

P.1 Organizational Description

P.1a Organizational Environment

#	Key Factors
1	Organizational Environment: Regional organ and tissue procurement organization (OPO) for 3.2 million people living within a federally assigned territory inclusive of 62 counties location within two states. Multi-faceted, non-profit organization dedicated to saving and improving lives. Is one of fifty-eight (58) federally, designated organizations within the United States.
2	Key product and service offerings: Regional organ and tissue procurement organization (OPO) facilitating organ and tissue donations. Key delivery methods: Partnership Model – requires the careful coordination of partners, collaborators, and key suppliers to ensure organs and tissues are available
3	Mission, Vision, and Values: Mission: We save and improve lives Vision: Organs and tissues are always available Values: Compassion, Quality, Teamwork, Innovation, Honesty Culture: strong focus to meet the mission; environment that encourages and supports accountability; employee and organizational learning, innovation, agility, and intelligent risk taking; healthy, safe, and secure work environment; continuous process improvements; supporting strategies, systems, and methods for achieving performance excellence
4	Core Competencies: Mission-Driven Workforce
5	Workforce Profile: Job Type: Leadership Team (10%), Staff (90%) Gender: Male (35%), Female (65%) Tenure: <1 Year (20%), 2-5 Years (41%), 6-10 Years (21%), 11+ Years (18%) Ethnicity: African American (20%) (DSA-25%), White (70%) (DSA-70%), Other (10%) (DSA 5%) Recent Changes: Response not provided
6	Workforce Groups: Leadership Team, Staff Key Drivers of Workforce Engagement: Mission, relationships with coworkers, benefits Bargaining Units: No organized bargaining units
7	Special Health/Safety Requirements: System-wide programs focusing on risks in particular settings; health and safety issues related to working in hospitals also apply to the nonclinical workers; 24-hour nature of some work (after-hours staff members) have special safety requirements including reserved parking spaces, secured parking, and sensor lighting.
8	Key Assets: Custom-Built Facility: Columbia, NT Key Clinical Technologies/Equipment: X-Ray/Ultrasound Equipment, Typical Operating Room Equipment, Workforce Technology Assets: Collaborative Tools, Electronic Medical Record (EMR) System Providing Real-Time Access to Key Data, Reporting Services Providing Customized Reports
9	Regulatory Environment: (1) Compliance with Organ Allocation (2) Compliance with FDA Requirements (3) Voluntary Compliance to Meet Organ Donation Industry Standards (4) Voluntary Compliance to Meet Organ Donation Industry Standards (5) Compliance with CMS Regulations (6) Compliance with IRS Regulations Impacting Not-For-Profit Organization (7) Compliance with Regulations Impacting Human Resources

	<p>(8) Safe Work Place (9) Compliance with DOR Requirements Regulatory Agencies:</p> <ul style="list-style-type: none"> • College of American Pathologists (CAP) • Centers for Medicare and Medicaid Services (CMS) • Equal Employment Opportunity Commission (EOCC) • Food and Drug Administration (FDA) • Department of Labor (DoL) • Internal Revenue Service (IRS) • US Department of Health and Human Services (HHS) • Organ Procurement and Transplantation Network (OPTN) • United Network for Organ Sharing (UNOS)
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P.1b Organizational Relationships

10	<p>Organizational Structure: Board of Directors: validate Vision, Mission, Values; establish accountability Leadership Team (ELT and LT): create the environment, Operationalize the Strategy, Monitor the Performance Workforce: Support and Facilitate Organ & Tissue Donation</p>
11	<p>Key Market Segments / Requirements: Key Market Segments: Designated Service Area (DSA) (assigned by federal government) Requirements not provided.</p>
12	<p>Key Customer Groups / Requirements: (1) Local organ transplant centers: Premier Health, Columbia University Hospital, Premier Children’s Hospital, Columbia Children’s Hospital (2) Tissue Processors: Tissue Transformations, LifeBank, Advantage Life (3) Eye Bank: VisionMax</p>
13	<p>Key Stakeholder Groups / Requirements: Communities within Service Area – Requirements: Comply with legal, ethical, and regulatory requirements while providing quality organs and tissues; education, transparency, and accessibility Workforce – Requirements: Connection with V/M/V, excellent benefits; coworkers/teamwork Board of Directors – Requirements: Strategic Planning, administration, financial management</p>
14	<p>Key Suppliers / Role: Excel Employee Engagement, Guardian Ambulance, Learning Development Institute, LinkingSmart, Survey System Success, Titan Technology (TT), Transplant Technologies, Wright Brothers Charter</p>
15	<p>Key Partners / Role: (1) Key Partners—Donor Hospitals, Medical Examiners, Hospices, Marketing Partners Key Collaborators / Role: (1) Organ and Tissue Donor Families, (2) Funeral Home/Columbia Creation</p>
16	<p>Two-Way Communication Mechanisms: Collaborators: Strategic Planning Process, best practice sharing face-to-face and phone during Pre-Donation Phase (donor families), operational discussions (funeral homes) Partners: operational discussions, strategic discussions, participation in Strategic Planning Process (donor hospitals), best practice sharing, CAPA Suppliers: operational discussions, strategic discussions, CAPA, best practice sharing, Operational Management Process (OMP) Contribution to Innovation: Best practice sharing</p>
17	<p>Key Supply-Network Requirements: Key Suppliers – Guardian Ambulance, Wright Brothers Charter TT, Transplant Technologies, Key Requirements – Accurate Information, Service Quality, Timely Communication</p>

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

18	<p>Competitive Position / Relative Size:</p> <p>Growth: To date; no reduction in workforce have occurred; but an increase in the expansion of both clinical and non-clinical staff to support operational efficiencies has been realized.</p> <p>Competitors: Regulations mandate the applicant may not operate outside of its established, designated area and no other organ or tissue procurement organization (OPO) may operate within the applicant's established, designated area.</p>
19	<p>Competitiveness Changes: Currently, no key changes taking place; changes to or elimination of the Affordable Care Act (ACA) will be a challenge for the health care industry, however the scope of changes to an organ procurement organization is uncertain at this time.</p>
20	<p>Comparative Data – Inside Industry: Organ, tissue, and support process fields from other organ procurement organizations (OPO), tissue processors eye banks, Baldrige Award recipients, and related organizations; The organization relies on sharing through collaboration with other organ procurement organizations (OPO) to obtain comparative data</p> <p>Comparative Data – Outside Industry: Based on Baldrige feedback, the organization is planning a “Baldrige Benchmark Project” to seek out benchmarks whenever possible</p> <p>Limitations to Obtain: Limited for tissue operations as tissue processors provide monthly feedback for select results in the form of a scorecard</p>

P.2b Strategic Context

21	<p>Strategic Challenges:</p> <p>SC01 – Business / Industry Changes</p> <p>SC02 – Operational – Authorization</p> <p>SC03 – Societal Responsibility – Increase Registry</p> <p>SC04 – Workforce Retention</p>
22	<p>Strategic Advantages:</p> <p>SA01 – Business – Stakeholder Satisfaction</p> <p>SA02 – Operational – Facilities and Equipment</p> <p>SA03 – Societal Responsibility – Baldrige Business Model</p> <p>SA04 – Workforce – Supportive Mission-Driven Culture</p>

P.2c Performance Improvement System

23	<p>Performance Improvement System: Plan, Do, Study, Act</p> <p>Evaluation / Review Processes:</p> <p>(1) Identify the Problem (What is the problem?)</p> <p>(2) Set the Aim (What are we trying to accomplish?)</p> <p>(3) Select the Change (What changes could we make to improve?)</p> <p>(4) Select the Measure (How will we know we have improved?)</p> <p>(5) Test the Change</p>
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