

Item 7.3 Workforce Results

Key Factor References

| Item | KF Cat. | Key Factor |
|------|---------|--|
| 1 | P.1a(2) | 2. Work Systems: The main service offering is accomplished through the organizations two work systems: Organ Work System (OWS) and Tissue Work System (TWS) [HS] |
| 2 | P.1a(4) | 4. Workforce Profile: LOTS is a 24/7 business in which many of the employees are decentralized. Workforce Profile (Figure P.1-4) reflects employee profile and includes <u>Job Type</u> (Leadership Team- 10%, Staff- 90%), <u>Gender</u> (Male- 35%, Female- 65%), <u>Tenure</u> (<1 Year- 20%, 2-5 Years- 41%, 6-10 Years- 21%, 11+ Years- 18%), and <u>Ethnicity</u> (African American- 20%, White- 70%, Other, 10%) [HS] |
| 3 | P.2a(3) | 15. Key Success Factors: 1) A mission-driven workforce that is highly motivated and engaged in saving lives (Core Competency), and 2) Strong relationships formed through partnering and collaboration. [HS] |
| 4 | P.2a(4) | 16. Comparative Data: The Comparative Data Process (Figure 4.1-4) lists the organizations key comparative data sources. The organ industry has select national benchmarks available through multiple sources; however, the lead time before such results become available can be many months. Comparative data are more limited for tissue operations, in which tissue processors provide monthly feedback for select results in the form of scorecards. To offset these limitations, LOTS relies on sharing through collaboration with other OPOs to obtain comparative data. [HS] |
| 5 | P.2b(1) | 17. Strategic Challenges: Business (Industry Changes), Operational (Authorization), Societal Responsibility (Increase Registry), Workforce (Retention) [HS] |
| 6 | P.2b(2) | 18. Strategic Advantages: Business (Stakeholder Satisfaction), Operational (Facilities and Equipment), Societal Responsibility (Baldrige Business Model), Workforce (Supportive Culture) [HS] |

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Strengths

| Item | KF Ref. | ++ | Strength | Rationale | Item Ref. | ~Key Theme |
|------|---|----|--|--|-----------|------------|
| 1 | P.1a(4), P.2a(3), P.2b(1), P.2b(2) | | LOTS demonstrates consistent levels, trends, and comparisons for its employee engagement results. For employee connection to mission (Figure 7.3-11), which measures staff members' understanding of how their individual positions contribute to the mission, results are at 100%, which exceed the Excel Employee Engagement benchmark. In addition, overall workforce engagement levels are consistent and even with the benchmark results from 2016 to 2018. Results in this area reinforce the organization's core competency of a mission-driven workforce that is highly motivated and engaged in saving lives. | Multiple level Le- AY, CJ, HS, LB, ST T- AY, HS, LB, ST C- AY, HS, ST I- AY, HS, ST | 7.3a(3) | |
| 2 | P.2a(3), P.2b(2) | | LOTS reports favorable levels and trends for some results related to workplace health and safety. Workplace preparedness goals, including safety training, fire alarm testing, injury investigation, and communication testing, were met 100% from 2016 to 2018 (Figure 7.3-6). In addition, the results for Days Away/Restricted/Transferred (DART) Rate (Figure 7.3-7) and radiation exposure (Figure 7.3-8) are consistently below the benchmarks. Maintaining favorable results in these areas demonstrates LOTS's commitment to ensuring the safety of its workforce. | Multiple level (partial-see OFI related to workforce services and benefits) Le- AY, CJ, ES, LB T- AY, ES, LB | 7.3a(2) | |

Note

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| OFIs | | | | | | |
|------|---------------------------------|------|---|---|-----------|------------|
| Item | KF Ref. | ++-- | OFIs | Rationale | Item Ref. | ~Key Theme |
| 1 | P.1a(4), P.2a(4), P.2b(1) | | It is unclear if LOTS has results that effectively measure workforce capability and capacity. LOTS provides PEP ratings (Figure 7.3-1), which indicate whether the workforce achieves expectations, and the number of organ and tissue donors per procurement coordinator (Figures 7.3-2 and 7.3-3); however, there are no results provided that demonstrate whether the workforce is meeting the organization's capability and capacity requirements related to appropriate skills, competencies, certifications, or staffing levels. Collecting data and monitoring trends that effectively measure workforce capability and capacity may assist LOTS in ensuring the organization is equipped to achieve its strategic objectives. | Overall level Le- ST, AY I- ST | 7.3a(1) | |
| 2 | P.2a(3), P.2b(2) | | LOTS lacks results for multiple measures related to workforce climate. In Item 5.1b, LOTS identifies a variety of approaches related to supporting its workforce and ensuring workplace health, safety, and security. However, results for many of these items were not provided, including health insurance package comparisons and satisfaction, participation in wellness initiatives, use of employee assistance, and participation in CPR, workplace violence, and defensive driving training. Identifying and tracking results related to the workforce climate may assist LOTS in identifying opportunities to improve workforce retention. | Overall Level Integration-related OFI identified by LB and TP as it addresses missing results for approaches identified by the applicant. | 7.3a(2) | |
| 3 | P.1a(4) | | LOTS does not provide segmented results for many of its workforce-related measures. LOTS's Workforce Profile (Figure P.1-4) identifies employee groups by job type, tenure, gender, and ethnicity. In addition, its workforce is separated into two work systems--organ and tissue. However, the organization's workforce-related results are not segmented by any of these classifications. Tracking results by workforce group or segment may provide additional inputs for the organization's performance improvement system. | Integration-related OFI across the item. Compiled from OFIs identified by multiple examiners at the overall item and individual question level. | 7.3a | |
| 4 | P.1a(4), P.2a(4), P.2b(1) | | LOTS reports unfavorable trends for results related to workforce training and development. Overall Training and Development Satisfaction (Figure 7.3-16) decreased from 2016 to 2018, while training expenditures have decreased since 2017. Improvements in these results trends may demonstrate LOTS's commitment to meeting the organization's workforce capability requirements. | Overall level Trend-related OFI identified by AY, ST, and CJ | 7.3a(4) | |

Note

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Item 7.3 Overall & Final Score

Overall Score

Final Score

30-45%

45
