

Item Evaluation

Item 2.1 Strategy Development

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 and Tissue
2	P.2a(4)	16. Key Success Factors: 1) A mission-driven workforce (CC) that is highly motivated and engaged in saving lives, and 2) strong relationships formed through partnering and collaboration to support innovation and performance improvement.
3	P.2b(1)	18. Strategic Challenges: <u>Business:</u> Industry Changes; <u>Operational:</u> Authorization; <u>Societal Responsibility:</u> Increase Registry; <u>Workforce:</u> Retention
4	P.2b(2)	19. Strategic Advantages: <u>Business:</u> Stakeholder Satisfaction; <u>Operational:</u> Facilities and Equipment; <u>Societal Responsibility:</u> Baldrige Business Model; <u>Workforce:</u> Supportive Mission-Driven Culture
5	P.2b(3)	20. Strategic Objectives: SO1) Maximize Donations OWS; SO2) Maximize Donations TWS; SO3) Maximize Stakeholder Relationships; SO4) Maximize Organizational Excellence
6	P.2c(1)	21. Performance Improvement Methods: LOTS has added Plan-Do-Study-Act (PDSA) cycles and feedback loops into many of its processes. LOTS also uses the Baldrige Criteria for Performance Excellence as its business model and foundation for performance improvement. Ultimately, this model provides ongoing feedback into the strategic planning process. Operational improvements are identified and implemented through the strategic planning process and the Operational Management Process (OMP, Figure 6.1-1). LOTS has also introduced a new program known as III which stands for improvement, improvement, improvement. Every meeting and every process has a built-in improvement process. All individual performance reviews have a III component and staff members have goals related to this philosophy.

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Strengths

Item	KF Ref.	++	Strength	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
1	P.1a(2), P.2a(4), P.2c(1)		LOTS deploys a multi-phase, systematic strategic planning process which includes steps for development and implementation, as well as ongoing strategic discussions that allow for organizational agility and prioritization of change initiatives	<ul style="list-style-type: none"> - Multiple level question - Figure 2.1-1- Participants include LT, BOD members, customers, front-line staff, key partners, and key suppliers - Short-term planning horizon is one year; long-term horizon is two years - During ongoing strategic discussions, APs may be created, modified, and deployed as needed and the progress-to-plan is monitored and evaluated. 	y	y	y	y	2.1a(1)	
2	P.2b(1), P.2b(2), P.2b(3), P.2c(1)		LOTS has an approach for determining which strategic opportunities are intelligent risks to pursue.	<ul style="list-style-type: none"> - Multiple level question - Innovation Management Teams comprised of multidisciplinary and diverse departments, workforce members, and partners, perform data review and use PI tools, including PDSA, to complete brainstorming and prioritization sessions - Innovation and Risk Board is used to vet and approve large system-wide innovations 	y	y		y	2.1a(2)	
3	P.2b(1), P.2b(2), P.2b(3)		LOTS has identified its key strategic objectives and associated goals with short and long-term planning horizons, as well as key changes planned for LOTs operations.	<ul style="list-style-type: none"> - Multiple level question - Figure 2.1-3 shows SOs, goals, measures, and short and long-term planning horizons - Key changes in LOTs operations include development of new marketing partnerships, a check-the-box campaign to encourage donor sign-ups, and a Workplace for Life campaign. 	y	y			2.1b(1)	
4	P.1a(2), P.2a(4)		OTS has a systematic approach for determining which key processes will be accomplished internally that considers the core competencies of the organization and its potential suppliers and partners.	<ul style="list-style-type: none"> - Multiple level question - Decision to outsource is initiated in Step 5 of the SPP and outsourcing opportunities are moved to the systematic Make/Buy Process (AOS) - Six evaluation criteria factors are used to evaluate whether potential suppliers and partners align with the V/M/V and possess the skills needed to augment the organizations workforce capability and capacity 	y	y		y	2.1a(4)	

Note

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Gaps & OFIs

Item	KF Ref.	++	Gap/OFI	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
1	P.2c(1)		It is unclear if LOTS has a systematic approach for analyzing relevant data and developing information for use in its strategic planning process.	<ul style="list-style-type: none"> - Overall level question - LOTS identifies key performance data and information that it collects states that it reviews this information during Step 2 (Analyze) of the SPP; however, no clear approaches or methods for analysis are identified. 	y				2.1a(3)	
2	P.2b(1), P.2b(2), P.2b(3)		It is unclear how LOTSs strategic objectives balance short- and longer-term planning horizons.	<ul style="list-style-type: none"> - Multiple question - LOTS states that ongoing strategic discussions based on information from the PMS provide the organization with an opportunity to balance short- and long-term challenges; however, it is unclear how this approach is deployed. 		y			2.1b(2)	

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Item 2.1 Overall & Final Score

Overall Score	Final Score
70-85%	75
