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[REDACTED]

Confidential Communication

Dear [REDACTED]:

Thank you for your letter of August 30, 2011. The Alabama Organ Center ("AOC") values its relationship with UNOS and very much appreciate your concerns as they mirror our own. Please find below the response to the issues you addressed in your letter.

1. **A spokeswoman for Alabama Organ Center (AOC) reported this situation does not involve tissue and organ donation or allocation. Please elaborate on this statement in greater detail.**

Does the issue at hand, in any way, affect the daily operations of the OPO or affect this institutions' ability to operationally serve its local donor service area?

I was informed of a federal investigation of Mr. Dem Lialison, Director of AOC and Mr. Alan Hicks, Associate Director, AOC on Wednesday August 10, 2011. They were being investigated by the Federal Bureau of Investigation (FBI) for allegedly accepting money from a mortuary and crematory company whom we do business with known as Abanks Funeral Home. This is in connection with the AOC's tissue recovery activity not organ recovery activities. The AOC utilized Abanks for transportation of tissue and gift of body donors from our hospitals and for cremation and embalming services that may be required for the tissue and gift of body donors. Both individuals were interviewed by the FBI. Subsequently, both individuals were interviewed by management and both admitted to accepting improper payments from Abanks. Both employees were terminated and the AOC immediately terminated its relationship with Abanks. Our organization has zero tolerance for activities such as this.

Clearly, the employees of the AOC were affected by the sudden loss of their Senior Leaders (Mr. Lialson & Mr. Hicks) and disappointed by their actions. Fortunately, the AOC has a remarkable team of professionals who are experienced and serve in management roles. They immediately stepped up to address any gaps that occurred as a result of the termination of Mr. Lialson and Mr. Hicks. You can be assured that these individuals have kept our organization focused on our core mission of providing a better quality of life for those who require an organ transplant, while respecting the families who share this precious gift of life. Despite this unfortunate event, the

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employees of the Alabama Organ Center are determined to exceed the expectations of its regulatory partners and peer organizations. As evidence of the resiliency and dedication of its current staff, the AOC recovered 9 organ donors in August, 2011, which resulted in 33 organs being recovered, 31 of which were transplanted. This activity is slightly above the AOC's average monthly productivity metrics. As well all of the AOC's reporting to UNOS has been timely. The AOC is looking forward to serving its constituents in the upcoming months with even better productivity numbers.

2. **Please describe in detail AOC's interim personnel plan in the absence of the terminated staff.**

How will Alabama Organ Center ensure operations and clinical leadership is provided and maintained within the organization?

The AOC has opened and filled the positions of Manager of Organ Recovery and Manager of Tissue & Research Recovery. The position of Manager of Organ Recovery was accepted by [REDACTED] with over 7 years of clinical experience with the AOC. The position of Manager of Tissue & Research Recovery was offered to and accepted by [REDACTED] who has over 7 years of clinical experience with the AOC. As well, [REDACTED] has taken on the day to day administrative duties of the AOC. [REDACTED] has over 20 years experience working in organ procurement organizations and has been with the AOC for 13 years. The AOC is fortunate to have [REDACTED] as its Medical Director. [REDACTED] has served as our Medical Director for over 7 years and has worked in the field of Transplantation for over 20 years. He is providing excellent direction and leadership to our organization as we go thru this management change. At present I am serving in the role of Interim Director. I have been working directly with the AOC for more than 12 years in my role as [REDACTED] and understand the importance of its mission to our community, patients awaiting transplantation, donor families and Transplant Centers.

This incident has given us the opportunity to review the AOC's organizational structure and modify it in order to better serve our constituents and meet our goals. The AOC has established and filled the positions of Manager of Organ Recovery and Manager of Tissue & Research Recovery. The Associate Director position will be displaced and replaced with the position of Chief Operations Officer with management purview over all of the AOC's recovery/ clinical enterprise. As well, the current Director position will be displaced and replaced with the position of Executive Director. This position will have the responsibility and purview over all administrative and clinical functions of the AOC. This new structure will provide a management team with the ability to focus on each part of the AOC's donation/recovery efforts- while broadening the management roles of its senior leadership (Chief Operations Officer, Executive Director) whose jobs will be to set and accomplish the goals and strategic direction of the organization; insure that the organization is meeting its obligations to its regulatory partners; and, train, educate and groom the AOC's management team and staff members for greater challenges.

and opportunities in the future. I expect to have our management team fully staffed in 90 – 120 days.

In closing, I would like to thank you for asking these important questions. Should you need additional information please do not hesitate to contact me immediately.

