LifeBridge Organ and Tissue Sharing – KEY FACTORS

P.1a Organizational Environment

The main service offering of LifeBridge Organ and Tissue Sharing (LOTS) is the facilitation of organ and tissue donation, accomplished through the organization’s **two work systems**: Organ and Tissue both of which are measured by the number of lives saved and improved. The Partnership Model (Figure P.1-2) depicts the delivery mechanism which coordinates with partners and suppliers to procure organs and tissue from collaborators and make them available to customers.

**Vision, Mission, Values** (Figure P.1-1) **VISION** – Organs and tissues are always available; **MISSION** – We save and improve lives; **VALUES** – Compassion, Teamwork, Honesty, Quality, Improvement

The **core competency** of Mission-Driven Workforce was identified using several cycles of LOTS’s workforce survey results.

**Workforce groups and segments** (Figure P.1-4) include job type, tenure, gender, ethnicity, work system, and department. Educational requirements vary by work system and department and are included in all job descriptions. There are no organized bargaining units or volunteers.

**Key workforce drivers** are the staff connection to the mission, employee benefits, and relationships with coworkers. All employees require a healthy, safe, and secure work environment which may vary by clinical and non-clinical settings. After hours staff requirements include reserved office parking spots, secured parking, and sensor lighting.

LOTS’ physical assets are a custom-built facility with a critical care unit, a fully equipped operating room, and x-ray, ultrasound, and OR equipment. A twin-engine turbo prop plane equipped with medical equipment is leased to facilitate transportation of donors. Technological assets such as an electronic medical record (EMR) system, and reporting services provides staff with collaborative tools and real-time access to key data.

LOTS **key regulatory** agencies are identified in Quality Compliance Management (Figure P.1-5). In addition, local environmental and regulatory initiatives apply for fire and sanitation measures; biohazard trash disposal meets all local and state regulations.

P.1b Organizational Relationships

A voluntary, community-based **governance** Board of Directors (BOD) sets policy for the organization and is composed of hospital executives, physicians, donor family members, plus representatives from LOTS’s key donor hospitals (partners) and transplant centers (customers). The CEO reports to the BOD and directs the Executive Leadership Team (ELT): Chief Medical Officer (CMO), Chief Human Resources Officer (CHRO), Chief Financial Officer (CFO), and Chief Operating Officer (COO). The Leadership Team consists of the ELT and the directors, managers, and supervisors. Performance evaluations cascade through the same chain of command.
LOTS coordinates the placement of donated organs and tissues to its key customer groups: local organ transplant centers (Premier Health, Columbia University Hospital, Premier Children’s Hospital, and Columbia Children’s Hospital) and tissue processors (Tissue Transformations, LifeBank, and Advantage Life).

LOTS may only partner with hospitals, medical examiners, and hospice offices located within the geographical boundaries set by the federal government as its DSA or key market segment.

Key suppliers provide air and ground transportation services (Columbia Cremation, Guardian Ambulance, and Wright Brothers Charter), information technology (Titan Technology), LOTS’ electronic medical record system and performance measurement system (Transplant Technologies), and other support systems (Allograft Resources, Excel Employee Engagement, Learning Development Institute, LinkingSmart, and Survey System Success).

Key stakeholder requirements and supplier expectations are listed in Figure P.1-6. Donor families and Funeral Homes are identified as key collaborators. Donor family requirements are same for all donation types. Additional stakeholders include: service area communities, LOTS’ workforce, and the BOD.

P.2a Competitive Environment

LOTS serves as the regional organ procurement organization (OPO) for 3.2 million people living within a federally designated service area (DSA) inclusive of 62 counties located within the states of North Takoma (NT) and South Takoma (ST). While no other OPOs may procure organs within this boundary. LOTS must meet national performance standards to maintain its OPO designation.

LOTS maintains tissue recovery contracts with 100% of the 80 donor hospital partners within its service area, although those hospitals may also contract with other tissue banks. LOTS partners with an eye bank, VisionMax, to ensure eye donation opportunities for families in the DSA.

While no key changes are taking place relative to the organization’s competitive position as an OPO, LOTS identifies its key factors to influencing future success as its mission-driven workforce and forming strong relationships with partners and collaborators.

Key comparative data sources (Figure 4.1-4) are based on national benchmarks for the industry. LOTS shares data with other OPOs to obtain the most recent available comparative data.

P.2b Strategic Context

Strategic Challenges: Industry Changes; Authorization; Increase Registry; Retention; and Advantages: Stakeholder Satisfaction; Facilities and Equipment; Baldrige Business Model; Supportive Culture (Figure P.2-1).

LOTS uses the Baldrige Criteria for Performance Excellence as its business model and its foundation for performance improvement. The Plan-Do-Study-Act (PDSA) problem-solving methodology is utilized to support formal and informal process improvement efforts.