

Item Evaluation

Item 7.2 Customer Results

Key Factor References

Item	KF Cat.	Key Factor
1	P.1b(2)	Customers and Stakeholders The applicant's key market segment is its Designated Service Area (DSA) which is assigned by the federal government. Key customer groups are Transplant Centers (Organ) and Tissue Processors and Eye Bank. Key stakeholders are Communities within the service area, the workforce, and the board of directors.
2	P.1b(3)	Customer Requirements Requirements of the (Organ) Transplant Center include: maximize donation and transplantable organs, information/relationships/communication, and competence/efficient high-performance work. Requirements of the Tissue Processors and Eye Bank include: maximize donation and transplantable organs, information/relationships/communication, and performance to projection.
3	P.2a(4)	Comparative Data Key sources of comparative data (Figure 4.1-4) includes AOPO and OPTN/SRTR (OWS), AOPO and Tissue Processors (TWS), and AOPO, Board Info, DHHS, and US DoL (Key Support Processes). A limitation affecting the ability of the applicant to obtain national benchmarks is the lead time of several months before data is made available.
4	P.2b(3)	Strategic Challenges The applicant's key strategic challenges (Figure P.2-1) are Industry Changes (Business) Authorizations (Operational), Increase Registry (Societal Responsibility) , and Retention (Workforce). An additional strategic challenge identified by the applicant is a changing physician culture.
5	P.2b(4)	Strategic Objectives The applicant has four strategic objectives (Figure 2.1-3): Maximize donations (OWS), Maximize Donations (TWS), Maximize Stakeholder Relationships, and Maximize Organizational Excellence.

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Strengths

Item	KF Ref.	++	Strength	As Evidenced By	Le	T	C	I	Item Ref.	~Key Theme
1	P.1b(2), P.1b(3), P.2a(4), P.2b(4)		Beneficial results for overall satisfaction and satisfaction with some key customer requirements; performance against comparison is good	Organ: Information (Figure 7.2-1B) Satisfaction consistently better than 4.0 between 2016 - 2019 at GPR best in class level; Competence (Figure 7.2-1A) satisfaction consistently around 4.75 over 4 years and at GPR best in class level; overall satisfaction (Figure 7.2-1) improving trend from 3.75 in 2017 to about 4.75 in 2019 and slightly better than GPR best in class; Overall satisfaction physician segment steady/slight improvement between 2017 and 2019 (Figure 7.2-1C) Tissue: Overall Satisfaction (Figure 7.2-2D) improving 2017 to 2019 to equal to LifeBank comparison in 2019; satisfaction for key requirement of Information improved 2018 to 2019/has been over 4.0 for 4 years		y	y		7.2a(1)	
2	P.1b(2), P.1b(3), P.2b(4)		Some results for customer engagement demonstrate consistent levels with some slight improvement	Overall engagement for Organ (Figure 7.2-1) shows improvement over the past 3 year, remaining steady at around 75% and at the GPR Best in Class comparison; engagement for Tissue (Figure 7.2-2) remained at around 50% in 2016-2018, and improving slightly in 2019 to around 60% The number of active customers in its DSA (Figure 7.2-5) has increased from 5 in 2017 to around 8 in 2019 for Tissue/ for Organ it has remained consistently a little more than 4.0 over four years; Facebook Followers (Figure 7.2-6) have increased steadily between 2013 and 2019 to 6200; social media engagements have been established (Figure 7.2-7)	y				7.2a(2)	

Note

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Gaps & OFIs

Item	KF Ref.	++	Gap/OFI	As Evidenced By	Le	T	C	I	Item Ref.	~Key Theme
1	P.1b(2), P.1b(3), P.2b(4)		Missing results for key customer satisfaction and engagement indicators	no results for physician referrals (SC), survey results re: potential customers for services, transactions, customer support (applicant says these surveys allow them to obtain actionable info), survey data re: donor families, trend analysis results re:complaints, and VOC results segmented by customer/market group, level of service quality received, customer requirement, and phase of customer relationship (segments provided by applicant) Missing results for satisfaction with some key customer requirements such as Organ: efficient high performance work, communication and Tissue: relationships, communication, performance to projections Overall, Multiple	y				7.2a	
2	P.1b(2), P.1b(3), P.2a(4), P.2b(4)	y	Many results are not evaluated against comparisons or benchmarks from sources such as OPTN/SRTR (OWS) and APOP and Tissue Processors (TWS).	No comparisons for these results: Transplant Center- Organ Overall Satisfaction for administrator, coordinator, and physician segments (Figure 7.2-1C), Tissue Processor Satisfaction- Information (Figure 7.2-2C), Eye Bank Partner Satisfaction (Figure 7.2-3), Complaints (Figure 7.2-4), Customer Dissatisfaction (Figure 7.2-4A), Customer Loyalty-Sustaining Customer Relationships (Figure 7.2-5), and Facebook Followers (Figure 7.2-6).			y		7.2a	
3	P.1b(2), P.1b(3), P.2b(4)		Level and trend for Organ customer loyalty no improvement over a four year period	Figure 7.2-5 Organ loyalty around 4-4.5 between 2016 - 2019 while tissue saw an improvement in 2018 ? given importance of donor processor relationships this may be important to remedy - no comparison for this result	y	y			7.2a(2)	
Note										

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Item 7.2 Overall & Final Score

Overall Score

Final Score

30-45%

35
