

LifeBridge Case Study – Key Factors Master List

P.1a Organizational Environment

1. **Service Offering and Area:** Regional organ and tissue procurement organization (OPO) for 3.2 million people living within a federally assigned territory inclusive of 62 counties located within the states of North Takoma (NT) and South Takoma (ST).
2. **Work Systems:** The main service offering is accomplished through the organization's two work systems: Organ Work System (OWS) and Tissue Work System (TWS)
3. **Vision, Mission, and Values (V/M/V):** **Vision:** Organs and tissues are always available. **Mission:** We save and improve lives. **Values:** Compassion, Teamwork, Honesty, Quality, Improvement.
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 **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%), and **Ethnicity** (African American- 20%, White- 70%, Other, 10%)
5. **Assets and Technology:** LOTS owns a custom-built facility in Columbia, NT which houses a critical care unit where organ donation management occurs and with a fully equipped operating room. Key clinical technologies and equipment include x-ray, ultrasound, and typical OR equipment. LOTS leases a twin-engine turbo prop plane equipped with medical equipment to transport donors to the facility for organ and tissue recovery. Utilizing technology, LOTS provides staff with collaborative tools, real-time access to key data including an electronic medical record (EMR) system, and reporting services that provide customized reports.
6. **Regulatory Requirements:** LOTS operates under a highly regulated environment and identifies key regulatory requirements in Quality Compliance Management (Figure P.1-5). Mandatory regulatory agencies include: CAP (safe laboratory practices), CMS, EEOC, FDA, DoL, IRS, and OSHA. Voluntary compliance with regulatory and accreditation agencies include: UNOS/OPTN (organ allocation/operational oversight), AATB (Standards for Tissue Banking Accreditation), and AOPO (Standards for Organ Procurement Accreditation)

P.1b Organizational Relationships

7. **Organizational Structure and Governance:** LOTS is a private, nonprofit 501(c)(3) organization. A voluntary, community-based governance Board of Directors (BOD) sets policy for the organization and is composed of hospital executives, physicians, and donor family members. Representatives from LOTS's key donor hospitals are appointed, allowing these senior leaders to represent customer and partner requirements.
8. **Organizational Leadership:** Reporting to the governance board, the Chief Executive Officer (CEO) directs an Executive Leadership Team (ELT) composed of the Chief Medical Officer (CMO), Chief Human Resources Officer (CHRO), Chief Financial Officer (CFO), and Chief Operating Officer (COO). The Leadership Team (LT) consists of the ELT and the directors, managers, and supervisors.
9. **Key Customers and Requirements:** **Transplant Centers—Organ:** Maximize Donation, Information, Competence; **Tissue Processors:** Maximize Donation, Information, Accountability
10. **Key Partners and Collaborators and Requirements:** **Partners- Donor Hospitals, Medical Examiners, and Hospice:** Respect/Sensitivity, Information, Service Quality. **Collaborators- Organ and Tissue Donor Families:** Compassion, Stewardship of the Gift, Honor the Donor; **Funeral Homes:** Communication, Service
11. **Key Stakeholders and Requirements:** **Communities w/in Service Area:** Comply with legal, ethical, and regulatory requirements while providing quality organs and tissue. **Workforce:** Connection with V/M/V, Excellent Benefits, Coworkers. **Board of Directors:** Strategic Planning, Administration, Financial Management.
12. **Key Suppliers and Requirements:** **Guardian Ambulance, Wright Brothers Charter TT, Transplant Technologies, Columbia Cremation:** Accurate Information, Service Quality, Timely Communication

P.2a Competitive Environment

- 13. Competitive Position:** As the federally designated OPO within its service area, LOTS does not have traditional organ procurement competitors. To maintain this designation, LOTS must meet national performance standards set by the Centers for Medicare and Medicaid Services (CMS). Should performance consistently fall short of the national standards, CMS could choose to award the DSA to another OPO. For the TWS, donor hospitals are required by law to report all deaths to LOTS; however, they may contract with another tissue bank at their discretion. LOTS currently maintains contracts with 100% of the 80 donor hospital partners within its DSA.
- 14. Competitiveness Changes:** LOTS does not have competitors in the traditional sense. While the changes to the Affordable Care Act will be a challenge for the health care industry, the scope of its changes to the OPO industry are uncertain at this time.
- 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.
- 16. Comparative Data:** The Comparative Data Process (Figure 4.1-4) lists the organization's 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.

P.2b Strategic Context

- 17. Strategic Challenges:** Business (Industry Changes), Operational (Authorization), Societal Responsibility (Increase Registry), Workforce (Retention)
- 18. Strategic Advantages:** Business (Stakeholder Satisfaction), Operational (Facilities and Equipment), Societal Responsibility (Baldrige Business Model), Workforce (Supportive Culture)
- 19. Strategic Objectives (SO) and Organizational Goals: SO1) Maximize Donors OWS- Goals:** Achieve Organ Donors at 110; Achieve Organs Transplanted at 360; Achieve Total Bone Donors Released at 750. **SO2) Optimize Stakeholder Relationships TWS- Goals:** Sustain Transplant Center Satisfaction; Sustain Tissue Processor Satisfaction; Staff Retention Rate

P.2c Performance Improvement System

- 20. Performance Improvement System:** LOTS uses the Baldrige Criteria for Performance Excellence as its business model and foundation for performance improvement (PI). Step 3 of the Leadership System (LS; Figure 1.1-1) provides key business process monitoring to align with business strategy to organizational performance. Operational improvements are identified and implemented through the strategic planning process and the Operational Management Process (OMP; Figure 6.1-1). Performance improvement staff are part of the Quality/Regulatory department and help support the overarching organizational goal of improvement.
- 21. Performance Measurement System (PMS):** The PMS (Figure 4.1-1), which is used to monitor all key business and daily operational processes, includes four key phases: Define Measures, Collect, Transfer, and Utilize.