



## 2021 Award Recipient Mid-America Transplant

Mid-America Transplant (MT) is a private, nonprofit organ procurement organization (OPO) and an eye and tissue bank serving 84 counties in three states (Missouri, Illinois, and Arkansas), with a combined population of 4.7 million. Exemplifying its mission “we save lives through excellence in organ and tissue donation,” MT works with its partner hospitals to procure donated organs and tissues and then provide them to transplant centers and tissue processors, both in its designated service area and across the country.

This is the second Baldrige Award for MT; the organization was honored in the same category in 2015.

### Continuous Improvement, Innovation, and Sharing to Benefit the Industry

- Mid-America Transplant led the largest industry experience in the utilization of free-standing Organ Recovery Centers with increasing research to drive outcomes.
- The organization’s Baldrige journey led to a 167% increase in organs transplanted and a 350% increase in tissue donors through 2020, saving and healing thousands of lives.
- Since its first Baldrige Award in 2015, MT has continued to help advance its industry through innovations and sharing of its methods and learning. It has published several peer-reviewed articles on its novel approaches in areas where it has cultivated expertise and freely shares its advances in clinical practices to maximize organ use to impact more lives.
- MT’s innovative, future-focused practices include a partnership with a local nursing college, through which nursing students are educated about MT’s care of donors. In recent years, MT has expanded the initiative to include seven community colleges and universities.
- MT has forged a local partnership that introduces future funeral home directors to MT’s donor services while financially supporting students’ professional certifications.

### Role-Model Stewardship of Organs/ Tissues Donated

- MT’s results for organs and tissues donated per 1 million people are in the top 10% of industry comparisons. These results are especially notable given the relatively modest size of MT’s federally designated service area population, which ranks 28th among 57 OPOs across the country.
- MT has earned a top-level (“Tier 1”) status among the nation’s 57 nonprofit OPOs under a results-based certification rule issued in November 2020 by the Centers for Medicare and Medicaid Services.



### Highlights

- 167% increase in organs transplanted and 350% increase in tissue donors in 2020
- Among the top-performing OPOs nationwide, with more than 125 organs transplanted annually per 1 million (population) since 2017
- Overall rates of satisfaction by local organ transplant center and tissue processor customers sustained above 4.5 on a five-point scale since 2017
- Through the first year of the COVID-19 pandemic, results include a very low rate of missed organ referrals (sustained near zero from 2017 through 2020) and a best-possible rate of timely organ referrals (100% done within 90 minutes from the time of the donor’s death)
- Overall workforce engagement consistently exceeds two external industry comparisons



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- Demonstrating MT's values of excellence and stewardship of each donor's life-saving "gift," the organization has recently achieved record-setting results for key measures such as the number of organs transplanted annually. For that topline measure, MT is among the top-performing OPOs nationwide, with results above 125 organs per 1 million (population) in 2020 and at or above that level since 2017.
- Results for hearts, lungs, livers, and pancreata transplanted, respectively, per 1 million people place MT at or above the top 25% of the nation's OPOs in 2020, and MT's results for the number of kidneys transplanted per 1 million people are in the top 10% of industry comparisons.

### Systematic Leadership, for Mission Accomplishment and Good Governance

- MT's Board of Directors (BOD) self-assessment results for the past three years show performance at or above OPO partners' comparisons for items such as adherence to mission, financial oversight, strategic oversight, and CEO oversight.
- Results for regulatory, accreditation, and compliance demonstrate excellent levels sustained over time, with full accreditation achieved from all regulatory bodies identified for multiple years.

### Evolving Strategy for Long-Term Success

- Through MT's commitment to continuous improvement, its Strategic Thinking Process has evolved from an annual process with one- and three-year objectives to the establishment in 2019 of the organization's North Star Vision (NSV). The NSV institutes a strategic performance map that defines milestones and five-year goals for accomplishing the vision.
- MT identifies relevant data and information for its ongoing planning, which includes environmental scans, customer and market impacts, BOD input, stakeholder feedback, past performance data, and regulatory changes.

### A Focus on Customer Relationships, Yielding Loyalty and Satisfaction

- MT leaders emphasize collaboration in relations with key stakeholders, including donor families, hospitals, nonhospital referral sources, and customers, with favorable results sustained since 2017 for loyalty among customers—particularly for MT's tissue processor and corneal transplant center customers. With tissue processor customers, MT has maintained an expanded number of contracted relationships for the past four years.
- MT's rates of customer dissatisfaction, customer complaints, and dissatisfaction by service line have been at or near 0% since 2017.

### Engaged Employees, Supported by Communications, Training, and Benefits

- Senior leaders support high performance by employees through systematic communication and development processes, as well

as benefits that are regularly reviewed to ensure that they meet employees' diverse needs. An example of MT's uniquely supportive practices are the "Mindful Minutes" conversations that supervisors have with employees to engage them in a deep level of thought and dialogue.

- Among exemplary results, the rate of employee satisfaction with the benefits package provided by MT has since 2017 exceeded a benchmark from a company that collects data from Baldrige framework-using organizations. MT's overall workforce engagement rate has consistently exceeded two external industry comparisons.

### Organizational Resilience, Based on Robust Processes

- For 2020 and 2021 year-to-date, MT broke records for 22 measures. For example, in 2020, MT achieved record-high numbers of organ and tissue donors, organs transplanted, tissue donor authorizations, and bone donors released (a measure of eligible musculoskeletal donations delivered to MT's tissue processor/customer) per 1 million people.
- Supply-chain measures that sustained best-possible performance trends in recent years include supply availability and charter flight delays. Results for both measures have been at or near 100% favorable levels since 2017.
- Workforce-related results demonstrate good performance despite the pandemic. In particular, consistent staffing has enabled MT to meet its needs, by maintaining a reliably steady number of donors per coordinator for organ, tissue, and eye donations—for example, about 15 organ donors per coordinator every year since 2017.
- Through the first year of the COVID-19 pandemic, results included a very low rate of missed organ referrals and a best-possible rate of timely organ referrals (100% done within 90 minutes from donor's death).

#### For more information:

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#### Baldrige Performance Excellence Program

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