

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

#	Key Factors
1	<p>Organizational Environment:</p> <ul style="list-style-type: none"> • 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	<p>Key product and service offerings:</p> <ul style="list-style-type: none"> • Facilitation of organ and tissue donation • Accomplished through two work systems: Organ and Tissue <p>Key delivery methods:</p> <ul style="list-style-type: none"> • Through coordination with partners, collaborators, and key suppliers via the Partnership Model (P.1-2)
3	<p>Mission, Vision, and Values:</p> <p>Vision: Organs and tissues are always available</p> <p>Mission: We save and improve lives</p> <p>Values: Compassion, Teamwork, Honesty, Quality, Improvement</p> <p>Culture: VMV serve as the foundation for the culture and the basis for how the organization is managed</p>
4	<p>Core Competencies:</p> <ul style="list-style-type: none"> • 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	<p>Workforce Profile:</p> <ul style="list-style-type: none"> • 100 employees <ul style="list-style-type: none"> ○ Decentralized ○ 10% leadership ○ 65% female • Tenure <ul style="list-style-type: none"> ○ 1 year or less = 20% ○ 2-5 years = 41% ○ 6-10 years = 21% ○ 11+ years = 18% • Ethnicity <ul style="list-style-type: none"> ○ White = 70% (DSA = 70%) ○ African-American = 20% (DSA = 25%) ○ Other = 10% (DSA = 5%) • No volunteers <p>Recent Changes:</p> <ul style="list-style-type: none"> • Expanding clinical and nonclinical staff due to increased donations

6	<p>Workforce Groups: Segmented by work system and department</p> <ul style="list-style-type: none"> • 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 <p>Key Drivers of Workforce Engagement:</p> <ul style="list-style-type: none"> • Staff connection to the mission • Employee benefits • Relationships with coworkers <p>Bargaining Units:</p> <ul style="list-style-type: none"> • No bargaining units
7	<p>Special Health/Safety Requirements:</p> <ul style="list-style-type: none"> • Clinical safety • Safe work environment for after-hours staff members <ul style="list-style-type: none"> ○ Reserved parking spots ○ Secured parking ○ Sensor lighting
8	<p>Key Assets:</p> <ul style="list-style-type: none"> • Custom-built facility in Columbia, NT <ul style="list-style-type: none"> ○ Critical care unit ○ Fully equipped operating room (OR) • Clinical technologies and equipment <ul style="list-style-type: none"> ○ X-Ray ○ Ultrasound ○ Typical operating room equipment • Twin-engine turbo prop plane – equipped with medical equipment • Technology <ul style="list-style-type: none"> ○ Electronic Medical Record system (EMR) ○ Reporting Services for Customized Reports
9	<p>Regulatory Environment:</p> <ul style="list-style-type: none"> • Mandatory <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ UNOS/OPTN – Organ Allocation/Operational Oversight ○ AATB – Standards for Tissue Banking Accreditation ○ AOPO – Standards for Organ Procurement Accreditation

P.1b Organizational Relationships

10	<p>Organizational Structure:</p> <ul style="list-style-type: none"> • Private, nonprofit 501(c)(3) • Voluntary, community-based Board of Directors <ul style="list-style-type: none"> ○ 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) <ul style="list-style-type: none"> ○ 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
11	<p>Key Customer Groups / Requirements:</p> <ul style="list-style-type: none"> • Transplant Centers – Organ <ul style="list-style-type: none"> ○ Premier Health ○ Columbia University Hospital ○ Premier Children’s Hospital ○ Columbia Children’s Hospital • Tissue Processors <ul style="list-style-type: none"> ○ Tissue Transformations ○ LifeBank ○ Advantage Life <p>Customer Differences:</p> <ul style="list-style-type: none"> • Transplant Center Requirements: <ul style="list-style-type: none"> ○ Maximize Donation ○ Information ○ Competence • Tissue Processors Requirements <ul style="list-style-type: none"> ○ Maximize Donation ○ Information ○ Accountability
12	<p>Key Stakeholder Groups / Requirements:</p> <ul style="list-style-type: none"> • Communities within Service Area • Workforce • Board of Directors <p>Stakeholder Differences:</p> <ul style="list-style-type: none"> • Communities <ul style="list-style-type: none"> ○ Comply with legal, ethical, and regulatory requirements while providing quality organs and tissues • Workforce <ul style="list-style-type: none"> ○ Connection with the vision, mission, and values ○ Excellent benefits ○ Coworkers • Board of Directors <ul style="list-style-type: none"> ○ Strategic Planning ○ Administration ○ Financial Management

13	<p>Key Suppliers / Role:</p> <ul style="list-style-type: none"> • Guardian Ambulance • Write Brothers Charter • Titan Technologies (TT) • Transplant Technologies • Columbia Cremation
14	<p>Key Partners / Role:</p> <ul style="list-style-type: none"> • Donor Hospitals • Medical Examiners • Hospice <p>Key Collaborators / Role:</p> <ul style="list-style-type: none"> • Organ and Tissue Donor Families • Funeral Homes
15	<p>Two-Way Communication Mechanisms: Response not provided</p> <p>Contribution to Innovation: Response not provided</p>
16	<p>Key Supply-Network Requirements:</p> <ul style="list-style-type: none"> • Suppliers <ul style="list-style-type: none"> ○ Accurate Information ○ Service Quality ○ Timely Communication • Partners <ul style="list-style-type: none"> ○ Respect / Sensitivity ○ Information ○ Service Quality • Collaborators <ul style="list-style-type: none"> ○ Organ and Tissue Donor Families <ul style="list-style-type: none"> ▪ Compassion ▪ Stewardship of the Gift ▪ Honor the Donor ○ Funeral Homes <ul style="list-style-type: none"> ▪ Communication ▪ Service

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

17	<p>Competitive Position / Relative Size:</p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ 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 <p>Growth:</p> <ul style="list-style-type: none"> • Growth in donation must come from increases in medically eligible candidates from within the DSA <ul style="list-style-type: none"> ○ families that authorize donations ○ identification of nonhospital referral sources <p>Competitors:</p>
18	<p>Competitiveness Changes:</p> <ul style="list-style-type: none"> • No key changes based on “monopoly-based” competitive position.
19	<p>Comparative Data – Inside Industry:</p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ AOPO ○ OPTN / SRTR • TWS <ul style="list-style-type: none"> ○ AOPO ○ Tissue Processors • Key Support Processes <ul style="list-style-type: none"> ○ AOPO ○ Board Information ○ DHSS ○ US DoL <p>Comparative Data – Outside Industry: Response not provided</p> <p>Limitations to Obtain: Response not provided</p>

P.2b Strategic Context

20	<p>Strategic Challenges:</p> <ul style="list-style-type: none"> • Business – Industry Changes • Operational – Authorization • Societal responsibility – Increase Registry • Workforce – Retention
21	<p>Strategic Advantages:</p> <ul style="list-style-type: none"> • Business – stakeholder satisfaction • Operational – Facilities and Equipment • Societal Responsibility – Baldrige Business Model • Workforce – Supportive Culture

P.2c Performance Improvement System

22	<p>Performance Improvement System:</p> <ul style="list-style-type: none">• 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 <p>Evaluation / Review Processes:</p> <ul style="list-style-type: none">• Feedback into the Strategic Planning Process• Key Business Process monitoring• Performance Measurement System (PMS)
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