### Organizational Description

#### P.1a Organizational Environment

<table>
<thead>
<tr>
<th>#</th>
<th>Key Factors</th>
</tr>
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<tbody>
<tr>
<td></td>
<td><strong>Organizational Environment:</strong></td>
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<tr>
<td></td>
<td>• Located in Columbia, North Takoma</td>
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<td></td>
<td>• 1 of 58 federally designated, nonprofit, regional organ and tissue procurement organizations (OPO) in the US</td>
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<td>• Services provided for more than 25 years</td>
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<td>• Serves 3.2 million people</td>
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<td></td>
<td>• Federally assigned territory of 62 counties located within North Takoma (NT) and South Takoma (ST)</td>
</tr>
</tbody>
</table>

|  | **Key Product and Service Offerings:**  |
|  | • Facilitation of organ and tissue donation  |
|  | • Accomplished through two work systems: organ and tissue  |

|  | **Key Delivery Methods:**  |
|  | • Through coordination with partners, collaborators, and key suppliers via the Partnership Model (P.1-2)  |

|  | **Mission, Vision, and Values:**  |
|  | Vision: Organs and tissues are always available  |
|  | Mission: We save and improve lives  |
|  | Values: Compassion, Teamwork, Honesty, Quality, Improvement  |
|  | Culture: VMV serve as the foundation for the culture and the basis for how the organization is managed  |

|  | **Core Competencies:**  |
|  | • Mission-driven workforce  |
|  | • Care and compassion delivered by the “human touch”  |
|  | • Actions and behaviors by staff are directly linked to creating a positive donation experience for the donor family (collaborators)  |

|  | **Workforce Profile:**  |
|  | • 100 employees  |
|  |   • Decentralized  |
|  |   • 10% leadership  |
|  |   • 65% female  |
|  | • Tenure  |
|  |   • 1 year or less = 20%  |
|  |   • 2-5 years = 41%  |
|  |   • 6-10 years = 21%  |
|  |   • 11+ years = 18%  |
|  | • Ethnicity  |
|  |   • White = 70% (DSA = 70%)  |
|  |   • African-American = 20% (DSA = 25%)  |
|  |   • Other = 10% (DSA = 5%)  |
|  | • No volunteers  |

|  | **Recent Changes:**  |
|  | • Expanding clinical and nonclinical staff due to increased donations  |

|  | **Workforce Groups:**  |
|  | Segmented by work system and department  |
Organ Work System (OWS) manages the Procurement Process for organs
Tissue Work System (TWS) manages the Procurement Process for tissue
Support Departments provide the infrastructure to maximize organizational performance

**Key Drivers of Workforce Engagement:**
- Staff connection to the mission
- Employee benefits
- Relationships with coworkers

**Bargaining Units:**
- No bargaining units

**Special Health/Safety Requirements:**
- Clinical safety
- Safe work environment for after-hours staff members
  - Reserved parking spots
  - Secured parking
  - Sensor lighting

**Key Assets:**
- Custom-built facility in Columbia, NT
  - Critical care unit
  - Fully equipped operating room (OR)
- Clinical technologies and equipment
  - X-Ray
  - Ultrasound
  - Typical operating room equipment
- Twin-engine turbo prop plane – equipped with medical equipment
- Technology
  - Electronic Medical Record system (EMR)
  - Reporting Services for Customized Reports

**Regulatory Environment:**
- Mandatory
  - CAP – Safe Laboratory Practices
  - CMS – Billing and Performance Requirements
  - EEOC – Employment Practices
  - FDA – Compliance with Requirements
  - DoL – Employment Practices
  - IRS – Nonprofit Requirements
  - OSHA – Workplace Safety
  - Local environmental and regulatory initiatives – fire and sanitary measures
  - Local and state regulations – biohazard trash disposal
- Voluntary
  - UNOS/OPTN – Organ Allocation/Operational Oversight
  - AATB – Standards for Tissue Banking Accreditation
  - AOPO – Standards for Organ Procurement Accreditation
### Organizational Structure:
- Private, nonprofit 501(c)(3)
- Voluntary, community-based Board of Directors
  - Comprised of hospital executives, physicians, and donor family members
  - Representatives from key donor hospitals (partners) and transplant centers (customers) are appointed
- CEO – reports to the governance board; directs the Executive Leadership Team (ELT)
  - Chief Medical Officer (CMO)
  - Chief Human Resources Officer (CHRO)
  - Chief Financial Officer (CFO)
  - Chief Operating Officer (COO)
- Leadership Team (LT) consists of the ELT, directors, managers, and supervisors

### Key Customer Groups / Requirements:
- Transplant Centers – Organ
  - Premier Health
  - Columbia University Hospital
  - Premier Children’s Hospital
  - Columbia Children’s Hospital
- Tissue Processors
  - Tissue Transformations
  - LifeBank
  - Advantage Life

### Customer Differences:
- Transplant Center Requirements:
  - Maximize Donation
  - Information
  - Competence
- Tissue Processors Requirements
  - Maximize Donation
  - Information
  - Accountability

### Key Stakeholder Groups / Requirements:
- Communities within Service Area
- Workforce
- Board of Directors

### Stakeholder Differences:
- Communities
  - Comply with legal, ethical, and regulatory requirements while providing quality organs and tissues
- Workforce
  - Connection with the vision, mission, and values
  - Excellent benefits
  - Coworkers
- Board of Directors
  - Strategic Planning
  - Administration
  - Financial Management

### Key Suppliers / Role:
- Guardian Ambulance
- Write Brothers Charter
- Titan Technologies (TT)
**Key Partners / Role:**
- Donor Hospitals
- Medical Examiners
- Hospice

**Key Collaborators / Role:**
- Organ and Tissue Donor Families
- Funeral Homes

**Two-Way Communication Mechanisms:**
Response not provided

**Contribution to Innovation:**
Response not provided

**Key Supply-Network Requirements:**
- Suppliers
  - Accurate Information
  - Service Quality
  - Timely Communication
- Partners
  - Respect / Sensitivity
  - Information
  - Service Quality
- Collaborators
  - Organ and Tissue Donor Families
    - Compassion
    - Stewardship of the Gift
    - Honor the Donor
  - Funeral Homes
    - Communication
    - Service
### P.2 Organizational Situation

#### P.2a Competitive Environment

<table>
<thead>
<tr>
<th><strong>Competitive Position / Relative Size:</strong></th>
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<tbody>
<tr>
<td>• Ranks 40th among the existing 58 OPOs in terms of population living within its DSA</td>
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<td>• As a federally designated OPO within its service area, the organization does not have traditional competitors</td>
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<td>• It is a regulated monopoly that operates solely within the borders of its designated service area</td>
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<tr>
<td>• Must meet national performance standards set by the Centers of Medicare and Medicaid Services (CMS) to maintain position</td>
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<tr>
<td>• Tissue Work System</td>
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<td>o donor hospitals required by law to report all deaths to the organization</td>
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<tr>
<td>o donor hospitals may contract with another tissue bank for the recovery process</td>
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<tr>
<td>o the organization contracts with 100% of its 80 donor hospital partners</td>
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</tbody>
</table>

**Growth:**
- Growth in donation must come from increases in medically eligible candidates from within the DSA
  - families that authorize donations
  - identification of nonhospital referral sources

**Competitors:**
- No key changes based on “monopoly-based” competitive position

#### Comparative Data – Inside Industry:
- Organ industry – select industry benchmarks available; up to several month delay in obtaining data
- Tissue processor – comparative data are limited; processors provide monthly scorecards for select results
- OWS
  - AOPO
  - OPTN / SRTR
- TWS
  - AOPO
  - Tissue Processors
- Key Support Processes
  - AOPO
  - Board Information
  - DHSS
  - US DoL

**Comparative Data – Outside Industry:** Response not provided

**Limitations to Obtain:** Response not provided

### P.2b Strategic Context

#### Strategic Challenges:
- Business – Industry Changes
- Operational – Authorization
- Societal responsibility – Increase Registry
- Workforce – Retention

#### Strategic Advantages:
- Business – Stakeholder Satisfaction
- Operational – Facilities and Equipment
- Societal Responsibility – Baldrige Business Model
- Workforce – Supportive Culture
P.2c Performance Improvement System

<table>
<thead>
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<tr>
<td>• Business Model – Baldrige Criteria for Performance Excellence</td>
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<tr>
<td>• Improvements identified and implemented through the Strategic Planning Process and Operational Management Process</td>
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<tr>
<td>• Performance improvement staff are part of the Quality/Regulatory department with the overarching organizational goal of improvement</td>
</tr>
<tr>
<td>• PDSA</td>
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Evaluation / Review Processes:

- Feedback into the Strategic Planning Process
- Key Business Process monitoring
- Performance Measurement System (PMS)