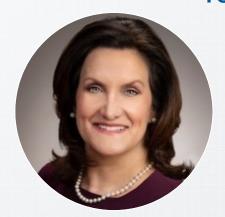
Hypothermic Machine Perfusion (HMP) Programs: Strategies for Establishing a Successful Hospital-Based Renal HMP Program

TODAY'S PANELISTS



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Deanna Fenton Senior Manager, Educational Program **Development & Operations**



Need Assistance?

Contact Us via Zoom Chat, or info@organdonationalliance.org 786-866-8730

Meet Our Moderator



Corey Bryant

Senior Director, Communications and Strategic Initiatives



Meet Our Panelists



Laura Stillion
MHA, FACHE
Administrative Director



Molly Maxwell

MSN, RN

Nurse Manager







Name: Laura Stillion

Role: Administrator, Hospital Operations

Name: Molly Maxwell

Role: Manager, Clinic Operations





We have no financial arrangements to disclose



Objectives

- Benefits of utilizing hypothermic machine perfusion (HMP) for renal preservation
- Benefits of establishing a transplant center HMP program:
 - Reducing delayed graft function
 - Increasing kidney transplants
- Steps involved to implement HMP program including barriers and lessons learned



Who are we?

- Licensed Beds 1,882
- Annual
 - Patient Admissions 63,000
 - Outpatient Visits 2.12 million
 - Telehealth Visits 279,296
 - Emergency Department Visits 112,035
 - Surgeries 50,740
 - Solid Organ Transplants 574 (H=36, Lung=73, Liver=139, K=312, K/P=14)
- Employees (Faculty, Staff and Residents) 26,750



Our Journey

WHEN:

- March 2016, Dr. Washburn joined Comprehensive Transplant Center (CTC) Executive Director
- Previous center performed own pumping
- Fall 2018, made decision to establish OSUWMC Organ Recovery Team (ORT)
 - First Organ Recovery Specialists (ORS) on-boarded February 2019
 - Launched with Heart & Lung offers, expanded team, added abdominal organs
 - March 2021 incorporated organ perfusion services for Kidney

WHY:

Historically CTC pumped large number of kidneys via OPO and felt internalizing would:

- Decrease delayed graft function (DGF) rates
- Allow for more flexibility with and control of the process/timing
- Support taking more increased risk kidneys leading to more lives saved



Our Journey HOW:

- Demonstrate clinical and financial benefits to Senior Leaders
- Communication and transition plan with local Organ Procurement Organization (OPO)
- Establish Job Description with Human Resource team for this unique position
- Communicate position/role to Key Stake Holders within Organization
 - Operating Room staff, Transplant Coordinators, Histocompatibility Laboratory, Surgeons, Physicians, Compliance/Regulatory/Epidemiology team, Blood Bank Laboratory, Central Sterile staff, Pharmacy staff, Perfusion staff
- Evaluate/establish relationship(s) with air and ground transportation services (>1)
- Purchase pumps (redundancy) and negotiate ongoing training with purchase



Our Journey

HOW:

- Develop roll out schedule that will allow you to scale over defined period of time
- Establish back up plan if experience too many vacancies
- Establish billing workflow for surgical organ recovery and pumping process
- Possibly establish legal agreements if pumping for other entities (children's hospital)
- Develop Standard Operating Procedures (SOP) for each organ group
- Develop Training/Orientation plans for Organ Recovery Specialist position
- Hire good people and seek frequent FEEDBACK from your faculty and staff!



Current State

- 8 ORS positions
- Cover Cardiothoracic and Abdominal
 - Import calls, HLA activities, OR scheduling, transportation
 - Communication across disciplines (Coordinators, HLA, OPOs) liaison between surgeons and everyone else
- Cover recoveries and preservation
 - Inventory, vessels, extra vessel finder and distributor
- Organ turndown reports, PSC, Quality, Compliance
- Schedule structure what their current structure looks like
- Organ Assessment and Repair Center –perfusion suite with 2 ORs, office space, and call room



Daily Management

- Skill sets preferred in interviews
 - Prior organ recovery (OPO), surgical (scrub tech, tissue tech, etc.), research, and/or lab experience. Building a dynamic and complementary team makes a difference.
- Onboarding
 - Challenging through pandemic, important to have staff on site to train throughout day. Start with 5 day/week training day shift, progress to 3 full call days per week covering 24-hour call with a backup 1:1, then with another call person as backup. We start with abdominal, then train CT.
- Monitoring performance
 - Surgeon/MD feedback, copied on handoff and logistics emails, TD reports
- How do you deal with their unique burn out
 - Open communication and open "door", obtain their feedback on schedule/volume/process and act on what can be implemented to help (staffing – suspend preservation call/Buckeye?)

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Developing Program

- Process for selecting and ordering machines
- Surgeons/fellows to give input on SOPs, preferences
- Initial training done by perfusion company
- Develop competency signoff and training material for future trainings
- Create form to track training: kidneys placed on pump, cannulations, "hard" to pump kidneys
- Experienced team members train new ORT members with an annual retraining wet lab for all
- Determine process for documenting and recording kidneys pumped, pump report storage in shared area for all necessary users to access
- If applicable to situation, consider Remote Pumping Protocol



Developing Program

- Business manager vs. clinical manager important roles for each
 - Team design, call schedules, SOPs, training materials: clinical
 - Contract negotiation, logs, invoice process: business
- Design is CRITICAL and it needs to be incremental
 - Determine goals and set a reasonable timeframe for progress
 - Breakdown different organ groups and needs, start small, and build.
 - Flexibility is key variable volume at any given time, turnover, always have a "fallback" plan for when unexpected events occur
- Inventory system
 - lots of new, unfamiliar items have a plan for ordering, monitoring, and reordering

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Lessons Learned

- Charting system purchased or developed
 - Important to have in place early in development of team
 - Documentation to support all log needs: organ offer turndowns, kidney log (pumped and non-pumped), transportation log, handoff
 - Email is not an efficient way to communicate
- Poaching from OPO and how to not damage that relationship
- Challenges of working in COVID environment
- Prior Planning Prevents Painful Performance (5 Ps) & Phone a Friend!





Thanks!



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