

KEY THEMES

Key Themes–Process Items

LifeBridge Organ and Tissue Sharing (LOTS) scored in band 5 for process items (1.1–6.2) in the Consensus Review for the Malcolm Baldrige National Quality Award. For an explanation of the process scoring bands, please refer to Figure 6a, Process Scoring Band Descriptors.

An organization in band 5 for process items typically demonstrates effective, systematic, well-deployed approaches responsive to the overall questions in most Criteria items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning, including some innovation, that result in improving the effectiveness and efficiency of key processes.

a. The most important strengths or outstanding practices (of potential value to other organizations) identified in LOTS's response to process items are as follows:

- LOTS has integrated processes for hiring, workforce development, performance evaluation, planning, and leadership communication that support its core competency of a mission-driven workforce. These include the Hiring Process (Figure 5.1-3), which fosters a strong cultural fit for new employees; the Learning and Development System (LDS, Figure 5.2-2), which promotes both personal career development and organizational learning; and the Performance Evaluation Process (PEP, Figure 5.1-2), which ensures individual accountability for organizational goals and expectations through the alignment of systemwide scorecards. In addition, the Workforce Performance Management System (WPMS) is integrated with the LDS and the PEP, as well as with the Performance Measurement System (PMS, Figure 4.1-1) and Strategic Planning Process (SPP, Figure 2.1-1). The Workforce Planning Process (Figure 5.1-1), which addresses capability and capacity needs, also connects employees in LOTS's two work systems with the SPP and with other organizational processes through cascading goals and cross-training. Further supporting LOTS's mission-driven workforce culture, the Leadership Team analyzes current and future workforce needs annually. In a recent cycle of learning, senior leaders added a new method for rounding to help them better connect with workforce members.
- Senior leaders have created an integrated system of key processes to promote LOTS's success, ultimately to achieve the vision to ensure that organs and tissues are always available. These key processes include the SPP, the PMS, the Operational Management Process (OMP, Figure 6.1-1), and the LDS. The Leadership System (Figure 1.1-1), which integrates and deploys these key processes, creates a focus on action to establish an environment for success, operationalize the strategy, set expectations for organizational performance, and monitor progress toward objectives. For example, through the SPP, leaders and a broad group of participants define LOTS's key strategic objectives and organizational goals. Leaders then track and monitor progress on these through the PMS. The SPP is also effectively used to evaluate internal and external capabilities to

determine which key processes should be accomplished internally versus through outsourcing, helping LOTS address business and operational strategic challenges such as industry changes. In addition, senior leaders' systematic communications (Figure 1.1-3), including two-way mechanisms, reach customers and stakeholders as well as workforce members.

- LOTS has systematic approaches for gathering and disseminating data, particularly in the areas of strategy development, customer listening, performance measurement, knowledge management, and workforce engagement. For example, the SPP (Figure 2.1-1) encompasses the selection and collection of data from industry and nonindustry sources for strategy development; the SPP also integrates data for use in daily tracking of operational performance. Through the PMS (Figure 4.1-1), LOTS systematically collects and disseminates data and information for use in organizational performance review and improvement. The organization also systematically gathers information to meet customers' expectations through its methods of listening to current customers (Figure 3.1-1) throughout the customer life cycle. In addition, LOTS gathers a variety of data from customers and stakeholders in order to build organizational knowledge. Further, LOTS systematically collects data and information via workforce surveys to determine key drivers of its employees' engagement. Together, these processes support management by fact, providing many types of data and information to enable LOTS to effectively manage its performance.

b. The most significant opportunities, concerns, or vulnerabilities identified in LOTS's response to process items are as follows:

- Systematic approaches to ensure the evaluation and improvement of some organizational approaches are not evident. For example, it is not clear that LOTS routinely evaluates for improvement its processes for data and information quality or for organizational knowledge management. In addition, cycles of learning and improvement are not evident for some approaches to the workforce environment, such as those for determining capability and capacity needs, promoting work accomplishment, and determining workforce benefits and policies. It is also unclear if LOTS systematically evaluates some workforce performance management and development processes for potential improvements. A systematic approach to process evaluation and improvement may help LOTS be better prepared to address its strategic challenge related to industry changes by ensuring the efficiency and effectiveness of its work processes.
- It is not clear if senior leaders have systematic approaches in place to address organizational agility and create an environment that promotes intelligent risk taking. For example, it is not apparent how LOTS stimulates and incorporates innovation in its strategy development process or uses findings from performance reviews to develop priorities for improvement. Further, it is not evident that LOTS has a systematic approach to rapidly add to, replace, or eliminate measures in the PMS (Figure 4.1-1),

even though changes in regulatory requirements may make such a process critical to the ability to respond rapidly to changes in LOTS's operating environment. It is also not clear how the WPMS supports intelligent risk taking. Leveraging systematic approaches to support agility and intelligent risk taking may support LOTS in achieving its strategic objectives to maximize donations, stakeholder relations, and organizational excellence while being responsive to its strategic challenge of industry changes.

Key Themes—Results Items

LOTS scored in band 4 for results items (7.1–7.5). For an explanation of the results scoring bands, please refer to Figure 6b, Results Scoring Band Descriptors.

For an organization in band 4 for results items, results address some key customer/stakeholder, market, and process requirements, and they demonstrate good relative performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the overall Criteria questions and the accomplishment of the organization's mission.

c. Considering LOTS's key business/organization factors, the most significant strengths found in response to results items are as follows:

- Good performance levels and beneficial trends for several measures of customer-focused service results of importance to stakeholders—as well as for measures of the satisfaction of the two key customer groups—reflect LOTS's commitment to delivering value and results. For example, among outcomes important to LOTS's key stakeholders, results for organ and tissue transplantation by population (Figures 7.1-4, 7.1-6, and 7.1-7) and for local transplantation (Figures 7.1-10 through 7.1-14), as well as for tissue referrals, organ authorization, and age-targeted bone donors released (Figures 7.1-3, 7.1-5, and 7.1-8) show good levels and beneficial trends. In addition, satisfaction and engagement measures for organ transplant centers show high levels overall and for meeting this customer group's key requirements of competence and information. For the customer group of tissue processors, satisfaction results show sustained improvement to a current level near 100%.
- Results for many measures of work process effectiveness, safety and emergency preparedness, workforce engagement and development, and financial and marketplace performance demonstrate good levels, with several comparing favorably to top-quartile benchmarks or other relevant comparators. Work process effectiveness results showing good-to-excellent levels that approach or exceed top-quartile comparisons include a rate of zero for missed organ referrals, tissue authorization levels that are consistently above the top-quartile benchmark, and levels of organ donor cases in-house that have outperformed the top quartile for three consecutive years (Figures 7.1-16, 7.1-18, and 7.1-21). Among safety and emergency preparedness results, LOTS has achieved 100% completion of safe workplace training, has consistently met population and time requirements for safety drills, and reports 100% compliance with a number of measures

(Figures 7.1-28, 7.1-30, and 7.1-31). For workforce engagement and workforce development, such results include those for employees' connection to the mission (Figure 7.3-11), as well as for training expenditures and leadership development satisfaction (Figures 7.3-19 and 7.3-20), which both exceed the top-quartile benchmark. For financial results, consolidated results of operations, total gross revenue, net margin, and total assets (Figures 7.5-1, 7.5-2, 7.5-4, and 7.5-10) are better than the top-quartile benchmark, and operating reserves (Figure 7.5-9) shows good relative performance. Similarly, for marketplace results, organ donor costs (Figures 7.5-11 and 7.5-12) show good performance against relevant comparators. These results support LOTS's long-term success by demonstrating that it is maintaining a safe work environment, emergency preparedness, and an engaged and skilled workforce, while reinforcing its strategic advantage of a strong financial position.

d. Considering LOTS's key business/organization factors, the most significant opportunities, vulnerabilities, and/or gaps (related to data, comparisons, linkages) found in response to results items are as follows:

- Results are missing in some areas that LOTS identifies as important. For example, results are not reported for measures of the supply-network requirements of accurate information, timely communication, and service quality, which LOTS identifies as significant for accomplishing its mission. Missing work process effectiveness results include those for cybersecurity and innovation, and missing customer-focused service results include rates or numbers of organ rejection, lab requisition errors, donor chart errors, sterilizer accuracy, and radiation exposure. Among leadership and governance measures, results are not reported for environmental impact, senior leaders' and staff members' support of key communities, internal or external audits, other measures of fiscal responsibility, or LOTS's impact on societal well-being. In addition, missing results for several key strategy implementation measures include those for registry enrollment—a key strategic opportunity in LOTS's 2019 planning cycle—and for achievement of individual action plans as well as action plans modified based on performance projection gaps and potential partnerships. Ensuring that it has results for key performance measures reflecting all areas of importance may help LOTS advance in its mission to save and improve lives.