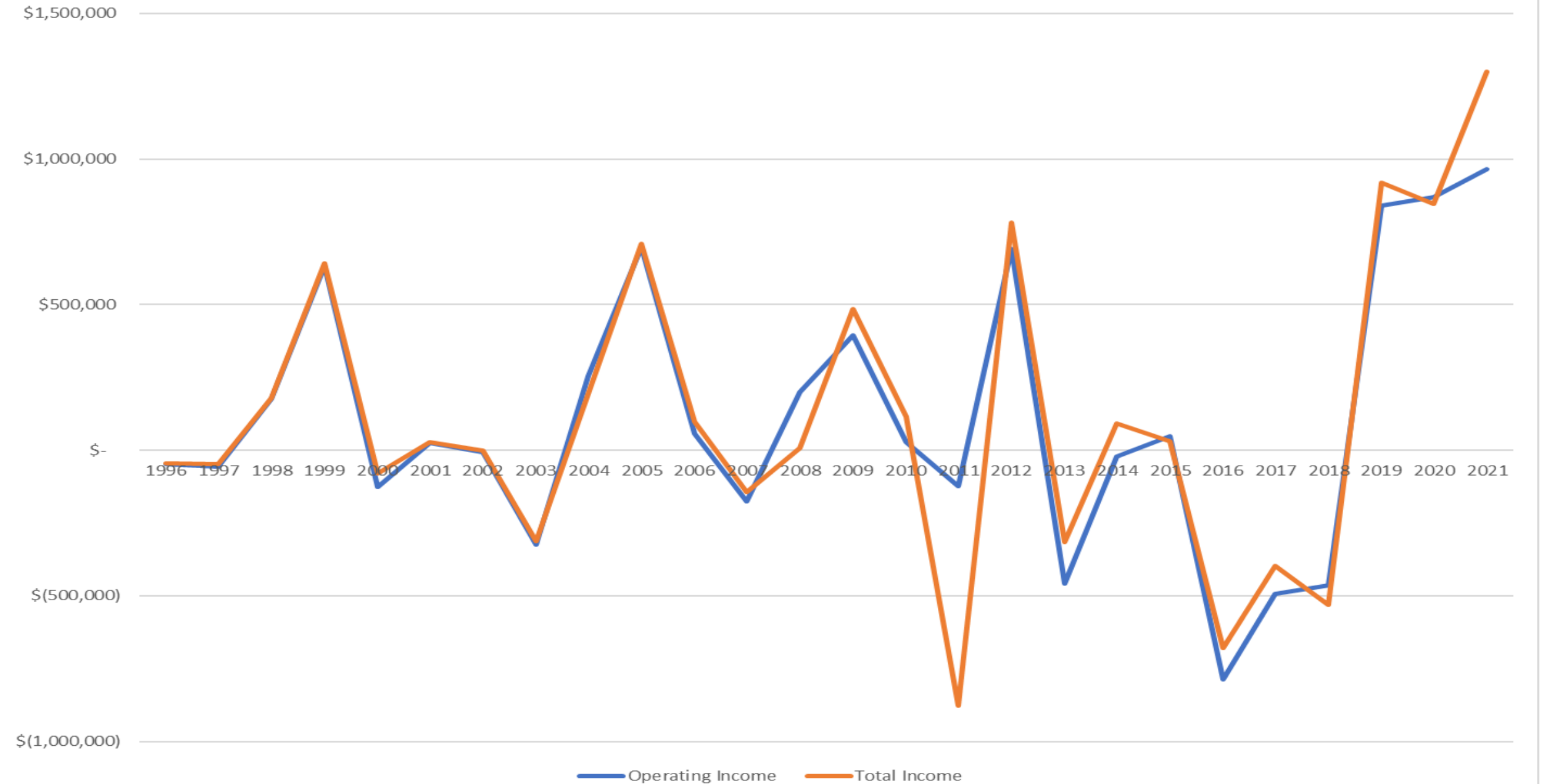
Next Steps

- Restructure our Lines of Credit
- Reduction In Force-too big for own britches
- Improve tissue margin
- Other cost savings/revenue enhancement
- Reduce non-renal organ discard rate

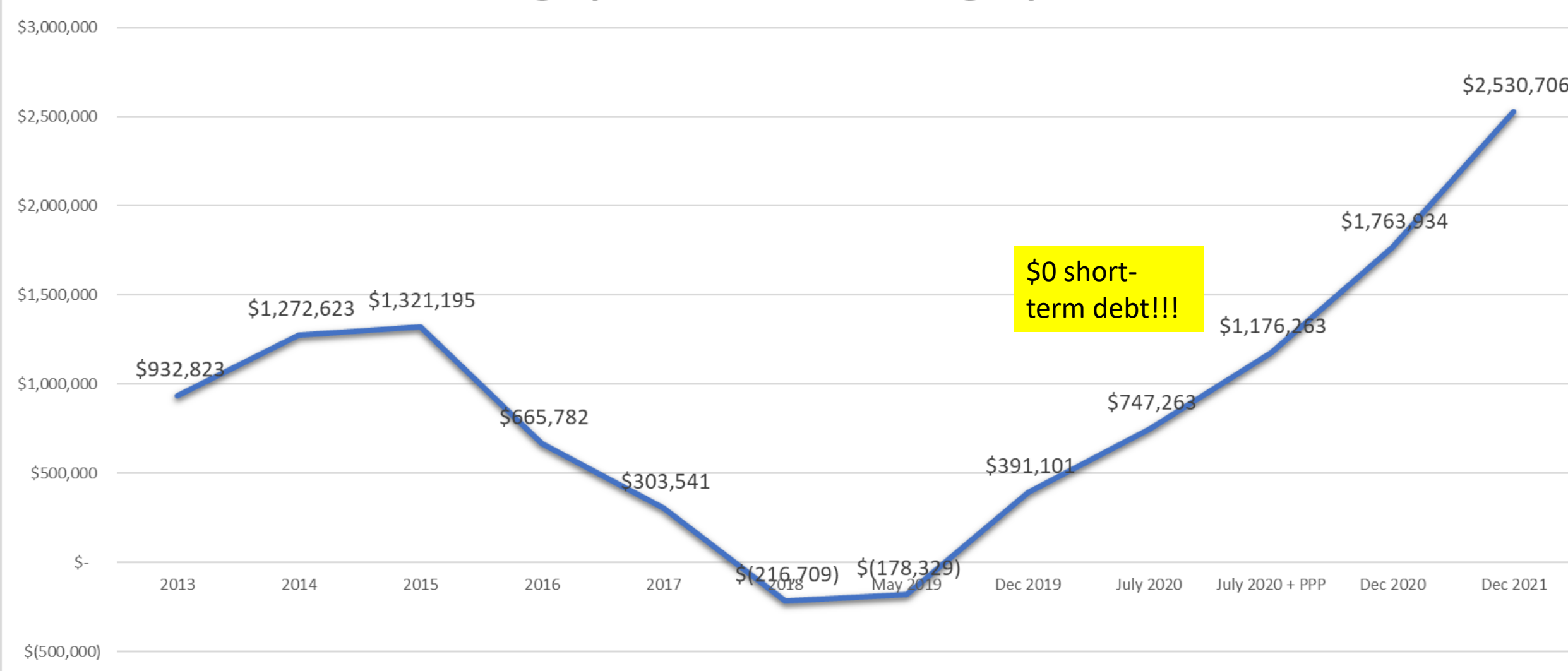
....how it is going



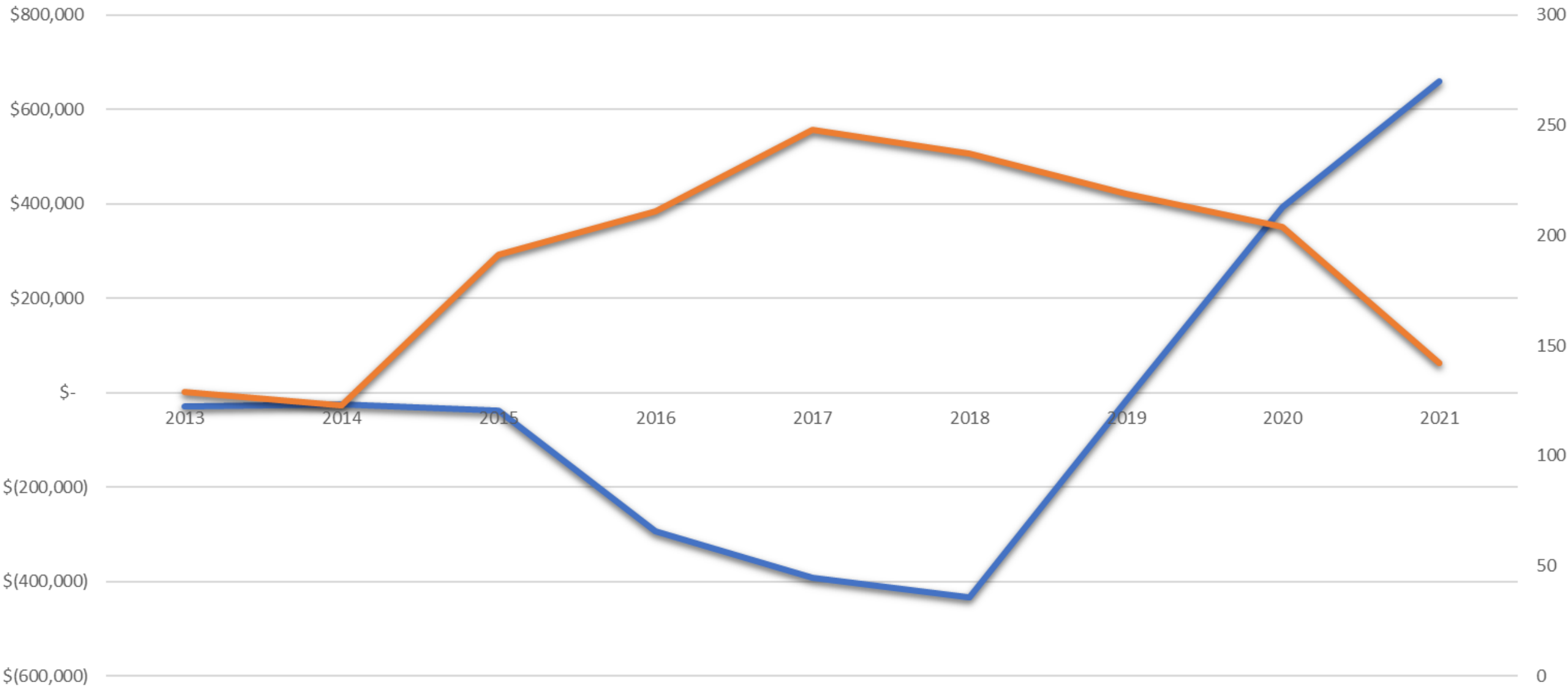
Legacy of Life Hawaii: Income by Year (since 1996)



Legacy of Life Hawaii-Working Capital



Legacy of Life Hawaii-Tissue Operating Margin, Tissue Donors



CMS Final Rule

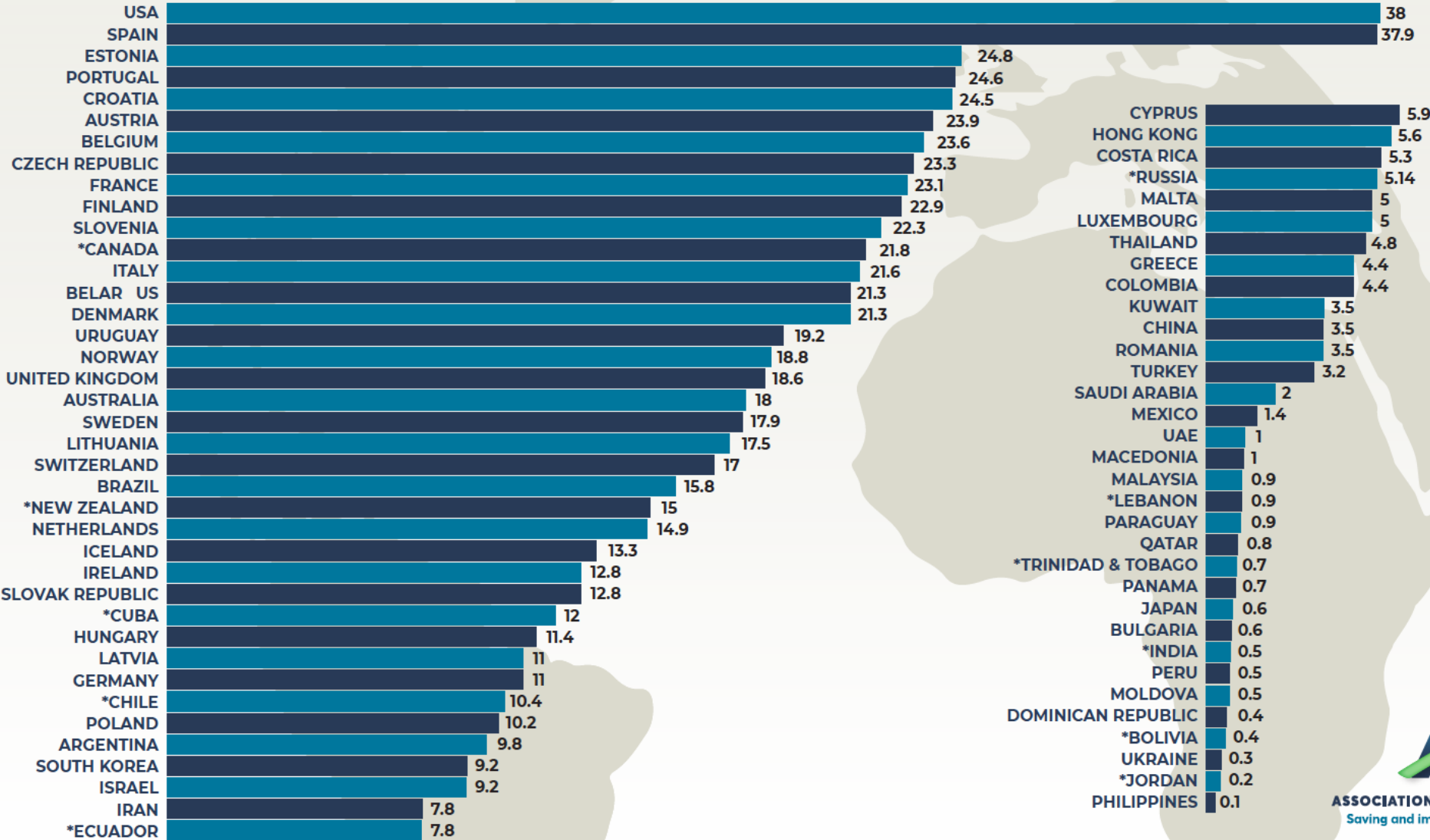
November 20, 2020





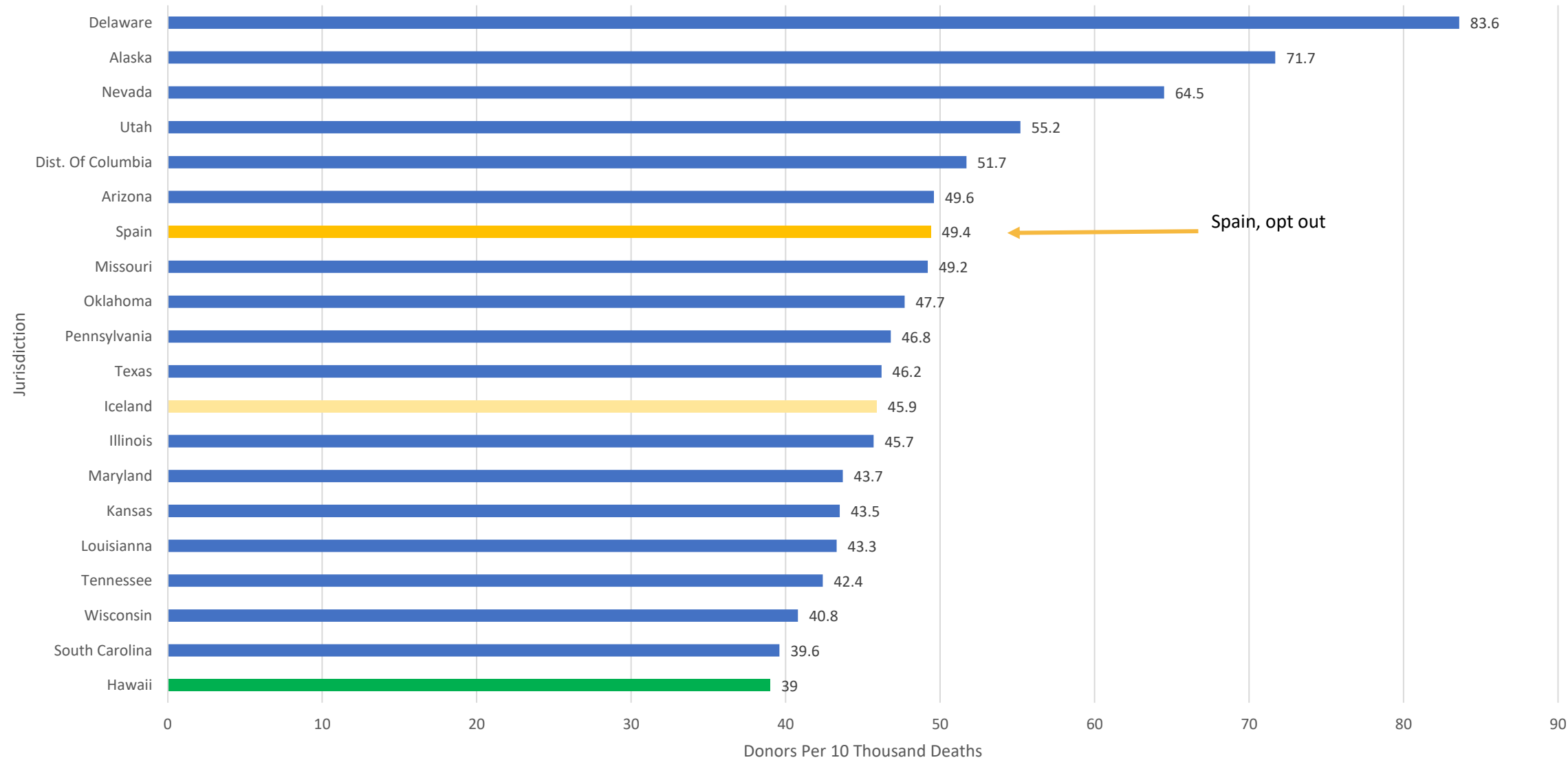
USA IS WORLD LEADER IN DECEASED ORGAN DONORS

DONORS PER MILLION POPULATION (PMP)



* 2019 data

Top 20 International Jurisdictions. Ranked by Donors per Ten Thousand Deaths 2018



Source: Glazier A, Mone T. Success of Opt-In Organ Donation Policy in the United States. JAMA. 2019;322(8):719–720. doi:10.1001/jama.2019.9187

Baldrige award since 2015

	Organ Procurement Organizations	Hospitals
# of organizations	58	6,093
Baldrige awards	4	8

The Problem

The organ donation system is grossly inefficient, failing to recover and transplant as many as 28,000 lifesaving organs every year.

The problem is a system of unaccountable, government monopoly contractors, called organ procurement organizations (OPOs), with a history of underperformance, obstructionism, and fraud, waste and abuse.

As the New York Times editorial board wrote: "an astounding lack of accountability and oversight in the nation's creaking, monopolistic organ transplant system is allowing hundreds of thousands of potential organ donations to fall through the cracks."

OPO failures also disproportionately harm patients of color. See [here](#) for a new report supported by Schmidt Futures and Arnold Ventures.

Solution



Congress: investigate the government monopoly contractors in charge of organ donation

[Read More](#)

HHS: Hold OPOs accountable by swiftly enforcing newly-finalized metrics

[Read More](#)

HHS: should reform its governance and oversight structures for OPOs, including through the creation of a dedicated Office of Organ Policy

[Read More](#)

Greg Segal, Founder

CMS OPO performance metrics (8/1/22-7/31/26)

- Organ donation rate = donors/potential donors
 - ✓ Donor-donor with one or more organs transplanted
 - ✓ Potential donor-inpatient deaths in Hawaii, ≤ 75 years old, cause of death consistent with donation (CDC codes from death certificate ICD10 codes I20-I25; I60-I69; V01-Y89)
- Transplantation rate = transplanted organs/potential donors
 - ✓ Hawaii exception: kidney transplant rate

CMS Final Rule (2022-2026 Performance Cycle)

Based on 2024 ONLY!!!

Performance Tiers



Tier 1: Keep your OPO(~41%):
Top 25% on **both** donation and
transplant performance metrics



Tier 2: Open competition (~22%):
Median or above on **both** donation
and transplant performance metrics



Tier 3: Lose your OPO (~37%):
Below median on **either** donation
or transplant performance metric

Final Interim OPO Performance Report for the 2026 Certification Period, July 2021

Donation and Unadjusted Kidney Transplant Rates, 2019

*See Methodology sheet for description of age adjustment (note #5).

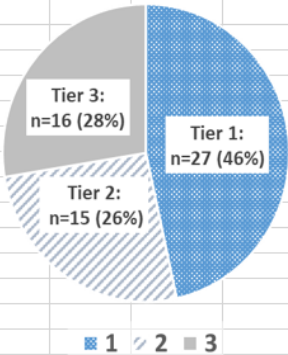
Legacy of Life Hawaii (HIOP)

Yellow highlighted values indicate the upper limit of the one-sided 95% confidence interval (CI) is below the top 25% but at or above the median cutoff value.

Red highlighted values indicate the upper limit of the one-sided 95% confidence interval (CI) is below the median cutoff value.

Nation							This OPO								
Year	Donation			Transplant			Donation				Kidney Transplantation			Tier ³	
	Donation Rate	Top 25% Cutoff ¹	Median Cutoff ¹	Observed Rate	Top 25% Cutoff ¹	Median Cutoff ¹	Donation Rate	Upper limit of the one-sided 95% CI	Additional Donors Needed to Meet ² :		Kidney Transplant Rate	Upper limit of the one-sided 95% CI	Additional Kidneys Needed to Meet ² :		
									Median	Top 25%			Median		Top 25%
2019	11.32	11.78	10.13	18.06	18.20	15.33	7.41	9.72	2	10	13.17	16.22	0	9	3

Distribution of Tier Status³, 2019



David and Goliath battle to save our OPO

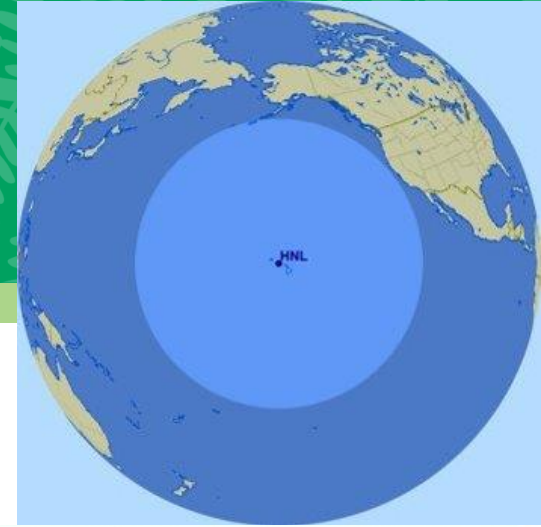
- Unique disadvantages!!!



Hawaii's geographic isolation

- Most geographically isolated OPO
- One transplant center in Hawaii with kidney and liver services
- San Francisco is the closest transplant center (2,394 miles)
- In 2020, only 5 of 8,415 successful liver transplants in the U.S. travelled >2300 miles:

OPO	Transplant Center	Distance Traveled
Legacy of Life Hawaii	Seattle	2,677 miles
Legacy of Life Hawaii	San Francisco	2,394 miles
Legacy of Life Hawaii	Palo Alto	2,402 miles
Gift of Life	Palo Alto	2,509 miles
Donor Network West	Boston	2,692 miles



FACTORS IN THE PROCESS

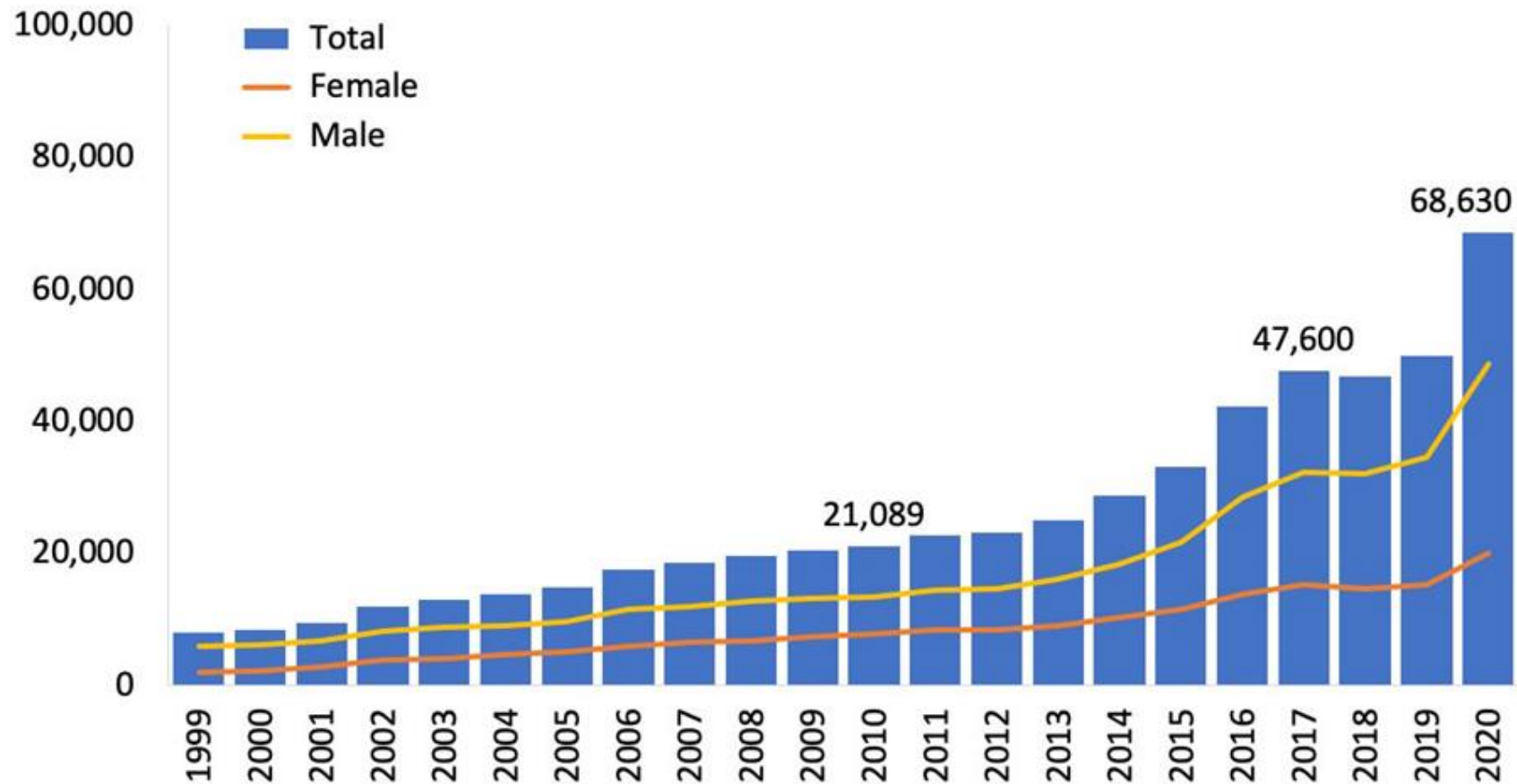
Each organ has a different time frame between recovery and transplant.



Size + remote location disadvantages

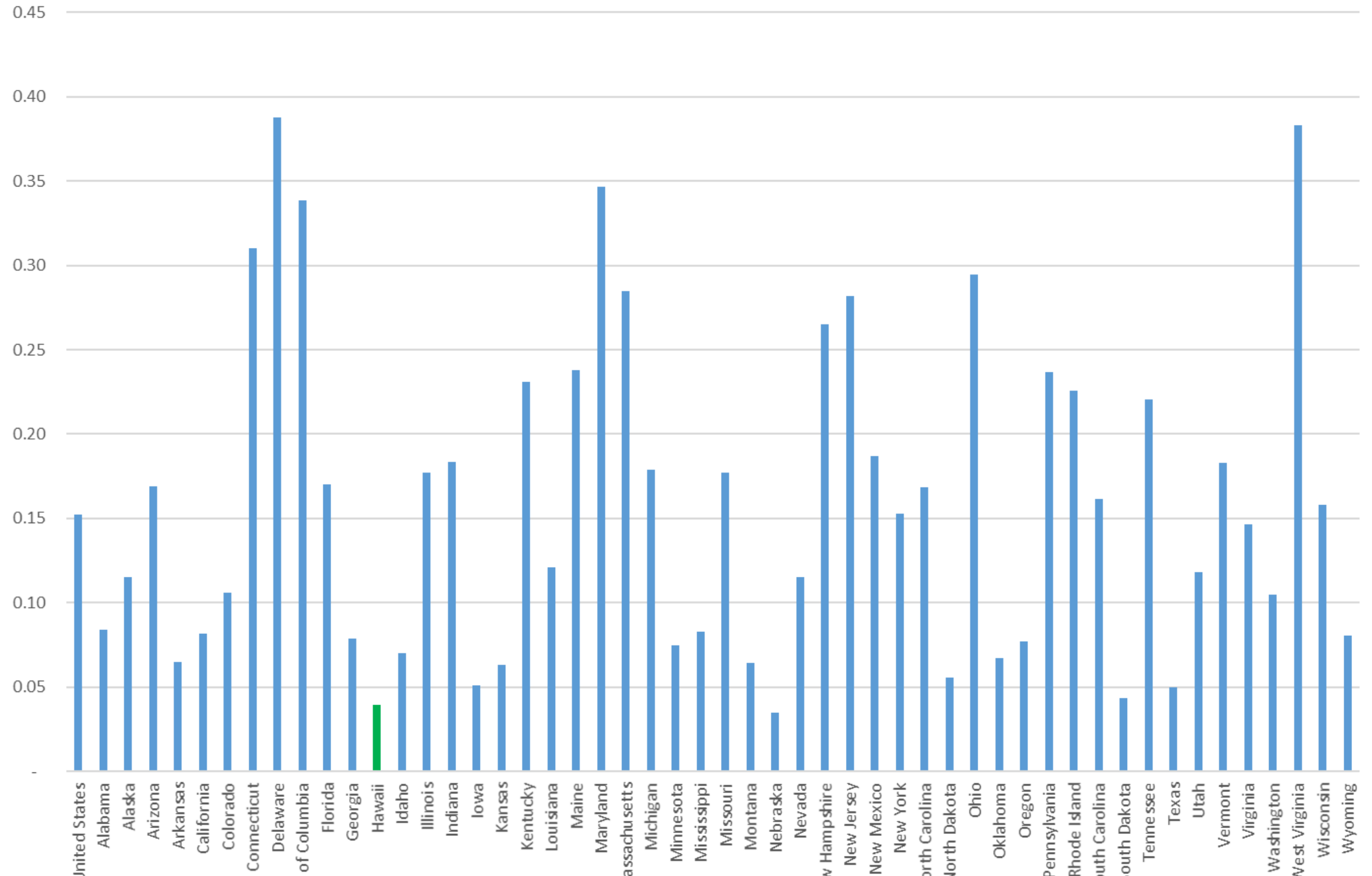
- Remote location limits number of organs transplanted per donor (OTPD)
 - With average OTPD, 50% more revenue
- 23 employees; next smallest has 75 employees
- Donor Care Units
- Private Airplane
- Moolah

**Figure 3. National Overdose Deaths Involving Any Opioid,
Number Among All Ages, by Gender, 1999-2020**

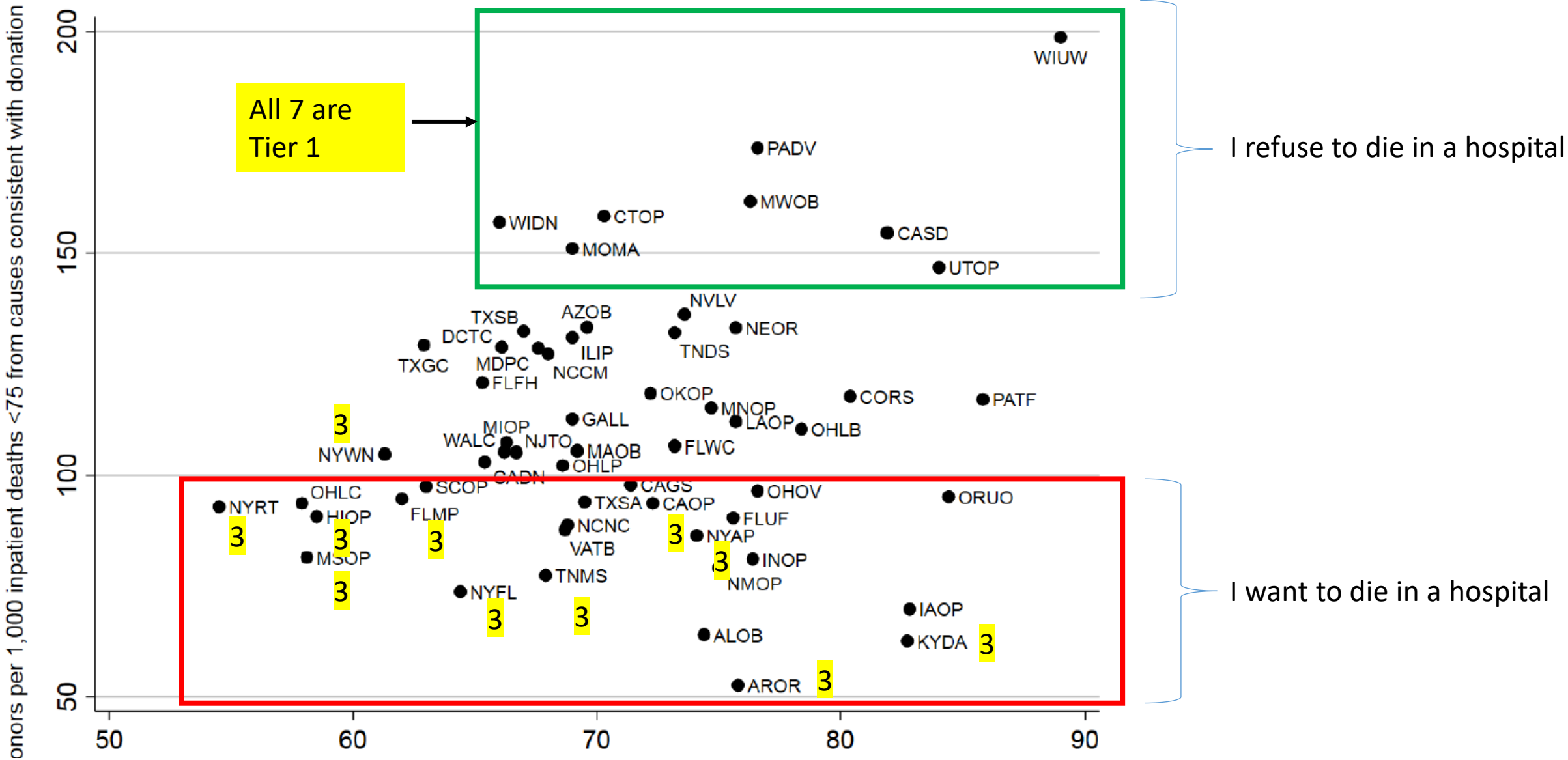


*Among deaths with drug overdose as the underlying cause, the any opioid subcategory was determined by the following ICD-10 multiple cause-of-death codes: natural and semi-synthetic opioids (T40.2), methadone (T40.3), other synthetic opioids (other than methadone) (T40.4), or heroin (T40.1). Source: Centers for Disease Control and Prevention, National Center for Health Statistics. Multiple Cause of Death 1999-2020 on CDC WONDER Online Database, released 12/2021.

2019 Opioid Overdose Death per 1k Population



OPOs % of Hospital Deaths-AOPO 2021 Tier Projections



% of In-Hospital Deaths (to all death locations) by OPO

InHospitalDeaths divided by DeathsCalc by OPO county codes.OPO code

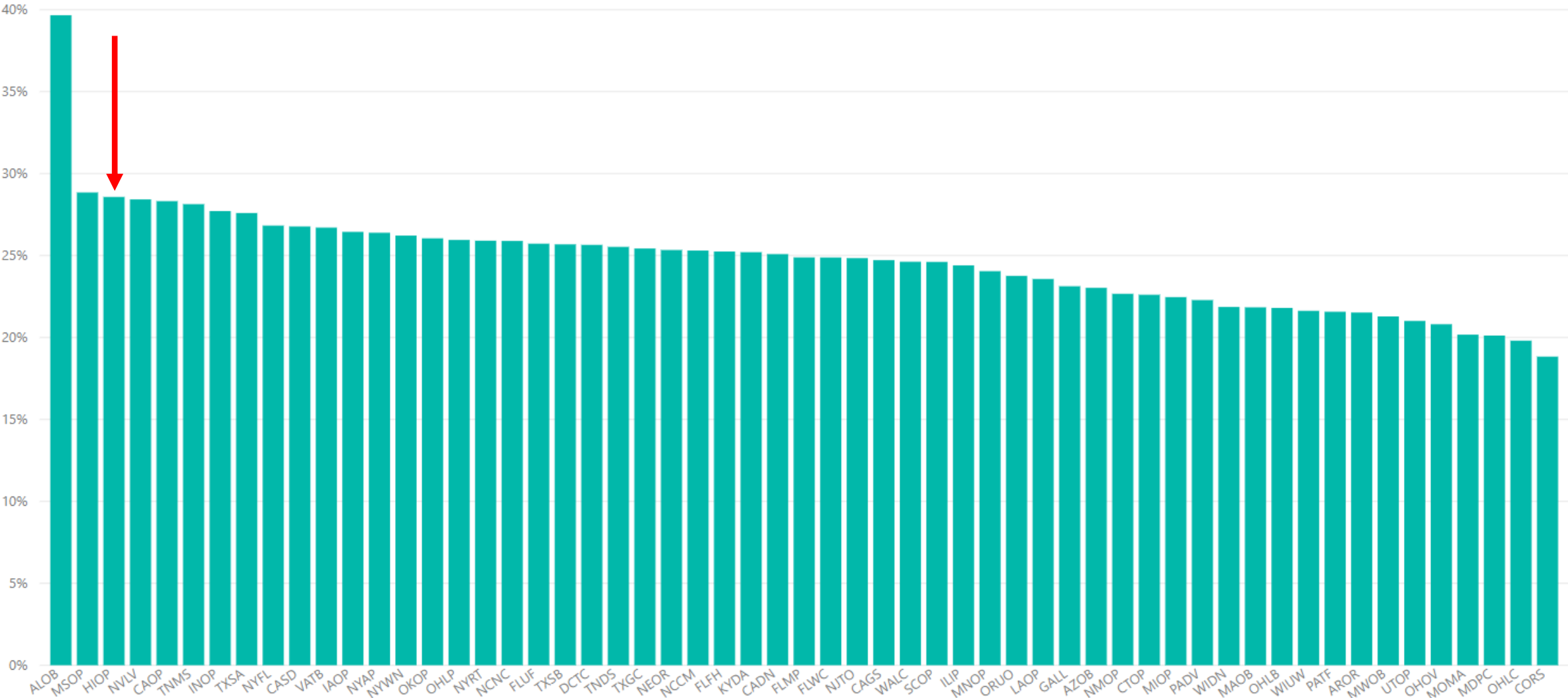
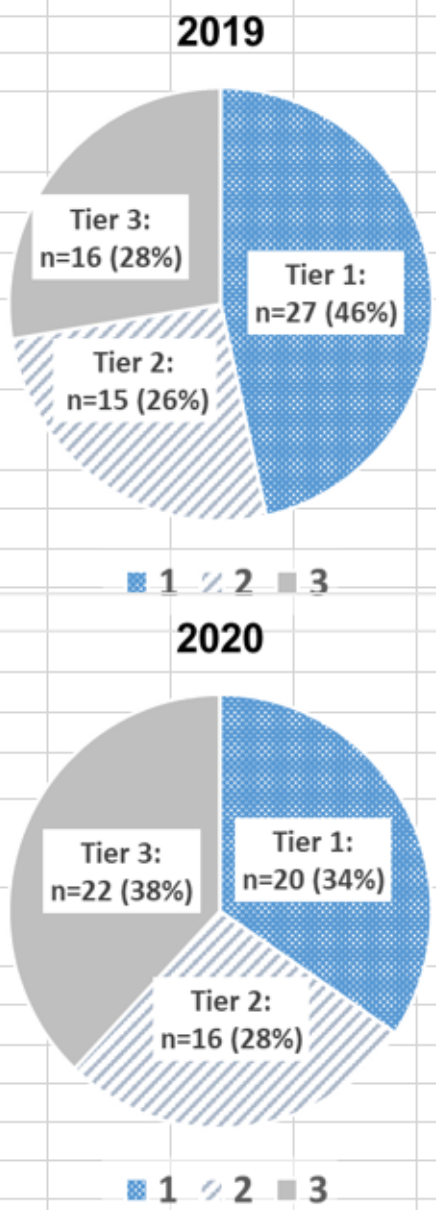


Figure 1: Distribution of tier status³ for all OPOs in the nation by year, 2019-2020



Yellow highlighted values indicate the upper limit of the one-sided 95% confidence interval (CI) is below the top 25% but at or above the median
Red highlighted values indicate the upper limit of the one-sided 95% confidence interval (CI) is below the median cutoff value.

Table 1a: Performance cutoff values for donation and transplant rates by year, 2019-2020

Nation						
Year	Donation			Kidney Transplant		
	Donation Rate	Top 25% Cutoff ¹	Median Cutoff ¹	Observed Rate	Top 25% Cutoff ¹	Median Cutoff ¹
2019	11.32	11.78	10.12	18.06	18.20	15.33
2020	11.42	12.96	11.10	18.40	20.44	17.81

T1 or B!

Table 1b: Donation and kidney transplant rates, upper confidence limits, additional organs to meet cutoffs, and resulting performance tier for this OPO by year, 2019-2020

This OPO									
Year	Donation				Kidney Transplant				Tier ³
	Donation Rate	Upper limit of the one-sided 95% CI	Additional Donors Needed to Meet ² :		Kidney Transplant Rate	Upper limit of the one-sided 95% CI	Additional Kidneys Needed to Meet ² :		
			Median	Top 25%			Median	Top 25%	
2019	7.41	9.72	2	10	13.17	16.22	0	9	3
2020	10.39	13.37	0	0	18.70	22.75	0	0	1

