

Healthcare Workforce Development Through Organ Donation and Transplantation

Life Connection of Ohio (LCO), the federally designated organ procurement organization (OPO) that serves families and saves lives through organ donation in northwest and west central Ohio, is seeking \$20M in funding to build an on-campus organ recovery center (ORC) next to its headquarters, located in Montgomery County at 2800 Donation Circle, Kettering, OH 45420. ORCs are instrumental in increasing organ utilization, resulting in more lives saved through organ donation and transplantation. In addition to helping LCO save more lives, the ORC will create a healthcare workforce development and education experience unlike anywhere else in the country.

In just three years, LCO has increased its workforce from 33 employees to 115 employees. This investment in a dedicated team of professionals has proven worthwhile and propelled LCO from being ranked one of the poorest performing OPOs in the country to #1 in the country in both donation and transplant rate measures. LCO's President & CEO, Matthew Wadsworth, has been a leading voice on a national scale for improving the donation and transplantation system. Currently, this system is underperforming and disadvantages communities of color. Having provided testimony before the House Committee on Oversight and Accountability in 2021 and the Senate Committee on Finance in 2023, Matthew continues to be an outspoken advocate for the urgent need for nationwide reform, and he remains laser focused on providing families with the opportunity for donation and on facilitating the gift of life for those in need.

The Centers for Medicare & Medicaid Services (CMS) recently endorsed a [report from the National Academies of Sciences, Engineering and Medicine \(NASEM\)](#) on the need for OPOs to create their own ORCs. [ORCs increase organ utilization](#) by standardizing the care provided for organ donor patients, and they relieve local hospitals from the burden of maintaining these patients when beds could be used for living patients. (COVID especially highlighted this importance.) Furthermore, since OPOs cannot reimburse more than cost-to-charge, this patient population is not financially beneficial to hospitals. While the development of a local ORC will give LCO the ability to better serve patients and their families, a need exists to develop a robust workforce to fill the jobs that will be created.

Treating brain dead patients for the purpose of organ donation creates a unique opportunity for education, training and research that does not exist in any other patient populations. Students from local universities will have the opportunity to learn routine patient care, minimally invasive procedures, respiratory management, anesthesia, and even the surgical removal of organs for transplantation and research alongside trained medical professionals. Additional training such as critical care transport that could include utilization for electric medical air transport, sample preparation and pathology will be provided. Opportunities for enhanced learning for non-medical/nursing students will also be available, including social work, clinical laboratory science, anatomy and biomedical engineering. Additional programs will be developed, including transplantation and donation science education, respiratory

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therapy and surgical recovery specialties. When a student graduates from a partner institution, their educational experience will be unmatched by other academic institutions, translating to an immediate positive impact on their future employer and the community.

Through our relationship with the Dayton Regional STEM School, we can offer an opportunity for high school juniors to complete their healthcare internship with LCO, be hired on as a nursing aid, take advantage of our tuition reimbursement program to obtain their undergraduate degree and utilize our tuition forgiveness program to earn their master's degree. This partnership will provide highly trained master's-level educated individuals with virtually zero student loan debt who never had to leave the Dayton region.

These opportunities not only create a pipeline of talent for LCO but also for the entire healthcare community. The impact on the community could be compounded by requiring students to receive education on population health, community disparities and preventative healthcare to guard against end-stage renal disease (ESRD). A more robust workforce with a well-rounded education will be life changing. It is our hope that this ORC will not only have an immediate impact on developing the local workforce, but also have a large, long-lasting impact on community health.

Ohio is growing while experiencing the lowest unemployment rate in the state's history. This life-changing project creates an opportunity to not only invest in local community education, but to recruit talent into our state and then retain that talent locally. Students will have a strategic advantage when entering the workforce, and medical students will have experiences exceeding other residency program applicants. The development of this project will have a transformative impact on workforce development, higher education, and population health for our community.

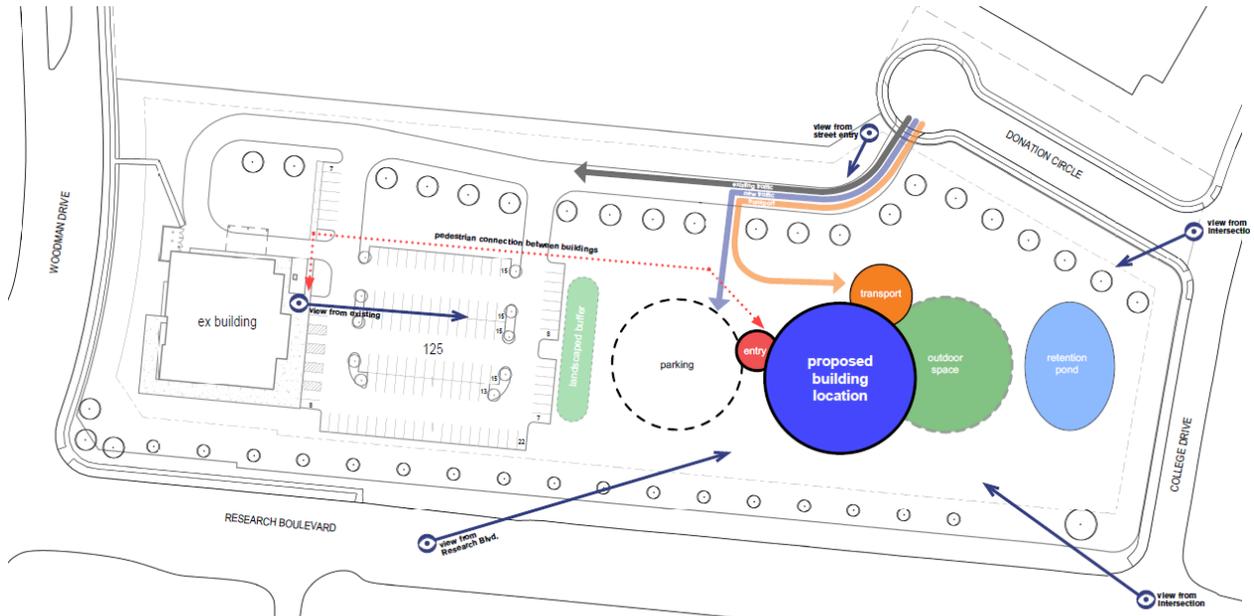
For phase 1 of this project, LCO contributed over \$6M in capital, obtained \$2.8M in federal New Markets Tax Credit (NMTC) dollars, \$0.6M in state NMTC dollars and completed the \$13M project with funding from Fifth Third Bank. If awarded this \$20M, LCO will combine those funds with federal NMTC dollars, seek additional support from JobsOhio and local foundations, and make its own capital contribution to complete the final phase of this project. The facility will be fully supported by LCO's current operations and will not require any additional support from the state or federal government if given this initial support. LCO will be the asset owner during both the construction phase and once construction has been completed. Due to the sensitive nature of our work, this facility will only be open to educational institutions as well as other healthcare entities.

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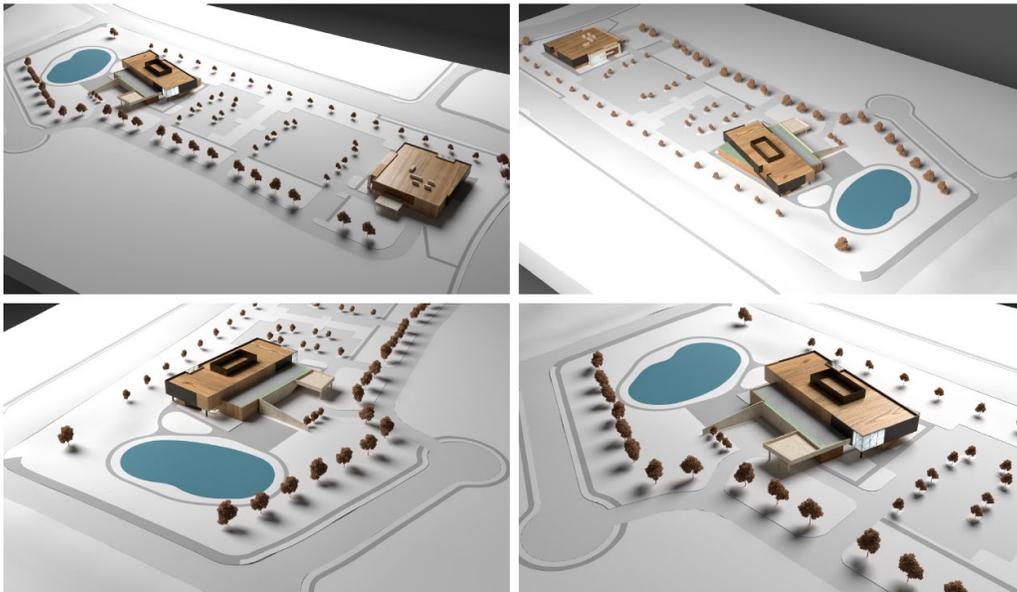
Transplant Recovery Center: Existing Site



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Transplant Recovery Center: Axon Renderings



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Transplant Recovery Center: Preliminary Program

| Total Program Summary | | |
|--------------------------------------|----------|----------------|
| Type | Amount | Square Footage |
| ICU | 4 (beds) | 4,065 |
| ORS | 4 | 4,980 |
| Cath Lab Suite | 1 | 1,000 |
| Sterile Processing | 1 | 1,000 |
| Clinical Lab | 1 | 1,700 |
| Office Space/Suite | 4 | 1,000 |
| Surgeons Lounge | 1 | 1,000 |
| Staff Respite Rooms | 2 | 500 |
| Ambulance Entry | 1 | 200 |
| Family Entrance | 1 | 200 |
| Communal Dining | 1 | 400 |
| Kitchen/Supplies | 1 | 1,000 |
| Lobby | 1 | 2,000 |
| Public Restrooms | 2 | 200 |
| Staff Restrooms | 3 | 200 |
| Morgue | 1 | 150 |
| EVS | 1 | 200 |
| Receiving/Supplies | 1 | 1,000 |
| Subtotal | | 20,995 |
| Building Grossing Factor | 1.4 | |
| Building Square Footage | | 29,393 |
| Family Sleep Suites | 2,560 | |
| Building Grossing Factor | 1.4 | |
| Total Sq. Footage | | 3,584 |
| Total Building Square Footage | | 32,977 |

| OR Suite Summary | | |
|------------------|-------------------------|----------------|
| Type | Amount | Square Footage |
| OR's | 4 (350ft ²) | 2,600 |
| Storage | 1 | 250 |
| EVS | 1 | 120 |
| Control | 1 | 120 |
| Soiled Hold | 1 | 200 |
| Lockers/RR's | 2 | 1,000 |
| Staff Respite | 1 | 120 |
| Scrub Area | 2 | 100 |
| Med Room | 1 | 120 |
| Staging/Holding | 1 | 350 |
| Subtotal | | 4,980 |

| Family Sleeping Suites Summary | | |
|--------------------------------|-------------------------|----------------|
| Type | Amount | Square Footage |
| Hotel Room | 4 (350ft ²) | 1,400 |
| Family Room | 1 | 250 |
| EVS | 1 | 100 |
| Vending | 1 | 60 |
| Laundry | 1 | 200 |
| Dining | 1 | 300 |
| Check-in | 1 | 250 |
| Subtotal | | 2,560 |

| ICU Suite Summary | | |
|-------------------|-------------------------|----------------|
| Type | Amount | Square Footage |
| ICU Room | 4 (320ft ²) | 1,280 |
| Storage | 1 | 120 |
| EVS | 1 | 100 |
| Nurse Station | 1 | 200 |
| Soiled Hold | 1 | 200 |
| Clean Storage | 1 | 200 |
| Lockers/RR's | 2 (200ft ²) | 400 |
| Team Work | 1 | 200 |
| Resp. Work Room | 1 | 200 |
| Med Room | 1 | 120 |
| Family RR's | 2 (75ft ²) | 150 |
| Family Shower | 1 | 100 |
| Family Lounge | 1 | 300 |
| Family Respite | 1 | 120 |
| Family Consult | 1 | 175 |
| Linen | 1 | 200 |
| Subtotal | | 4,065 |

Capital Needs Organ Recovery Center

| | |
|---|--------------------|
| Est. Cost to Build 35k sq ft building @ \$700 PSF | \$ 24,500,000.00 |
| Fixed Asset Cost | \$ 5,500,000.00 |
| NMTC Est. | \$ (8,100,000.00) |
| Jobs Ohio Grants Est. | \$ (1,500,000.00) |
| Ohio State Strategic Community Investment Fund | \$ (20,000,000.00) |
| Additional LCO Capital Investment | \$ 400,000.00 |

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| Donors Moved to Organ Recovery Center | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 101 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------|
| | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 | Total |
| Additional Revenue (Increase in organs transplanted of 10%) | \$ 153,873 | \$ 153,873 | \$ 153,873 | \$ 153,873 | \$ 153,873 | \$ 153,873 | \$ 153,873 | \$ 153,873 | \$ 153,873 | \$ 153,873 | \$ 153,873 | \$ 153,873 | 1,846,479 |
| Hospital Acquisition Cost | (143,126) | (143,126) | (143,126) | (143,126) | (143,126) | (143,126) | (143,126) | (143,126) | (143,126) | (143,126) | (143,126) | (143,126) | (1,717,506) |
| Ambulance Transport to DRC / To Funeral Home | 10,961 | 10,961 | 10,961 | 10,961 | 10,961 | 10,961 | 10,961 | 10,961 | 10,961 | 10,961 | 10,961 | 10,961 | 131,535 |
| Cardiac Cath - outsourced | 10,558 | 10,558 | 10,558 | 10,558 | 10,558 | 10,558 | 10,558 | 10,558 | 10,558 | 10,558 | 10,558 | 10,558 | 126,691 |
| Medication & Disposable Supplies | 21,558 | 21,558 | 21,558 | 21,558 | 21,558 | 21,558 | 21,558 | 21,558 | 21,558 | 21,558 | 21,558 | 21,558 | 258,698 |
| Laundry | 204 | 204 | 204 | 204 | 204 | 204 | 204 | 204 | 204 | 204 | 204 | 204 | 2,452 |
| Biohazard Waste pick up | 96 | 96 | 96 | 96 | 96 | 96 | 96 | 96 | 96 | 96 | 96 | 96 | 1,151 |
| Instrument Sharpening | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 661 |
| Medical Air Gas - Praxair | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 11,031 |
| Total Change in Acquisition Cost | (98,774) | (1,185,288) |
| Additional Personnel | | | | | | | | | | | | | |
| Scrub Techs x 4 | 31,270 | 31,270 | 31,270 | 31,270 | 31,270 | 31,270 | 31,270 | 31,270 | 31,270 | 31,270 | 31,270 | 31,270 | \$ 375,240 |
| Supply Chain x 2 | 17,438 | 17,438 | 17,438 | 17,438 | 17,438 | 17,438 | 17,438 | 17,438 | 17,438 | 17,438 | 17,438 | 17,438 | \$ 209,250 |
| G&A | | | | | | | | | | | | | |
| Cleaning | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 51,600 |
| Building Maintenance / Utilities | 14,750 | 14,750 | 14,750 | 14,750 | 14,750 | 14,750 | 14,750 | 14,750 | 14,750 | 14,750 | 14,750 | 14,750 | 177,000 |
| Humidity Controls | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 1,080 |
| Preventive Maintenance on Equipment | 8,333 | 8,333 | 8,333 | 8,333 | 8,333 | 8,333 | 8,333 | 8,333 | 8,333 | 8,333 | 8,333 | 8,333 | 100,000 |
| Total Additional G&A Costs | 76,181 | 914,170 |
| Net Gain to LCO | 179,988 | 2,159,851 |

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