Benchmarking in Non-Profit Organizations

Diane Brockmeier, COO
Mid-America Transplant Services, Inc.
St. Louis, Missouri
Mid-America Transplant Services

- Non-Profit Headquartered in St. Louis
- Serve population of 4.5 Million
- 115 employees
- Partner with 125 hospitals
- Facilitate donation of Organs, Tissues & Eyes
Designated Service Area
Our Journey...
The Results of the MTS Quality Journey: 100% Increase in Lives Saved

- 2000 Departmental Quality Indicators
- 2003 Show Me Challenge
- 2005 1st MQA Application
- 2006 MQA Winner
- 2008 1st MBNQA Application
- 2010 3rd MBNQA Application
- 2011 4th MBNQA Application
  - 2nd MBNQA Site Visit
  - 2x MQA Winner
  - 3rd MBNQA Site Visit
Where did we start?

- Self – comparisons
- Traditional Trend data
- No Scorecards
- Begin to believe your own propaganda
Local Organs Transplanted

- 2008: 457
- 2009: 504
- 2010: 498
- 2011: 503
Measurement System Established

• Developed over 3-4 years

• Measurements are for learning not judgment

• Established during Strategic Planning Session

• Provides “early warning” for performance gaps

• Measures are how we determine if we are sustaining our gains – Tells our story
Foundation of our Measurement System: Cascading Scorecards

### Topline Key Metrics

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010 YTD</th>
<th>Target YTD</th>
<th>% Change</th>
<th>12-Month Projection</th>
<th>12-Month实现</th>
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<td>Customer Satisfaction</td>
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<td>Consolidated Results of Operations</td>
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<td>Retention Rate</td>
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<td>91.0%</td>
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### Clinical Organ Measures

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Baldrige Criteria asks…

• What are your comparisons?

• Relevant?

• If not available in your industry, seek outside sources
  – Identify surrogate data

We had to begin to benchmark!
The term *benchmarking* was first used by **cobblers** to measure people's feet for shoes. They would place someone's foot on a "bench" and mark it out to make the pattern for the shoes.
Why Benchmark?

- Prevents you from starting from scratch
- Creates a sense of urgency and accelerates learning
- Helps identify performance gaps
- Helps the organization develop and set performance goals for its employees
- Helps to establish realistic objectives
- Encourages employees to be continuously innovative
- Creates a better understanding of your industry
- Emphasize sensitivity to the changing needs of your customers
Overall Objective…

• While there are many reasons that a company may decide to benchmark, overall there is one objective -- performance improvement
Requires Total Commitment

.....not only from each employee, but most importantly from senior management.

• Must lead by example

• Involvement is key, and everyone must feel as if they are contributing to the overall improvement of the organization
Senior Management Recommendations

1. Tie the benchmarking effort to the strategic initiatives of the organization
2. Involve the process owners
3. Understand your own process
4. Benchmark inside and outside
5. Focus on best practices—they drive best performances
6. Set high goals, but make sure they are realistic
7. Aim ahead—it will give your employees a goal and your company longevity.
Benchmarking Steps

- Identify a critical process that needs improving
- Involve process owners in the activity.
- Identify an organization that excels in this process
- Contact that organization
- Collect the data
- Analyze the data
- Develop the critical process and implement your findings
- Entrench benchmarking in the organization by showcasing and rewarding success
How do we choose?

- Findings from customer and employee surveys
- Quality and process audits
- Publicly Available Industry data
- Partner Requested Data
- Out of Industry Data
- Business excellence self-assessments
Internal Comparisons between Groups
• Targeted DMV Offices need to improve registry enrollment by 7.5% per year to equal statewide performance by January 2015
Publicly Available Industry Data
Scatterplot of Observed vs. Expected Donation Rates by DSA (July 2010 cohort) MTS Expected = 72.5 Observed = 79.8


Statistically Lower Than Expected: ALOB, CADN*, CAOP*, FLMP, KYDA, MAOB, NYFL, OHOV*, OKOP*, TNDS, TXSA*, WALC
Industry Benchmarking

- Identified High Performers
- Contacted Staff to Interview
- Site Visits to confirm processes & practices
- Adopted transferable practices
- Continued to measure & analysis outcomes
Industry Metrics – Beg for Favors
What if the data is not publicly available?

- Talked to our processing partners
- Identified metrics for comparison
- Validated definitions of metrics
- Began collection & analysis
- Identified Best Performers/Practices
Partner Requested Data

Total Tissue Donors

- Donors

- 2008: 1,145
- 2009: 1,142
- 2010: 1,210
- 2011: 1,212

- MTS
- Projection
- External Benchmark

Allosource Partner
Benchmark metrics normalized against population*

*Allosource Partner
Going Out of Your Industry
Surrogate Data Sources

• Where a similar process is carried out in a different sector; and in which there may be opportunities for learning
  – High Quality Organizations
  – Past State Quality Award Winners
  – Past Malcolm Baldrige Winners
Hospital Partner Satisfaction

Donor Hospital Partner Satisfaction:

- **Overall**: 2011 YTD 9.6, 2010 9.4, 2009 9.2
- **Involvement**: 2011 YTD 9.6, 2010 8.7, 2009 9.3

Malcolm Baldrige Recipient
Southwest Airlines became one of the most effective operators in the USA by reducing its turnaround times at airport terminals. It obtained many of the insights for this from studying the process of pit-stops in motor racing.
Best Practice for you?

- Make sure the “Best Practice” is your “Best Practice“
- Understand the reason behind the success
Hierarchy of Value: Benchmarking Data

- Best in Class
- Best in Industry
- Higher Performing Organizations
- Industry Averages
- Other Internal Units
Advantages...

- Promotes the emergence and evolution of a ‘learning culture’ throughout the organization
- Promotes the development of a customer-centric culture by constantly reminding people of the customer and focusing on critical processes that add value
- Overcomes the ‘not-invented-here’ mindset by offering evidence that ideas invented outside the organization can and do work
At the end of the day…

Improvement requires change….

change requires a commitment

Benchmarking is a source of motivation for change!
For Mid-America Transplant Services

What does 0.1 Look Like?
EVERY TIME we move the organ
yield one-tenth of a point we can
save 15 MORE PEOPLE.

So, 0.1 looks a lot like these faces.