## Key Factors Worksheet – 2019 LOTS Case Study

#### Assignment: Please complete the Key Factors for P.1b Organizational Relationships and P.2b Strategic Context

## P.1 Organizational Description

**P.1a Organizational Environment**

**Organizational Context** 1 of 58 federally designated, nonprofit, regional organ/tissue procurement organizations (OPO) in U.S. for 25+ years. Serves 3.2 million people in federally assigned territory: 62 counties in North Takoma (NT) and South Takoma (ST). Located in Columbia, NT.

**Product Offerings** Main offering: facilitation of organ/tissue donation, through two work systems: organ and tissue. Delivery for both requires coordination of partners, collaborators, key suppliers via Partnership Model (P.1-2).

**MVV + C** Mission: We save and improve lives. Vision: Organs and tissues are always available. Values: compassion, teamwork, honesty, quality, improvement. Culture: strong drive to meet mission. MVV are foundation for culture, basis for how applicant is managed.

**Core Competency** Mission-driven workforce. Care/compassion delivered by “human touch.” Staff actions/behaviors linked to creating positive donation experience for donor family (collaborators.)

**Workforce Profile** 150 employees, decentralized, segmented by work system/department. 10% leadership. Tenure: 20% 1 year or less, 41% 2–5 years, 21% 6­–10 years, 18% 11+ years. 65% female. Ethnicity: 70% white, 20% African American (DSA 25%), 10% other (DSA 5%). No workforce reductions. No organized bargaining units. Expanding clinical/nonclinical staff due to increased donations. No volunteers. Key requirements: staff connection to mission (VMV), employee benefits, relationships with coworkers.

**Assets** Custom-built facility with critical care unit and fully equipped operating room (OR). Key clinical technologies/equipment: x-ray, ultrasound, typical OR equipment. Leases plane equipped with medical equipment. Technology: EMR system, reporting services for customized reports.

**Regulatory Environment** Mandatory: CAP, CMS, EEOC, FDA, DoL, IRS, OSHA; Voluntary: AATB, AOPO, UNOS/OPTN (Figure P.1-5). Local environmental/regulatory for fire/sanitation, biohazard trash disposal local/state regulations.

#### P.1b Organizational Relationships

## P.2 Organizational Situation

#### P.2a Competitive Environment

**Competitive Position** No traditional organ procurement competitors, regulated “monopoly.” Must meet CMS national standards. CMS could award DSA to another OPO. Reassignment based on performance to standards. For TWS, donor hospitals required to report all deaths to applicant but may contract with another tissue bank. Applicant has tissue recovery contracts with all 80 donor hospital partners. Partners with eye bank, VisionMax, to ensure eye donation opportunities for families in DSA. 40th of 58 OPOs in population within DSA. Growth in donation must come from increases in medically eligible candidates within DSA, increases in number of families who authorize donation, or ID of nonhospital referral sources. Constraints of limited service area reinforce importance of maximizing donation for each donor.

**Competitiveness Changes** None that affect competitive position. Affordable Care Act changes to OPO industry uncertain. Decided to focus on ability to improve and rely on mission-driven workforce (CC) to achieve cost effectiveness and efficiencies to place itself in strong financial position (SA) to manage future challenges. Key factors influencing success: mission-driven workforce that is highly motivated and engaged in saving lives (CC); strong relationships through partnering/collaboration.

**Comparative Data** Figure 4.1-4. National benchmarks available through multiple sources; lead time before availability can be many months. Comparative data more limited for tissue operations; tissue processors provide monthly feedback for select results in scorecards. Relies on sharing comparative data with other OPOs. AOPO, OPTN/SRTR, Tissue processors, BoardInfo, DHSS, US DoL

#### P.2b Strategic Context

#### P.2c Performance Improvement System

**Performance Improvement System** Leadership System (Figure 1.1-1), Communication Process (Figure 1.1-3). Continuous process improvement environment. Baldrige Criteria business model and foundation for performance improvement (PI). Operational improvements identified/implemented through SPP and Operational Management Process (Figure 6.1-1.) Performance improvement staff part of Quality/Regulatory department. PMS (Figure 4.1-1) used to monitor success. Plan-Do-Study-Act (PDSA) problem-solving methodology embedded in improvement processes