

LifeBridge Organ and Tissue Sharing, Year 2 Case Study Feedback Report

nonprofit

2020

Baldrige Performance Excellence Program

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The Baldrige Program welcomes your comments on the case study and other Baldrige products and services. Please direct your comments to the address above.

The Baldrige Program is very grateful to an actual organ procurement organization that allowed its own Baldrige-based award application to be the basis for this case study. From that real application, names and data have been fictionalized, and elements have been intentionally edited to be less mature, less beneficial, and missing.

The LifeBridge Organ and Tissue Sharing Case Study, Year 2, Feedback Report is a fictional Baldrige Award feedback report developed by a team of experienced Baldrige examiners who evaluated the corresponding case study against the 2019–2020 Baldrige Criteria for Performance Excellence. The fictitious case study organization is intended to be a regional organ and tissue procurement organization for people living in a federally assigned territory within made-up states. There is no connection between the fictitious LifeBridge Organ and Tissue Sharing and any other organization, named either LifeBridge Organ and Tissue Sharing or otherwise. The names of several national and government organizations are included to promote the realism of the case study as a training tool, but all data and content about them have been fictionalized, as appropriate; all other organizations cited in the case study are fictitious or have been fictionalized.

LifeBridge Organ and Tissue Sharing scored in band 5 for process items and band 4 for results items. An organization in band 5 for process items demonstrates effective, systematic, well-deployed approaches responsive to most overall Criteria questions. It demonstrates fact-based, systematic evaluation and improvement and organizational learning, including some innovation, that result in improving the effectiveness and efficiency of key processes. For an organization that scores 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.

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Baldrige Performance Excellence Program

October 1, 2020

Marie Jamerson
Chief Executive Officer
LifeBridge Organ and Tissue Sharing
444000 Georgie Blvd., Suite 100
Columbia, NT 01011

Dear Ms. Jamerson:

Congratulations for taking the Baldrige challenge this year! We commend you for your commitment to performance excellence as demonstrated by your applying for the Malcolm Baldrige National Quality Award (MBNQA), the nation's highest award for organizational excellence.

The enclosed feedback report, which was prepared for your organization by members of the all-volunteer Board of Examiners in response to your application, describes areas identified as strengths and opportunities for possible improvement and shows your organization's scoring. The report contains the examiners' observations about your organization, but it is not intended to prescribe a specific course of action. In some cases, the comments do not cover all areas to address within a Criteria item; instead, the examiner team collectively identifies your most significant strengths and your most important opportunities for improvement. Please refer to the "Preparing to Read Your Feedback Report" introductory section for suggestions about how to use the information in your feedback report.

We are eager to ensure that the comments in the report are clear to you so that you can incorporate the feedback into your planning process to continue to improve your organization. As direct communication between examiners and applicants is not permitted, please contact me at (301) 975-2361 if you wish to clarify the meaning of any comment in your report. We will contact the examiners for clarification and convey their intentions to you.

The feedback report is not your only source of ideas about organizational improvement and excellence. Current and previous Baldrige Award recipients can be potential resources for your organization's efforts in any performance dimension addressed by the Criteria. Information on contacting Baldrige Award recipients is located at the end of your feedback report. The 2019 and 2020 award recipients and any organizations recognized for category best practices, as well as previous recipients, will share their best practices at our annual Quest for Excellence® Conference, April 11–14, 2021. Current and previous award recipients also participate in the Baldrige Fall Conference held each year.

In addition to the Baldrige Award and our annual conference, we offer several other products and services to assist your organization's improvement efforts. The Baldrige Collaborative Assessment can give you detailed insight into what examiners look for and evidence found during assessments, through a tailored, collaborative approach to help you identify and prioritize opportunities. More information can be found on our website at www.nist.gov/baldrige or by contacting us at baldrige@nist.gov or (301) 975-2036.

In approximately 60 days, you will receive a survey from the Judges Panel of the MBNQA. As an applicant, you are uniquely qualified to provide an effective evaluation of the materials and processes that we use in administering the Baldrige Program.

Thank you for participating in the Malcolm Baldrige National Quality Award process this year. Best wishes for continued progress in your organization's quest for excellence.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Fangmeyer", with a long horizontal flourish extending to the right.

Robert G. Fangmeyer, Director
Baldrige Performance Excellence Program

Enclosures

LifeBridge Organ and Tissue Sharing

Baldrige ... clearly impacted our ability to achieve better strategies. We're a company that helps create and execute strategies for others. Yet [the Baldrige framework] helped us to take our own strategy to a new and impactful level.

*C. Richard Panico, President and CEO
Integrated Project Management Company, Inc.
2018 Baldrige Award Recipient*

Preparing to read your feedback report . . .

Your feedback report contains Baldrige examiners' observations based on their understanding of your organization. The examiner team has provided comments on your organization's strengths and opportunities for improvement relative to the Baldrige Criteria. The feedback is not intended to be comprehensive or prescriptive. It will tell you where examiners think you have important strengths to celebrate and where they think key improvement opportunities exist. The feedback will not necessarily cover every question in the Criteria, nor will it say specifically how you should address these opportunities. You will decide what is most important to your organization and how best to address the opportunities.

If your organization has not applied in the recent past, you may notice a change in the way feedback comments are now structured in the report. In response to applicant feedback, the Baldrige Program now asks examiners to express the main point of the comment in the first sentence, followed by relevant examples, in many cases resulting in more concise, focused comments. In addition, the program has included Criteria item references with each comment to assist you in understanding the source of the feedback. Each 2020 feedback report also includes a graph in Appendix A that shows your organization's scoring profile compared to the median scores for all 2020 applicants at Consensus Review.

Applicant organizations understand and respond to feedback comments in different ways. To make the feedback most useful to you, we've gathered the following tips and practices from previous applicants for you to consider.

- Take a deep breath and approach your Baldrige feedback with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.
- Before reading each comment, review the Criteria questions that correspond to each of the Criteria item references (which now precede each comment); doing this may help you understand the basis of the examiners' evaluation. The *2019–2020 Baldrige Excellence Framework* containing the Business/Nonprofit Criteria for Performance Excellence can be purchased at http://www.nist.gov/baldrige/publications/business_nonprofit_criteria.cfm.

One of the beauties of the Baldrige framework is how it saved us from ourselves by forcing the really hard questions about organizational systems and what is most essential. . . . Everything flows of course [from] our leadership system.

*Sue Dunn, President and CEO
Donor Alliance
2018 Baldrige Award Recipient*

- Especially note comments in **boldface type**. These comments indicate observations that the examiner team found particularly important—strengths or opportunities for improvement that the team felt had substantial impact on your organization’s performance practices, capabilities, or results and, therefore, had more influence on the team’s scoring of that particular item.
- You know your organization better than the examiners know it. If the examiners have misread your application or misunderstood information contained in it, don’t discount the whole feedback report. Consider the other comments, and focus on the most important ones.
- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You’ve worked hard and should congratulate yourselves.
- Use your strength comments as a foundation to improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.
- Prioritize your opportunities for improvement. You can’t do everything at once. Think about what’s most important for your organization at this time, and decide which things to work on first.
- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

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.

DETAILS OF STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT

The numbers and letters preceding each comment indicate the Criteria item questions to which the comment refers. Not every Criteria question will have a corresponding comment; rather, these comments were deemed the most significant by a team of examiners.

Category 1 Leadership

1.1 Senior Leadership

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- b To support work systems that require careful coordination, senior leaders communicate with key customers and stakeholders through a systematic process, with regular evaluation and improvement (Figure 1.1-3). Multiple approaches are used to ensure frank, two-way communication. Improvements include monthly rounding and a new format and schedule for monthly staff meetings.
- c(1) To create an environment for mission achievement and reinforce customer and workforce engagement, senior leaders integrate the SPP (Figure 2.1-1) with the Leadership System (Figure 1.1-1), with multiple enhancements resulting from routine evaluation and improvement. Leaders' approaches include the PMS (Figure 4.1-1), OMP (Figure 6.1-1), and LDS (Figure 5.2-1), as well as participation in succession planning.
- a(1) The Leadership Team (LT) systematically defines and refines LOTS's vision, mission, and values during the annual SPP and deploys these to the workforce through the Communication Process (Figure 1.1-3). The LT models the values through approaches such as rounding with staff, recognition, and the CEO Café. This approach may enable LOTS to create and nurture a culture supportive of delivering its mission.
- c(2) Senior leaders create a focus on action, identify actions, and demonstrate personal accountability by integrating and deploying essential elements of the Leadership System (Figure 1.1-1), which includes creating the environment, operationalizing the strategy, and monitoring performance. LOTS cascades work system scorecards to the individual level and evaluates performance during the PEP and via annual goal plans.

OPPORTUNITIES FOR IMPROVEMENT

- a(1) It is unclear how LOTS deploys its vision and values to all customers, partners, and suppliers. For example, deployment to the Eye Bank, a key customer, is not evident. In addition, it is not evident how LOTS uses the voice-of-the-stakeholder (VOS) methodology (Figure 4.2-1) to share the vision and values with partners and suppliers

and ensure key stakeholders' commitment. Systematic deployment to key customers and stakeholders may help LOTS ensure their alignment to the mission.

- a(2) In the context of LOTS's approaches to ensure ethical behavior (the Corporate Compliance program, Anonymous Call Line, and Code of Personal Conduct), it is unclear how senior leaders' personal actions demonstrate a commitment to such behavior. Personally demonstrating this commitment may help reinforce legal and ethical behavior as a high priority.
- c(1) It is not clear how senior leaders systematically cultivate agility, organizational innovation, and intelligent risk taking; LOTS's process for leveraging the Baldrige Excellence Framework, relationships with suppliers and partners, and changes in the organ procurement organization (OPO) environment for this purpose is not evident. A systematic approach may help LOTS reinforce its innovation value, which serves as a guiding force for how the workforce lives the culture on a daily basis.
- c(2) It is not clear how the LT uses step 1 of the Leadership System to balance value among various stakeholder groups—in particular, how leaders recognize and resolve potential conflicts among stakeholder groups regarding LOTS's planned actions and priorities. An approach in this area may help LOTS achieve the strategic objective of maximizing stakeholder relationships.

1.2 Governance and Societal Contributions

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- **a(1) A variety of systematic approaches are in place to ensure and improve many aspects of responsible governance, which meets key stakeholder expectations. For example, the Board of Directors (BOD) evaluates monthly Status Reports/Topline Scorecards to ensure accountability for senior leaders' actions and achieves fiscal accountability through reviews of financial reports. Transparency is achieved through the availability of minutes, presentations, and reports. In addition, an annual external audit maintains independence and effectiveness in audits. These approaches are systematically evaluated and improved through Plan-Do-Check-Act (PDSA).**
- b The BOD and senior leaders ensure legal and ethical behavior through multiple approaches, including the Corporate Compliance Program, which includes annual training and an anonymous hotline. BOD members come from the greater stakeholder community, and the Crisis Communication Plan addresses public concerns if needed. Senior leaders strictly adhere to policies and procedures for organ allocation and regularly review all audit report findings. These approaches reinforce LOTS's value of honesty and may help leverage its strategic advantage of a supportive, mission-driven culture.
- c(2) Through the Community Support Determination Process (Figure 1.2-3), LOTS systematically identifies key communities and activities to support, with a review and assessment step to evaluate results and determine future participation. Identification is based on feedback from donor families, transplant recipients, workforce members, and community partners. This approach aligns with the mission, vision, and values in determining allocation of time, treasure, and talent.

OPPORTUNITIES FOR IMPROVEMENT

- a(2) It is unclear how the CEO evaluates senior leaders, how evaluations are used to advance leadership development and improve effectiveness, or how evaluations of the LT and BOD are used to improve the Leadership System. A systematic approach in this area may help LOTS address its strategic challenge of workforce retention.
- a(2) It is unclear how senior leaders personally contribute to improving key communities in concert with the workforce. With an approach in this area, senior leaders may be better able to model LOTS's value of teamwork.

Category 2 Strategy

2.1 Strategy Development

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(1) LOTS’s nine-step SPP benefits from broad participation and an annual cycle of evaluation and improvement, providing the context for ongoing decision making, resource allocation, and overall management. Participants consist of the LT, BOD, customers, frontline staff, key partners, and key suppliers, with additional input from the Organ Procurement and Transplantation Network. The strategic time frame includes short-term and long-term targets and objectives.
- a(4) LOTS’s systematic, well-deployed approach to deciding which key processes will be accomplished by internal or external resources supports its efforts to determine measures that drive cost-effectiveness and efficiency. During step 5 of the SPP (Assess & Review), LOTS considers suppliers and partners that could provide capabilities that it does not possess, thereby making outsourcing an option. Each outsourcing opportunity is evaluated, and the ultimate decision made, through a defined make/buy process.
- a(3) LOTS’s comprehensive approach to collecting and analyzing data for use in the SPP enhances its ability to effectively address strategic challenges, such as industry changes and authorizations. LOTS collects data from industry and nonindustry sources. Feedback is obtained from various stakeholder groups, and ongoing strategic discussions include a review of changes impacting LOTS’s ability to execute its strategic plan.
- b(1) LOTS’s key strategic objectives and organizational goals are aligned with strategic challenges, strategic advantages, measures, results, and short-term and long-term goals (Strategic Linkages, Figure 2.1-3). Key upcoming changes include the development of new marketing partnerships, with a “check-the-box” campaign with the Department of Motor Vehicles (DMV) and a new “Workplace for Life” campaign. Such alignment, and accompanying timetables, enhance LOTS’s ability to ensure that organs and tissue are readily available to patients when they need them.

OPPORTUNITIES FOR IMPROVEMENT

- a(2) It is not clear how LOTS stimulates and incorporates innovation in its strategy development process; there is no description of how the Innovation Risk Board explores the enterprise for scalable innovations or how strategic discussions promote “out-of-the-box” thinking to stimulate innovation. A systematic approach may help LOTS ingrain its new innovation value.

- b(2) It is not clear how LOTS’s strategic objectives achieve an appropriate balance among all aspects of varying and potentially competing organizational needs. For example, LOTS does not describe how it balances short- and longer-term planning horizons in its strategic objectives or how those objectives address LOTS’s core competency. A systematic approach may help place LOTS in a strong financial position to address its strategic objective of maximizing organizational excellence.

2.2 Strategy Implementation

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(1) LOTS systematically develops the action plans required to carry out strategic objectives and achieve organizational goals, with clear linkages to strategic objectives (Figure 2.1-3). Development begins in strategic discussions through the SPP and is a cooperative effort between the LT and employees. Strategic objectives, organizational goals, and key action plans are cascaded to the workforce.
- a(3) LOTS's systematic resource allocation process facilitates the achievement of action plans while it meets current obligations to maximize organizational excellence. A detailed review of action plans during strategic planning ensures alignment with strategic objectives, resource availability, and a summary discussion of workforce capabilities and capacities to identify adequacy and development resources. The comprehensive budgeting process enables simultaneous support of ongoing operations and action plans.
- b A standardized review process allows LOTS to modify action plans and proactively address its strategic challenge of industry change. Reviews occur during work system meetings, LT meetings, and ongoing strategic discussions (Figure 2.1-1). Lagging performance measures are identified, and new action plans are created or existing action plans modified to address the measures. New and modified action plans are deployed through activities that flow from the work system or department level to the individual level. Modified action plans are tracked and discussed during LT meetings and anchored to strategic objectives.

OPPORTUNITIES FOR IMPROVEMENT

- a(5) The measures presented in Strategic Linkages (Figure 2.1-3) do not appear to track the achievement and effectiveness of action plans. For example, the measures for SO1, Maximize Donations, are tied to goals: increase organ donors, increase organs transplanted, and increase bone donors; the sample action plans include "identify and pursue potential partnerships with nonhospital referral sources," yet there are no corresponding measures. Such measures may help employees at all levels understand the work they must do to help LOTS be successful.
- a(4) It is not clear how LOTS's "Right Size Workforce Plan" (Figure 2.1-3) addresses potential impacts on retention and short-term versus longer-term needs for accomplishing goals and action plans, as key workforce plans are not evident. Specific plans relating to LOTS's strategic challenge of workforce retention may help the organization capitalize on its core competency of a mission-driven workforce.

- a(2) It is not clear how the deployment of action plans to key suppliers and partners ensures the successful accomplishment of those plans; whether the plans are deployed to key suppliers and partners for information only, or whether they contribute to the accomplishment of plans, is not clear. Leveraging the contributions of all stakeholders to accomplish action plans may provide a broader perspective on LOTS's value of teamwork.

Category 3 Customers

3.1 Customer Expectations

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(1) LOTS’s multiple listening methods span the customer life cycle (Figure 3.1-1) and benefit from evaluation and improvement. Through a cycle of learning, LOTS now uses social media to share information, answer questions, and encourage donor registration. These methods support LOTS in meeting its strategic objective of optimizing stakeholder relationships.
- a(2) LOTS’s methods of listening to potential tissue processor customers help identify key opportunities by incorporating knowledge, data, and other OPO resources. This process resulted in the addition of two additional tissue processors in 2017.
- b(1) The LT and work system leaders review learning, information on customers, and markets and service offerings in order to systematically determine customer groups to emphasize for business growth and to anticipate future customer groups and requirements within the Designated Service Area. Strategic discussions are held during step 9 of the SPP, with the information gathered through a variety of approaches, including the PMS, voice-of-the-customer (VOC) methods, and the OMP.
- b(2) LOTS uses its VOC approaches (Figure 3.1-1) to identify customer needs and requirements, with the information then used in the SPP and to design work processes. For example, ongoing two-way interactions with customers enable collection of the VOC during phases of the life cycle; best-practice sharing allows broad transfer of the VOC to both work systems. In addition, the Corrective Action Preventive Action (CAPA) system uses VOC information to improve the work systems. This approach may enable LOTS to leverage the strategic opportunity related to customer satisfaction.

OPPORTUNITIES FOR IMPROVEMENT

- a(1) It is not clear how LOTS uses its various VOC mechanisms (Figure 3.1-1) as a systematic approach for listening to, interacting with, and observing key customers, and then integrates the input to create actionable information. Without such an approach, LOTS may not ensure that it can mitigate the strategic challenge of increasing registry.
- a(2) It is not clear how LOTS systematically uses its relationship management methods (i.e., interactions at industry conferences and webinars) to listen to former and competitors’ customers to obtain actionable information on its services, customer

support, and transactions. A systematic approach may help create improvement and innovation opportunities.

- b(2) LOTS does not appear to systematically identify and adapt product offerings to attract new customers based on the multiple inputs it collects and evaluates. This includes adapting offerings for the tissue work system (TWS) and identifying new services for the organ work system (OWS). A systematic approach may help LOTS address the strategic opportunity of registry enrollment.

3.2 Customer Engagement

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(1) LOTS uses multiple systematic methods (Figure 3.1-1) to build a public awareness program intended to increase the number of donor registrations in the region, with improvements evident. Approaches include print materials, web materials, social media, and partnerships with the DMVs in NT and ST. Private, closed Facebook groups were created in response to donor family requests. These approaches may help LOTS build relationships with patients and other customers.
- a(2) The systematic, well-deployed VOC Process for organ and tissue products (Figure 3.1-1) and the Communication Process (Figure 1.1-3) enable customers to seek information and support. Additionally, transplant centers and tissue processors receive support and conduct business with 24/7 phone and website access and daily interactions at customer meetings. This approach may help LOTS maximize organ and tissue donations.
- a(3) In support of its strategic objective and organizational goals related to maximizing stakeholder relationships, the systematic, well-deployed, and integrated Customer Complaint Process (Figure 3.2-2) helps LOTS create a positive experience in all of its interactions. All staff are trained in service recovery, and frontline staff are empowered to implement immediate corrective action at the point of service. Customer complaint trend data are incorporated into the SPP for process improvement.
- b LOTS has systematic, well-deployed, and integrated processes to determine customer satisfaction, dissatisfaction, and engagement through its survey processes and the Deviation and Complaint Process, which is part of the CAPA system. Through collaboration with other OPOs, LOTS obtains information on satisfaction relative to other organizations that provide similar products and services. These approaches support LOTS's ability to meet the customer requirements of maximizing donation and transplant organs.

OPPORTUNITIES FOR IMPROVEMENT

- b(2) It is not evident that LOTS systematically obtains information on TWS customer satisfaction relative to the satisfaction of customers of other organizations providing similar services; in-process actions, such as seeking information about customer satisfaction with other OPOs and sharing best practices with other OPOs, do not appear to constitute a systematic approach. Systematic comparisons to other OPOs may uncover ways to increase customer satisfaction.

- b(1) It is not clear that the survey methods and measures LOTS uses to capture customer satisfaction and engagement provide actionable information. For example, it is not evident how root-cause analysis of recent survey results and Baldrige feedback, which identified a need to improve relationships with tissue processors, drives actionable information for improvement efforts. A systematic approach may help LOTS improve relationships with tissue processors.
- c A systematic approach to use VOC and market data and information to build a more customer focused culture and support operational decision making is not evident; it is not evident how LOTS uses the data that it collects, analyzes, and shares. This may limit efforts to improve customer satisfaction and engagement.

Category 4 Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Organizational Performance

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(1) LOTS systematically selects, collects, aligns, and integrates data and information for tracking daily operations and overall performance through the SPP, with good deployment and integration with other approaches. The PMS (Figure 4.1-1) defines the process for defining measures, collecting, transferring, and using data and information for review and improvement. The Topline Scorecard (Figure 4.1-2) shows actual measures vs. targets in a green-yellow-red approach. These measures drill down to department-level scorecards. This approach may assist LOTS in achieving its strategic objective to maximize organizational excellence.
- a(2) LOTS's systematic approach to selecting comparative data and information drives operational excellence by supporting performance measurement, analysis, review, and organizational planning and improvement. The Comparative Data Process (Figure 4.1-4) is used to select key comparative data and information. LOTS also relies on data-sharing collaborations with other OPOs, tissue processors, and eye banks. Once collected, the comparative data are evaluated, prioritized, selected, and incorporated into the PMS (Figure 4.1-1), and identified gaps drive improvement.
- b Systematic review of LOTS's performance helps ensure that the organization makes fact-based decisions on changes that may require modification of action plans to meet goals. Senior leaders review key performance measures during monthly Operational Discussions and quarterly Capability and Capacity meetings. The BOD reviews Topline Scorecard metrics (Figure 4.1-2), monthly financial statements, and progress reports on strategic objectives and action plans. The LT reviews department scorecards available in the Data Mall.
- c(1) In a systematic approach, LOTS analyzes historical organizational trends for three years, as well as industry trends, to set projections for future performance. When comparisons are available, LOTS prepares a course of action for improvement or action plans to close any gaps.

OPPORTUNITIES FOR IMPROVEMENT

- a(3) It is not clear how LOTS systematically adds, replaces, or eliminates measures rapidly in its PMS. A systematic approach may increase LOTS's ability to respond rapidly to changes in its operating environment, especially given the importance of regulatory compliance to LOTS.

- c(2) It is not clear how LOTS uses findings from performance reviews to develop priorities for improvement and opportunities for innovation. Systematic use may enable the organization to effectively use its resources for improvement.
- a(2) LOTS's use of the Comparative Data Process (Figure 4.1-4) does not appear to align with its long-term goal of national top-decile performance. The process does not appear to have a step to reset the evaluation criteria when appropriate, and in multiple instances where LOTS's performance is better than the top-quartile benchmark, the top-quartile comparative benchmarks are still used. Resetting comparative targets to reflect top-decile performance when the interim top-quartile goal has been achieved may enable LOTS to drive its performance toward that long-term goal.

4.2 Information and Knowledge Management

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- b(1) To systematically build organizational knowledge, LOTS collects a variety of data from customers and stakeholders, combined with clinical information captured through electronic medical records. For example, a correlation analysis of the Scientific Registry of Transplant Recipients with data from recent internal organ yield cases provided information to validate future performance projections. The OMP includes a variety of mechanisms for transfer of relevant knowledge to the organization and to customers, suppliers, partners, and collaborators. This approach reinforces LOTS's values of quality and innovation.
- b(3) The coalescing of resources linked to the LDS (Figure 5.2-2) helps LOTS embed learning in the way it operates. The LDS begins with the identification of learning needs and involves various resources, such as training, leadership development, conferences, networking, knowledge sharing, sharing forums, and other internal and external learning. The LDS is used to align and integrate multiple organizational work processes. In addition, organizational learning is linked to expected outcomes in employee goal plans.
- b(2) LOTS's approach to best practices is systematic and deployed across the organization's work systems, with learning evident. When units or operations are recognized as high performing, stretch goals or benchmarks are put in place, and best practices are shared. For example, LOTS identified a process to address family needs prior to donation approval; the process, considered a best practice, was shared across work systems and the industry, and resulted in a cycle of learning that produced higher levels of satisfaction for families.
- a(2) Systematically ensuring and improving data availability supports LOTS's core competency of a mission-driven workforce, augmented by the efforts of partners, collaborators, and suppliers. Access to electronic systems is user-friendly, and the intranet can be accessed only via direct access software. There is real-time access for staff and partners. A cycle of learning resulted in the formation of a user committee to ensure that software and hardware are user-friendly.

OPPORTUNITIES FOR IMPROVEMENT

- a(1), b(1) It is not clear how quality and knowledge management processes are routinely evaluated for potential improvement. Such evaluation and improvement may help address the business strategic challenge of industry changes.
- b(1) It is not clear how LOTS systematically transfers workforce knowledge in support of its core competency of a mission-driven workforce. In particular, the process for transfer of workforce knowledge through alignment of the workforce with the work systems is not evident.

Category 5 Workforce

5.1 Workforce Environment

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- **a(2) The Hiring Process promotes a strong cultural fit for new employees through diverse recruiting approaches and a three-step interviewing process, which benefit from evaluation and improvement cycles. Recent process improvements include shadowing, interview discussions about values, and peer mentors. Promoting a strong cultural fit for new employees may help reinforce LOTS's core competency of a mission-driven workforce.**
- **a(3) Consistent with the value of teamwork, LOTS's systematic, well-deployed Workforce Planning Process (Figure 5.1-1) anticipates and manages changes to capability and capacity needs; the approach is integrated with multiple organizational approaches. Planned work connects employees and processes to the OWS/TWS and the SPP through cascading goals and cross-training. The LT analyzes current and future workforce needs annually. These approaches integrate the Hiring Process, LDS, PEP, and SPP, among other approaches. One cycle of improvement for the Workforce Planning Process is the creation of a resource pool to address staffing needs during growth periods.**
- a(1) LOTS's systematic, well-deployed assessment of workforce capability and capacity, along with integration with other approaches, ensures the skills, competencies, and staffing levels needed and supports a mission-driven culture. Assessment, including the potential for new competencies, is addressed by the Workforce Planning Process. This enables planning to integrate with the SPP, Rounding for Outcomes, LDS, PMS, strategic discussions, and the Communication Plan.
- b(1) LOTS's integrated approach to workplace health, security, and accessibility provide a work environment conducive to supporting the workforce to accomplish the mission. Facility security is addressed through actions such as automatic locking doors, badge required entry, and 24/7 video surveillance. Performance measures address workplace health, security, and accessibility. A recent cycle of learning addressed offsite employees and resulted in personal alarms for all employees as well as various security-focused training programs.

OPPORTUNITIES FOR IMPROVEMENT

- a(1,4), b(2) It is not clear how some workforce environment processes, such as capability and capacity needs, work accomplishment, and workforce benefits and

policies, are evaluated to identify and make improvements. Fact-based, systematic evaluation may identify improvements to help address the strategic challenge of workforce retention.

- a(4) It is unclear how LOTS's workforce management capitalizes on its core competency of care and compassion delivered by the human touch, especially with regard to processes following the hiring process to reinforce the cultural fit. Ongoing reinforcement of that core competency may help LOTS sustain its strategic advantage of a supportive, mission-driven culture.

5.2 Workforce Engagement

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(1) In a well-deployed approach resulting from a cycle of learning, drivers of workforce engagement are determined through customized workforce surveys developed by a new vendor selected to gain a deeper understanding of these drivers. This new approach allows direct input from the workforce on the key drivers of engagement, as well as providing additional benchmark data from large cohort of health care organizations and an OPO/blood donation facility. This approach may contribute to creating and sustaining a mission-driven culture.
- b Multiple systematic approaches, with cycles of improvement, enable and reinforce the organizational culture of open communication, high performance, and engagement. Examples include the LS, PMS, and SPP. Improvements include Stoplight Reports for staff meetings, Café CEO lunches in small-group settings, and the inclusion of donor families and recipients in meetings to share their personal stories. These approaches may help LOTS prepare the workforce for the strategic challenge of industry changes.
- c(2) To support high performance and workforce development, LOTS integrates the LDS with multiple systems and processes, including the SPP, PMS, LS, and Innovation Management Process, with improvements evident. All employees have taken compliance training and a new course on innovation and intelligent risk taking; cross-training is provided as needed. Process improvements include two-stage new employee orientation, the addition of skill days, and a formal exit interview process. This dual focus on organizational performance and personal development needs reinforces the values of teamwork and innovation.
- c(1) Through integration with multiple systems and processes, including the PEP, PMS, SPP, LDS, and Compensation System, the WPMS systematically supports high performance across LOTS. The PEP supports setting goals, cascading them to the individual contributor level, setting action plans for improvement, and conducting annual evaluations. These performance evaluations were combined with triennial market-based compensation evaluations by external consultants.
- c(4) The systematic, well-deployed LDS is used to manage career development planning, helping LOTS strengthen its core competency of a mission-driven workforce. Through the LDS, LOTS identifies and evaluates learning and development needs, builds staff knowledge through learning, shares knowledge, and evaluates effectiveness. Career development planning supports horizontal transitions to different roles and includes formal development and mentoring. Professional and personal development opportunities and cross-training for all staff members and leaders are a BOD policy.

OPPORTUNITIES FOR IMPROVEMENT

- a(2) It is not clear what methods LOTS uses to determine workforce satisfaction. A systematic approach may provide insights to help LOTS address its strategic challenge of workforce retention.
- c(1,4) It is not clear how performance management and career development approaches are evaluated for potential improvements. Such evaluation may support LOTS's strategic advantage of a supportive, mission-driven culture.
- c(1) The process within the WPMS to incentivize, support, reinforce, and reward intelligent risk taking when considering strategic opportunities for innovation is not clear. A systematic approach in this area may help leverage LOTS's value of innovation.

Category 6 Operations

6.1 Work Processes

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(2), b(2) In support of its mission to save and improve lives, LOTS determines key work and support processes through a systematic, integrated approach that includes regular cycles of learning. The approach begins with the OMP (Figure 6.1-1), which uses listening and learning methods to identify key processes (Figures 6.1-2A and 6.1-2B). The SPP integrates support and work processes to facilitate coordination, operational support, and outcomes through the use of surveys, feedback, and informal interactions. Process improvements include the introduction of an information card for physicians and nurses to use in donation discussions.
- c LOTS systematically selects suppliers and manages its supply network, which includes traditional and nontraditional suppliers (e.g., hospitals) and key nonreferral suppliers; cycles of learning are evident. Selection is based on organizational alignment, and services provided by referral partners consistently meet customer needs. Expectation setting and outcome monitoring aid in managing suppliers; poorly performing suppliers that do not improve are replaced. Cycles of learning include supplier improvement meetings and a report card for tracking suppliers. These approaches may help LOTS achieve the strategic objective of maximizing stakeholder relationships.
- d LOTS systematically pursues opportunities for innovation (Figure 6.1-3). The Innovation Management Team considers the innovation based on its potential value. If it is implemented, results are evaluated, and the Innovation and Risk Board may stop projects if deemed necessary. An example is the recently outsourced Organ Biopsy Process, which decreased costs and increased customer satisfaction. The approach may further the vision of organs always being available.

OPPORTUNITIES FOR IMPROVEMENT

- a(1), b(3) In two areas, LOTS's approach to designing and improving work processes does not appear to be systematic. First, it is not clear how inputs to the selection and determination of work processes (e.g., PMS, Rounding for Outcomes, VOC/VOS, and information on environment, technology, risk, and agility; Figure 6.1-1) are considered in determining key work process requirements. Additionally, LOTS's method for improving processes (e.g., the use of PDSA to reduce variability) does not appear to be used for support processes. A systematic approach may reinforce the strategic advantage of stakeholder satisfaction.

- b(1) It is not clear how some in-process measures, such as organ donor in-house cases and skin yield, relate to end-product quality and performance measures, such as local organs transplanted or skin donors released (Figure 6.1-2A). LOTS may achieve greater efficiency in process management by identifying in-process measures that consistently drive outcome measures.
- a(3) Beyond the identification of key inputs, the OMP (Figure 6.1-1) does not appear to constitute a systematic process for the design of products and work processes. For example, the actual process to design products and processes is not described; nor is it clear how LOTS incorporates new technology, risk, and need for agility into design. A fully systematic approach may enable LOTS to address strategic business and operational challenges.

6.2 Operational Effectiveness

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- b LOTS deploys systematic approaches to ensure security and cybersecurity, including means for detection, prevention, backup, and recovery. Improvements such as the Information Protection Program and a dedicated cybersecurity team enhance awareness of emerging threats. The Technology Refresh Process ensures leading-edge technology and security. These approaches assist in protecting sensitive customer and donor information and may address the strategic challenge of increasing donor registry.
- a Systematic initiatives and methods to manage cost, process efficiency, and effectiveness, with fact-based evaluation for potential improvement, help LOTS continue strengthening its financial position. Examples include reduction of cycle times for organ offers (Figure 6.2-1), an in-house operating room, and an annual audit to drive operational effectiveness. These methods are integrated with PDSA (for improvement), OMP and PMS (for cost of operations), group purchasing agreements, and capability and capacity meetings; preventive measures reduce maintenance costs.
- c(2) The systematic, regularly improved Emergency Response Plan provides for disaster preparedness, allowing work systems to continue unimpeded to satisfy customer and operational requirements. A variety of scenarios are proactively anticipated; for example, remote access capability allows work to continue uninterrupted, and planning and reciprocal agreements with other OPOs and local hospital allow for short-term staffing and facilities support. Longer-term events have alternate contingency plans. The plan undergoes regular testing, and results are analyzed for improvement.

OPPORTUNITIES FOR IMPROVEMENT

- a It is not evident how LOTS balances the need for cost control and efficiency with the needs of the customer. For example, it is not clear how such balance was ensured for cost savings achieved through an in-house operation room or for TWS efficiencies that allow increases in donor volume without adding workforce. Ensuring appropriate balance may reinforce the partnership model (Figure P.1-2), in which collaboration with customers, partners, suppliers, and stakeholders demonstrates the values of teamwork and quality, resulting in lives saved.
- c(1) Approaches used to provide a safe operating environment are in the early stages of deployment. For example, it is unclear how LOTS provides a safe working environment for decentralized workforce members, how the organization ensures that suppliers meet safety needs, how failure analysis and recovery are performed so as to

prevent future safety failures, and how the system uses inspection to enhance the safety of the operating environment. More comprehensive deployment may help address the customer requirement of a safe working environment.

- b It is not clear how the Information Protection Plan has been deployed to ensure the security and cybersecurity of data and information for customers, key stakeholders, and employees working in customer locations, or to secure some key assets, such as the new facility housing a critical care unit and an operating room. Full deployment may enable LOTS to address the challenge of increasing its registry of organ donors.

Category 7 Results

7.1 Product and Process Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

- **a Many measures of importance to key stakeholder requirements (Figure P.1-6) show beneficial trends, and some are approaching or are slightly better than the benchmarks given. These include results for organ and tissue transplantation by population (Figures 7.1-4, 7.1-6, and 7.1-7), for local transplantation (Figures 7.1-10 through 7.1-14), as well as for Tissue Referrals (Figure 7.1-3), Organ Authorization (Figure 7.1-5), and Age-Targeted Bone Donors Released (Figure 7.1-8). These results support LOTS’s mission of saving and improving lives.**
- b(1) Work process effectiveness results demonstrate beneficial trends and good-to-excellent levels that approach or exceed top-quartile comparisons. Examples include 0% missed organ referrals (Figure 7.1-16); tissue authorization, which shows improvement and is consistently above the Association of Organ Procurement Organizations (AOPO) top quartile (Figure 7.1-18); and organ donor cases in-house (Figure 7.1-21), which has been above the AOPO top quartile for three consecutive years. These results reinforce the strategic advantage of a supportive, mission-driven culture and address the challenges of authorization and increasing registry.
- b(2) LOTS reports good-to-excellent levels with beneficial and sustained trends for safety and emergency preparedness. For example, the percentage of safe workplace training completed has been 100% in the past two years (Figure 7.1-30). Safety drills (Figure 7.1-31) have met population and time requirements since 2018, and there is 100% compliance in training, availability testing, data (communication) testing, and injury investigation (Figure 7.1-28) since 2016. These results demonstrate ongoing concern with safe practices for the benefit of the workforce, customers, and collaborators.
- c The supply-network management results presented demonstrate good levels with many beneficial trends. For example, supplier cremation cycle times have been reduced nearly 50% since 2017 (Figure 7.1-35); in addition, the electronic medical record supplier has significantly increased features since 2017 and has reduced defects from 20% to nearly zero since 2018 (Figure 7.1-36). These and similar results demonstrate LOTS’s success at partnering and close collaboration with its suppliers to reinforce the core competency of delivering care and compassion with the human touch.

OPPORTUNITIES FOR IMPROVEMENT

- b, c Some work process effectiveness and supply-network management results stated as important to LOTS are not provided. Examples are results for the supply-network requirements of accurate information, timely communication, and service quality, which are identified as significant for mission accomplishment. In addition, results are not provided for cybersecurity and innovation, organ rejection rate, lab requisition error rates, donor chart error rates, sterilizer accuracy, or radiation exposure. Monitoring these results may enable LOTS to be more responsive to industry changes.
- a Some results reflecting the strategic objective to maximize donations for the OWS and TWS demonstrate adverse trends. These include results for local pancreata transplanted (Figure 7.1-14), which has fallen below the benchmark, as well as results for the number of skin and bone donors (Figure 7.1-15).
- b(1),c LOTS demonstrates adverse trends in some work process effectiveness and supply-network management results. Examples include the observed vs. expected ratio for liver, heart, and pancreas (Figure 7.1-20) and a short-term mixed trend for the percentage of end-users who are phishing prone (Figure 7.1-38). Further emphasis in these areas may assist LOTS in addressing business and operational challenges.

7.2 Customer Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

- a(1) Results for the overall satisfaction and engagement with organ transplant centers show high levels overall and for the key requirements of competence and information. For example, satisfaction with organ transplants improved from 2017 to 2019, with the 2019 level at the GPR best in class (Figure 7.2-1). Satisfaction with competence and satisfaction with information (Figures 7.2-1A and 7.2-1B) are also at the GPR best-in-class level. These performance results support the effectiveness of the OWS.
- a(1) Sustained performance with regard to tissue processors helps ensure the ongoing satisfaction needed to achieve the vision of tissues always being available. Tissue processor satisfaction has shown sustained improvement to a level near 100% (Figure 7.2-2); tissue processor results for the key requirements of accountability (Figures 7.2-2A and 7.2.2B) also reflect sustained gradual improvement, as do results for satisfaction with information (Figure 7.2-2C).
- a(1) Customer dissatisfaction, as measured by the percentage of customers rating LOTS as poor or very poor in the survey, shows improving levels at or approaching zero (Figure 7.2-4A). These results support the strategic advantage of stakeholder satisfaction.
- a(2) Results for Facebook Followers (Figure 7.2-6) show a beneficial trend between 2013 and 2019. This supports LOTS’s social media goal to increase the number of registered donors within the designated service area through campaigns and messaging.

OPPORTUNITIES FOR IMPROVEMENT

- a Many results relating to the satisfaction and engagement of key customers and partners do not include comparisons or benchmarks. Examples include results for tissue processor satisfaction and engagement (Figures 7.2-2, 7.2-2C, and 7.2-2D) and Customer Complaints (Figure 7.2-4). Lack of comparisons or benchmarks may create a blind spot for LOTS in assessing its performance.
- a(1) Results for satisfaction with the OWS are not segmented by organ (e.g., heart, liver, and lung) or by location (e.g., local organ transplant center). Segmented results may help LOTS identify opportunities for improvement and build the values of quality and innovation.
- a(2) Results for customer engagement across the customer life cycle are not reported. For example, Customer Complaints (Figure 7.2-4) does not include results for the eye bank, and complaint data are not segmented by stages of the customer life cycle. Such

results may help LOTS pursue the strategic opportunity of improving customer satisfaction.

7.3 Workforce Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

- a(1,3) Several workforce capacity and workforce engagement results show beneficial trends and good performance against benchmarks for 2016–2019. Examples include Workforce Growth (Figure 7.3-4), with staffing levels sustained close to or at the AOPO top quartile, and Overall Benefits Satisfaction (for staff; Figure 7.3-17), with satisfaction increasing from about 87% to higher than 90%, better than the Excel Employee Engagement benchmark. These results support LOTS in meeting the workforce requirement of connection with the vision, mission, and values.
- a(1) Some capacity results show sustained beneficial trends in areas that support LOTS in mitigating its strategic challenge of retention. Examples include Promotions from Within (Figure 7.3-5) and Referrals as a Percentage of New Hires (Figure 7.3-6), both of which increased by 10 percentage points from 2017 to 2019. These beneficial trends may reinforce LOTS's core competency of a mission-driven workforce.
- a(3,4) Some workforce engagement and workforce development results show good performance against relevant comparators. Examples include Connection to Mission (Figure 7.3-11), sustained above the Excel Employee Engagement benchmark over four years; Training Expenditures (Figure 7.3-19), sustained above the AOPO top quartile; and Leadership Development Satisfaction (Figure 7.3-20), which is at the AOPO top quartile. These results may help LOTS address its strategic objective of maximizing organizational excellence.

OPPORTUNITIES FOR IMPROVEMENT

- a(2) Most workforce climate results show mixed or flat trends for the periods shown. Examples include Wellness Screening Participation (Figure 7.3-7), Workplace Satisfaction with Safety (Figure 7.3-8, for the organization overall, OWS, and TWS), and Benefits Expenditures (Figure 7.3-10). Improving these results may address the workforce requirement for a healthy, safe, and secure work environment.
- a Some workforce engagement results lack relevant comparisons. Examples include Workplace Satisfaction with Safety (Figure 7.3-8); My Opinion Seems to Count (Figure 7.3-13); and Overall Retention (Figure 7.3-15), which includes a comparison to the AOPO average. Use of relevant comparative data for these results may provide insights into opportunities for increasing satisfaction and engagement.

- a(1,2,3) Many workforce-related results are not segmented by job type to provide more specific insights for addressing the workforce strategic challenge of retention. Examples are Promotions from Within (Figure 7.3-5); Referrals as a Percentage of New Hires (Figure 7.3-6); Days Away, Restricted, or Transferred (DART) Rate (Figure 7.3-9); and Overall Retention (Figure 7.3-15).

7.4 Leadership and Governance Results

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

- a(3) LOTS demonstrates full regulatory and legal compliance since its inception (Figure 7.4-4). It has received full accreditation from all voluntary accreditation agencies (American Association of Tissue Banks, AOPO) for the past three years and has had no adverse findings with the Department of Revenue or Food and Drug Administration.
- a LOTS reports good levels and beneficial trends in several areas of leadership and societal well-being. For example, results reflecting leaders' engagement and communication with the workforce (Figures 7.4-1 and 7.4-2) show improving trends and levels ranging from 86% to about 97% from 2017 to 2019. In addition, Deaths on Local Waiting List (Figure 7.4-7) improved by about 40 from 2017 to 2019. These results reflect leaders' efforts to increase communication and the customer requirement to maximize donation and transplant organs.
- a(1,2) Good performance relative to comparisons in two areas of leadership may help LOTS achieve its strategic objective to maximize stakeholder relationships: in Monthly Leader Rounding with Staff (Figure 7.4-2), LOTS is approaching the OPO Best, and in Board Self-Assessment (Figure 7.4-3), performance exceeds the Board Info benchmark.

OPPORTUNITIES FOR IMPROVEMENT

- a Results are missing for several areas of societal well-being, support of key communities, and fiscal responsibility. For example, results are not provided for environmental impact (e.g., recycling and energy conservation), for senior leader and staff support of key communities, or for internal or external audits. Tracking these results may support LOTS in achieving its strategic objective to maximize organizational excellence.
- a(1) Some leadership and governance results lack segmentation that may provide additional insights to address the strategic challenge of workforce retention. Examples include Perception of Leadership (Figure 7.4-1) and Monthly Rounding with Staff (Figure 7.4-2), which are not segmented by job type or other workforce groups.
- a(4) Corporate Compliance Hotline Issues (Figure 7.4-5) increased from 0 or 1 in 2014–2018 to 4 in 2019 year-to-date. Analyzing and acting on these results may help LOTS achieve its strategic objective around regulatory and legal compliance.

7.5 Financial, Market, and Strategy Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

- a(1) LOTS demonstrates beneficial trends in several key areas of financial performance, capitalizing on its strategic advantage of a strong financial position. For example, Total Gross Revenue (Figure 7.5-2) improved from 2016 to 2019, and Gross Revenue—OWS (Figure 7.5-2A) improved from under \$25 million in 2016 to nearly \$30 million. In addition, Net Margin (Figure 7.5-4) as a percent of gross revenue increased from 10% in 2016 to slightly under 20% in 2019.
- a(1) LOTS reports good relative performance against comparators in most financial results, placing the organization in a strong position to manage future challenges. For example, consolidated results of operations (Figure 7.5-1), total gross revenue (Figure 7.5-2), net margin (Figure 7.5-4), and total assets (Figure 7.5-10) show good relative performance against the AOPO top quartile; and operating reserves (Figure 7.5-9) shows good relative performance against that of Tissues Transformation.
- a(2) Marketplace performance results show beneficial trends and good performance against relevant comparators. For Organ Donor Cost Comparison (Figure 7.5-11), LOTS outperforms the comparator for the past three years, and Average QAC Comparison—All Organs (Figure 7.5-12) shows results better than those of the lowest-cost OPO for two of past three years. These results support cost containment, which is an essential area for LOTS’s transplant partners to remain competitive in the health care payer market.

OPPORTUNITIES FOR IMPROVEMENT

- b Results are missing for several key strategy implementation measures. These include results for registry enrollment, a key strategic opportunity in LOTS’s 2019 planning cycle, and for the achievement of individual action plans and modified action plans based on performance projection gaps and potential partnerships. Tracking such results may help LOTS’s leaders create a focus on action in support of its life-saving mission, and assess the potential viability and risks associated with strategic and action plan initiatives.
- a(1) Financial results in three areas of importance to LOTS do not meet benchmark performance levels. OWS Gross Revenue (Figure 7.5-2A) has been below the top quartile for four consecutive years, Days in Accounts Receivable (Figure 7.5-5) is closing the gap but has not reached the benchmark for four years, and Days Cash on Hand (Figure 7.5-8) fell below the top quartile in 2018 and 2019. Continuing emphasis on

these areas may help LOTS maintain a strong financial position to manage future challenges and address its strategic objective to maximize organizational excellence.

APPENDIX A

The spider, or radar, chart that follows depicts your organization's performance as represented by scores for each item. This performance is presented in contrast to the median scores for all 2020 applicants at Consensus Review. You will note that each ring of the chart corresponds to a scoring range.

Each point in red represents the scoring range your organization achieved for the corresponding item. The points in blue represent the median scoring ranges for all 2020 applicants at Consensus Review. Seeing where your performance is similar or dissimilar to the median of all applicants may help you initially determine or prioritize areas for improvement efforts and strengths to leverage.

[Spider chart to come when 2020 comparisons are available.]

APPENDIX B

By submitting a Baldrige Award application, you have differentiated yourself from most U.S. organizations. The Board of Examiners has evaluated your application for the Malcolm Baldrige National Quality Award. Strict confidentiality is observed at all times and in every aspect of the application review and feedback.

This feedback report contains the examiners' findings, including a summary of the key themes of the evaluation, a detailed listing of strengths and opportunities for improvement, and scoring information. Background information on the examination process is provided below.

APPLICATION REVIEW

Independent Review

Following receipt of the award applications, the award process evaluation cycle (shown in Figure 1) begins with Independent Review, in which members of the Board of Examiners are assigned to each of the applications. Examiners are assigned based on their areas of expertise and with attention to avoiding potential conflicts of interest. Each application is evaluated independently by the examiners, who write observations relating to the scoring system described beginning on page 29 of the *2019–2020 Baldrige Excellence Framework*.

Award Process Evaluation Cycle

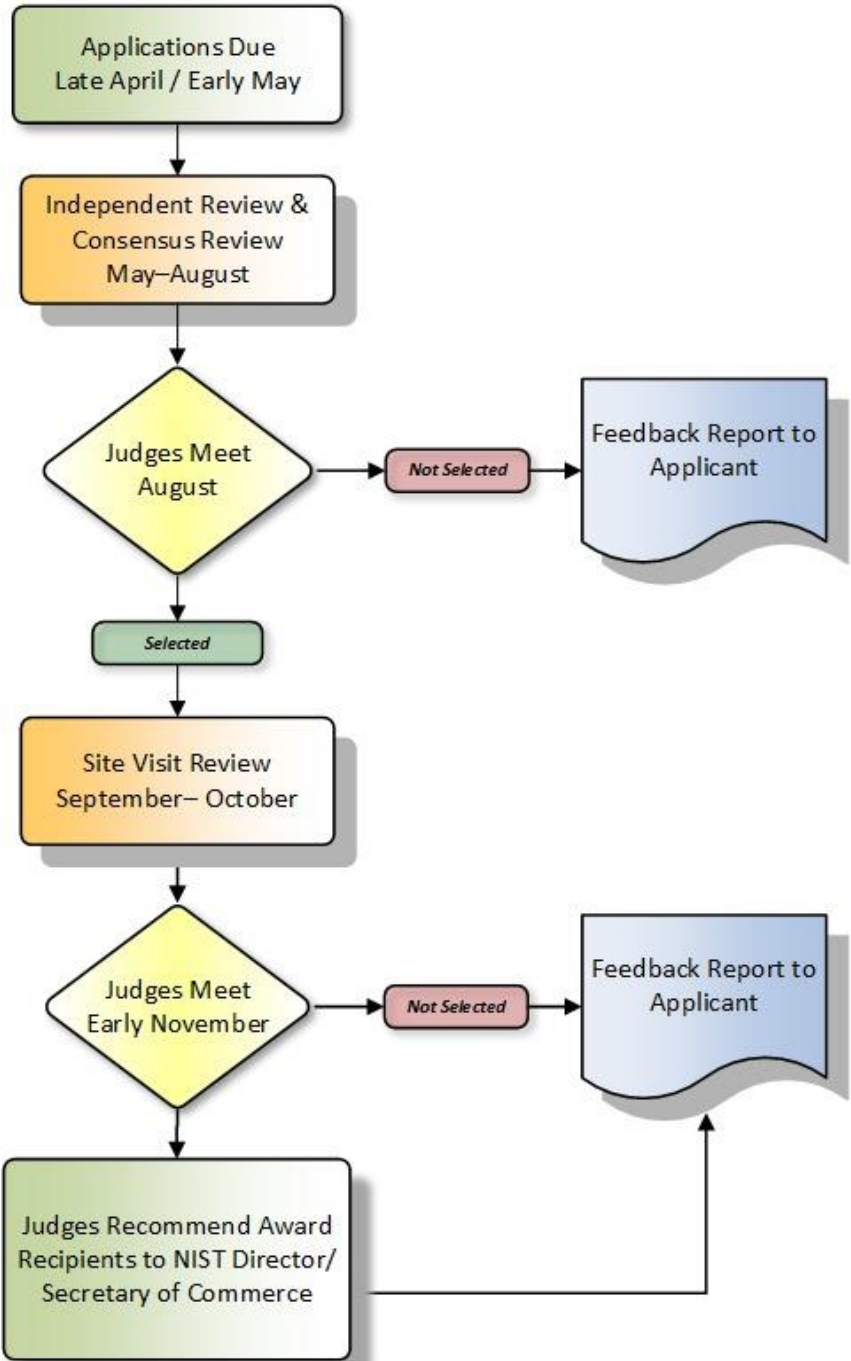


Figure 1—Award Process Evaluation Cycle

Consensus Review

In Consensus Review (see Figure 2), a team of examiners, led by a senior or master examiner, conducts a series of reviews, first managed virtually through a secure database called BOSS and eventually concluded through a focused conference call. The purpose of this series of reviews is for the team to reach consensus on comments and scores that capture the team’s collective view of the applicant’s strengths and opportunities for improvement. The team documents its comments and scores in a Consensus Scorebook.

Step 1 Consensus Planning	Step 2 Consensus Review in BOSS	Step 3 Consensus Call	Step 4 Post-Consensus-Call Activities
<ul style="list-style-type: none"> • Clarify the timeline for the team to complete its work. • Assign category/item discussion leaders. • Discuss key business/organization factors. 	<ul style="list-style-type: none"> • Review all Independent Review evaluations—draft consensus comments and propose scores. • Develop comments and scores for the team to review. • Address feedback, incorporate inputs, and propose a resolution of differences on each worksheet. • Review updated comments and scores. 	<ul style="list-style-type: none"> • Discuss comments, scores, and all key themes. • Achieve consensus on comments and scores. 	<ul style="list-style-type: none"> • Revise comments and scores to reflect consensus decisions. • Prepare final Consensus Scorebook. • Prepare feedback report.

Figure 2—Consensus Review

Site Visit Review

After Consensus Review, the Judges Panel of the Malcolm Baldrige National Quality Award selects applicants to receive site visits based on the scoring profiles. If an applicant is not selected for Site Visit Review, the final Consensus Scorebook receives a technical review by a highly experienced examiner and becomes the feedback report.

Site visits are conducted for the highest-scoring applicants to clarify any uncertainty or confusion the examiners may have regarding the written application and to verify that the information in the application is correct (see Figure 3 for the Site Visit Review process). After the site visit, the team of examiners prepares a final Site Visit Scorebook.

Step 1 Team Preparation	Step 2 Site Visit	Step 3 Post-Site-Visit Activities
<ul style="list-style-type: none"> • Review consensus findings. • Develop site visit issues. • Plan site visit. 	<ul style="list-style-type: none"> • Make/receive presentations. • Conduct interviews. • Record observations. • Review documents. 	<ul style="list-style-type: none"> • Resolve issues. • Summarize findings. • Finalize comments. • Prepare final Site Visit Scorebook. • Prepare feedback report.

Figure 3—Site Visit Review

Applications and Site Visit Scorebooks for all applicants receiving site visits are forwarded to the Judges Panel for review (see Figure 4). The judges recommend which applicants should receive the Baldrige Award and identify any non-award recipient organizations demonstrating one or more Category Best Practices. The judges discuss applications in each of the six award sectors separately, and then they vote to keep or eliminate each applicant. Next, the judges decide whether each of the top applicants should be recommended as an award recipient based on an “absolute” standard: the overall excellence of the applicant and the appropriateness of the applicant as a national role model. For each organization not recommended to receive the Baldrige Award, the judges have further discussion to determine if the organization demonstrates any Category Best Practices. The process is repeated for each award sector.

Step 1 Judges Panel Review	Step 2 Evaluation by Category	Step 3 Assessment of Top Organizations
<ul style="list-style-type: none"> • Applications • Consensus Scorebooks • Site Visit Scorebooks 	<ul style="list-style-type: none"> • Manufacturing • Service • Small business • Education • Health care • Nonprofit 	<ul style="list-style-type: none"> • Overall strengths/opportunities for improvement • Appropriateness as national model of performance excellence

Figure 4—Judges’ Review

Judges do not participate in discussions or vote on applications from organizations in which they have a competing or conflicting interest or in which they have a private or special interest, such as an employment or a client relationship, a financial interest, or a personal or family relationship. All conflicts are reviewed and discussed so that judges are aware of their own and others’ limitations on access to information and participation in discussions and voting.

Following the judges’ review and recommendation of award recipients, the Site Visit Review team leader edits the final Site Visit Scorebook, which becomes the feedback report.

SCORING

The scoring system used to score each item is designed to differentiate the applicant in the various stages of review and to facilitate feedback. As seen in the Process Scoring Guidelines and Results Scoring Guidelines (Figures 5a and 5b, respectively), the scoring of responses to Criteria items is based on two evaluation dimensions: process and results. The four factors used to evaluate process (categories 1–6) are approach (A), deployment (D), learning (L), and integration (I), and the four factors used to evaluate results (items 7.1–7.5) are levels (Le), trends (T), comparisons (C), and integration (I).

In the feedback report, the applicant receives a percentage range score for each item. The range is based on the scoring guidelines, which describe the characteristics typically associated with specific percentage ranges.

As shown in Figures 6a and 6b, the applicant’s overall scores for process items and results items each fall into one of eight scoring bands. Each band score has a corresponding descriptor of attributes associated with that band. Figures 6a and 6b show the percentage of applicants scoring in each band at Consensus Review.

SCORE	DESCRIPTION
0% or 5%	<ul style="list-style-type: none"> No systematic approach to item questions is evident; information is anecdotal. (A) Little or no deployment of any systematic approach is evident. (D) An improvement orientation is not evident; improvement is achieved by reacting to problems. (L) No organizational alignment is evident; individual areas or work units operate independently. (I)
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> The beginning of a systematic approach to the basic question in the item is evident. (A) The approach is in the early stages of deployment in most areas or work units, inhibiting progress in achieving the basic question in the item. (D) Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) The approach is aligned with other areas or work units largely through joint problem solving. (I)
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> An effective, systematic approach, responsive to the basic question in the item, is evident. (A) The approach is deployed, although some areas or work units are in early stages of deployment. (D) The beginning of a systematic approach to evaluation and improvement of key processes is evident. (L) The approach is in the early stages of alignment with the basic organizational needs identified in response to the Organizational Profile and other process items. (I)
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> An effective, systematic approach, responsive to the overall questions in the item, is evident. (A) The approach is well deployed, although deployment may vary in some areas or work units. (D) A fact-based, systematic evaluation and improvement process and some organizational learning, including innovation, are in place for improving the efficiency and effectiveness of key processes. (L) The approach is aligned with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I)
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> An effective, systematic approach, responsive to multiple questions in the item, is evident. (A) The approach is well deployed, with no significant gaps. (D) Fact-based, systematic evaluation and improvement and organizational learning, including innovation, are key management tools; there is clear evidence of refinement as a result of organizational-level analysis and sharing. (L) The approach is integrated with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)
90%, 95%, or 100%	<ul style="list-style-type: none"> An effective, systematic approach, fully responsive to the multiple questions in the item, is evident. (A) The approach is fully deployed without significant weaknesses or gaps in any areas or work units. (D) Fact-based, systematic evaluation and improvement and organizational learning through innovation are key organization-wide tools; refinement and innovation, backed by analysis and sharing, are evident throughout the organization. (L) The approach is well integrated with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)

Figure 5a—Process Scoring Guidelines (For Use with Categories 1–6)

SCORE	DESCRIPTION
0% or 5%	<ul style="list-style-type: none"> • There are no organizational performance results, or the results reported are poor. (Le) • Trend data either are not reported or show mainly adverse trends. (T) • Comparative information is not reported. (C) • Results are not reported for any areas of importance to the accomplishment of your organization’s mission. (I)
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> • A few organizational performance results are reported, responsive to the basic question in the item, and early good performance levels are evident. (Le) • Some trend data are reported, with some adverse trends evident. (T) • Little or no comparative information is reported. (C) • Results are reported for a few areas of importance to the accomplishment of your organization’s mission. (I)
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> • Good organizational performance levels are reported, responsive to the basic question in the item. (Le) • Some trend data are reported, and most of the trends presented are beneficial. (T) • Early stages of obtaining comparative information are evident. (C) • Results are reported for many areas of importance to the accomplishment of your organization’s mission. (I)
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> • Good organizational performance levels are reported, responsive to the overall questions in the item. (Le) • Beneficial trends are evident in areas of importance to the accomplishment of your organization’s mission. (T) • Some current performance levels have been evaluated against relevant comparisons and/or benchmarks and show areas of good relative performance. (C) • Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, and PROCESS requirements. (I)
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> • Good-to-excellent organizational performance levels are reported, responsive to multiple questions in the item. (Le) • Beneficial trends have been sustained over time in most areas of importance to the accomplishment of your organization’s mission. (T) • Many to most trends and current performance levels have been evaluated against relevant comparisons and/or benchmarks and show areas of leadership and very good relative performance. (C) • Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)
90%, 95%, or 100%	<ul style="list-style-type: none"> • Excellent organizational performance levels are reported that are fully responsive to the multiple questions in the item. (Le) • Beneficial trends have been sustained over time in all areas of importance to the accomplishment of your organization’s mission. (T) • Industry and benchmark leadership is demonstrated in many areas. (C) • Organizational PERFORMANCE RESULTS and PROJECTIONS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)

Figure 5b—Results Scoring Guidelines (For Use with Category 7)

Band Score	Band Number	% Applicants in Band ¹	Process Scoring Band Descriptors
0–150	1		The organization demonstrates early stages of developing and implementing approaches to the basic Criteria questions, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation.
151–200	2		The organization demonstrates effective, systematic approaches responsive to the basic questions in the Criteria, but some areas or work units are in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking.
201–260	3		The organization demonstrates effective, systematic approaches responsive to the basic questions in most Criteria items, although there are still some areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved.
261–320	4		The organization demonstrates effective, systematic approaches responsive to the overall questions in the Criteria, but deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with overall organizational needs.
321–370	5		The organization 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.
371–430	6		The organization demonstrates refined approaches responsive to the multiple questions in the Criteria. These approaches are characterized by the use of key measures and good deployment in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and integration of approaches with current and future organizational needs is evident.
431–480	7		The organization demonstrates refined approaches responsive to the multiple questions in most Criteria items. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. Good-to-excellent integration is evident, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies.
481–550	8		The organization demonstrates outstanding approaches focused on innovation. Approaches are fully deployed and demonstrate excellent, sustained use of measures. There is excellent integration of approaches with organizational needs. Organizational analysis, learning through innovation, and sharing of best practices are pervasive.

¹ Percentages are based on scores from the Consensus Review. Figures will be added when 2020 results are available.

Figure 6a—Process Scoring Band Descriptors

Band Score	Band Number	% Applicants in Band ¹	Results Scoring Band Descriptors
0–125	1		A few results are reported responsive to the basic Criteria questions, but they generally lack trend and comparative data.
126–170	2		Results are reported for several areas responsive to the basic Criteria questions and the accomplishment of the organization’s mission. Some of these results demonstrate good performance levels. The use of comparative and trend data is in the early stages.
171–210	3		Results address areas of importance to the basic Criteria questions and accomplishment of the organization’s mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some beneficial trends are evident.
211–255	4		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.
256–300	5		Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Beneficial trends and/or good performance are reported for most areas of importance to the overall Criteria questions and the accomplishment of the organization’s mission.
301–345	6		Results address most key customer/stakeholder, market, and process requirements, as well as many action plan requirements. Results demonstrate beneficial trends in most areas of importance to the Criteria questions and the accomplishment of the organization’s mission, and the organization is an industry ² leader in some results areas.
346–390	7		Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry ² leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria questions and the accomplishment of the organization’s mission.
391–450	8		Results fully address key customer/stakeholder, market, process, and action plan requirements and include projections of future performance. Results demonstrate excellent organizational performance levels, as well as national and world leadership. Results demonstrate sustained beneficial trends in all areas of importance to the multiple Criteria questions and the accomplishment of the organization’s mission.

¹ Percentages are based on scores from the Consensus Review. Figures will be added when 2020 results are available.

² “Industry” refers to other organizations performing substantially the same functions, thereby facilitating direct comparisons.

Figure 6b—Results Scoring Band Descriptors

2020 BALDRIGE AWARD APPLICANTS

Sector	Total Number of Award Applications	Number of Award Applicants Recommended for Site Visit
Health Care	11	
Nonprofit	6	
Education	1	
Business—Small Business	2	
Business—Service		
Business—Manufacturing		
Total	20	

BALDRIGE AWARD RECIPIENT CONTACT INFORMATION 1988–2019

Baldrige Award winners generously share information with numerous organizations from all sectors.

To contact an award winner, please see <https://www.nist.gov/baldrige/award-recipients>, which includes links to contact information as well as profiles of the winners.