* 1. **Organizational Description P.1a Organizational Environment**

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| **#** | **Key Factors** |
| 1 | **Organizational Environment:**   * Located in Columbia, North Takoma * 1 of 58 federally designated, nonprofit, regional organ and tissue procurement organizations (OPO) is the US * Services provided for more than 25 years * Serves 3.2 million people * Federally assigned territory of 62 counties located within North Takoma (NT) and South Takoma (ST) |
| 2 | **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) |
| 3 | **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 |
| 4 | **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) |
| 5 | **Workforce Profile:**   * 100 employees   + Decentralized   + 10% leadership   + 65% female * Tenure   + 1 year or less = 20%   + 2-5 years = 41%   o 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 |

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| 6 | **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 |
| 7 | **Special Health/Safety Requirements:**   * Clinical safety * Safe work environment for after-hours staff members   + Reserved parking spots   + Secured parking   + Sensor lighting |
| 8 | **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 |
| 9 | **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 |

P.1b Organizational Relationships

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| 10 | **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 Homan Resources Officer (CHRO)   + Chief Financial Officer (CFO)   + Chief Operating Officer (COO) * Leadership Team (LT) consists of the ELT, directors, managers, and supervisors |
| 11 | **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 |
| 12 | **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 |

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| 13 | **Key Suppliers / Role:**   * Guardian Ambulance * Write Brothers Charter * Titan Technologies (TT) * Transplant Technologies * Columbia Cremation |
| 14 | **Key Partners / Role:**   * Donor Hospitals * Medical Examiners * Hospice   **Key Collaborators / Role:**   * Organ and Tissue Donor Families * Funeral Homes |
| 15 | **Two-Way Communication Mechanisms:**  Response not provided **Contribution to Innovation:** Response not provided |
| 16 | **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 |

* 1. **Organizational Situation P.2a Competitive Environment**

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| 17 | **Competitive Position / Relative Size:**   * Ranks 40th among the existing 58 OPOs in terms of population living within its DSA * As a federally designated OPO within its service area, the organization does not have traditional competitors * It is a regulated monopoly that operates solely within the borders of its designated service area * Must meet national performance standards set by the Centers of Medicare and Medicaid Services (CMS) to maintain position * Tissue Work System   + donor hospitals required by law to report all deaths to the organization   + donor hospitals may contract with another tissue bank for the recovery process   + the organization contracts with 100% of its 80 donor hospital partners   **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:** |
| 18 | **Competitiveness Changes:**   * No key changes based on “monopoly-based” competitive position. |
| 19 | **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

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| 20 | **Strategic Challenges:**   * Business – Industry Changes * Operational – Authorization * Societal responsibility – Increase Registry * Workforce – Retention |
| 21 | **Strategic Advantages:**   * Business – stakeholder satisfaction * Operational – Facilities and Equipment * Societal Responsibility – Baldrige Business Model * Workforce – Supportive Culture |

P.2c Performance Improvement System

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| 22 | **Performance Improvement System:**   * Business Model – Baldrige Criteria for Performance Excellence * Improvements identified and implemented through the Strategic Planning Process and Operational Management Process * Performance improvement staff are part of the Quality/Regulatory department with the overarching organizational goal of improvement * PDSA   **Evaluation / Review Processes:**   * + Feedback into the Strategic Planning Process   + Key Business Process monitoring   + Performance Measurement System (PMS) |