

Breaking Down Silos: Building High-Functioning Team for Mission-Driven Success

TODAY'S PANELISTS



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Associate Director of
Tissue Services



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Organ and tissue donation and advocacy



*Equipping a Modern Profession of Lifesavers
in Organ Donation & Transplantation*

Tuesday, January 7, 2025, 2:00pm – 3:30pm ET

Continuing Education Information

Evaluations & Certificates

Nursing

The Organ Donation and Transplantation Alliance is offering **1.0 hours of continuing education credit** for this offering, approved by The California Board of Registered Nursing, Provider Number CEP17117. No partial credits will be awarded. CE credit will be issued upon request within 30 days post-webinar.

CEPTC

The Organ Donation and Transplantation Alliance will be offering **1.0 Category I CEPTC credits** from the American Board for Transplant Certification. Certified clinical transplant and procurement coordinators and certified clinical transplant nurses seeking CEPTC credit must complete the evaluation form within 30 days of the event.

Certificate of Attendance

Participants desiring CE's that are not being offered, should complete a certificate of attendance.

- Certificates should be claimed within 30 days of this webinar.
- We highly encourage you to provide us with your feedback through completion of the online evaluation tool.
- Detailed instructions will be emailed to you within the next 24 hours.
- You will receive a certificate via email upon completion of a certificate request or an evaluation
- Group leaders, please share the follow-up email with all group participants who attended the webinar.



Deanna Fenton

Senior Manager, Program
Development and
Operations



Need Assistance?

Contact Us via Zoom Chat, or
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786-866-8730

Meet Our Moderator



Thomas Levanos

Director,
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Excellence



Meet Our Presenters



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INDIANA
DONOR NETWORK



BREAKING DOWN SILOS: BUILDING HIGH-FUNCTIONING TEAM FOR MISSION-DRIVEN SUCCESS

RAPID DCD PROCESS

THE ALLIANCE
JANUARY 2025

SHERRY QUIRE, RN MBA BSN
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DISCLOSURES

We have no actual or potential conflict of interest in relation to this program/presentation

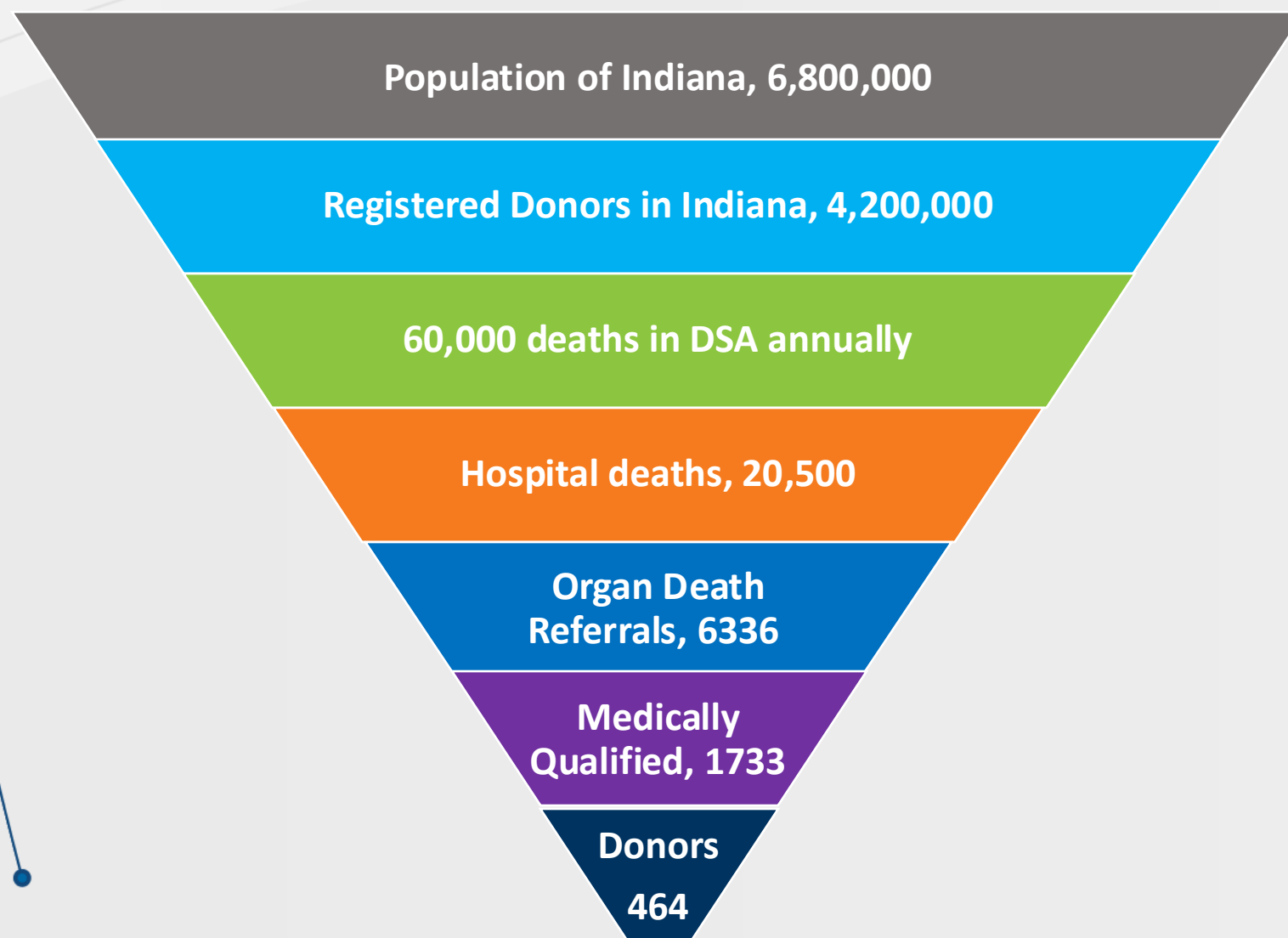
INDIANA DONOR NETWORK



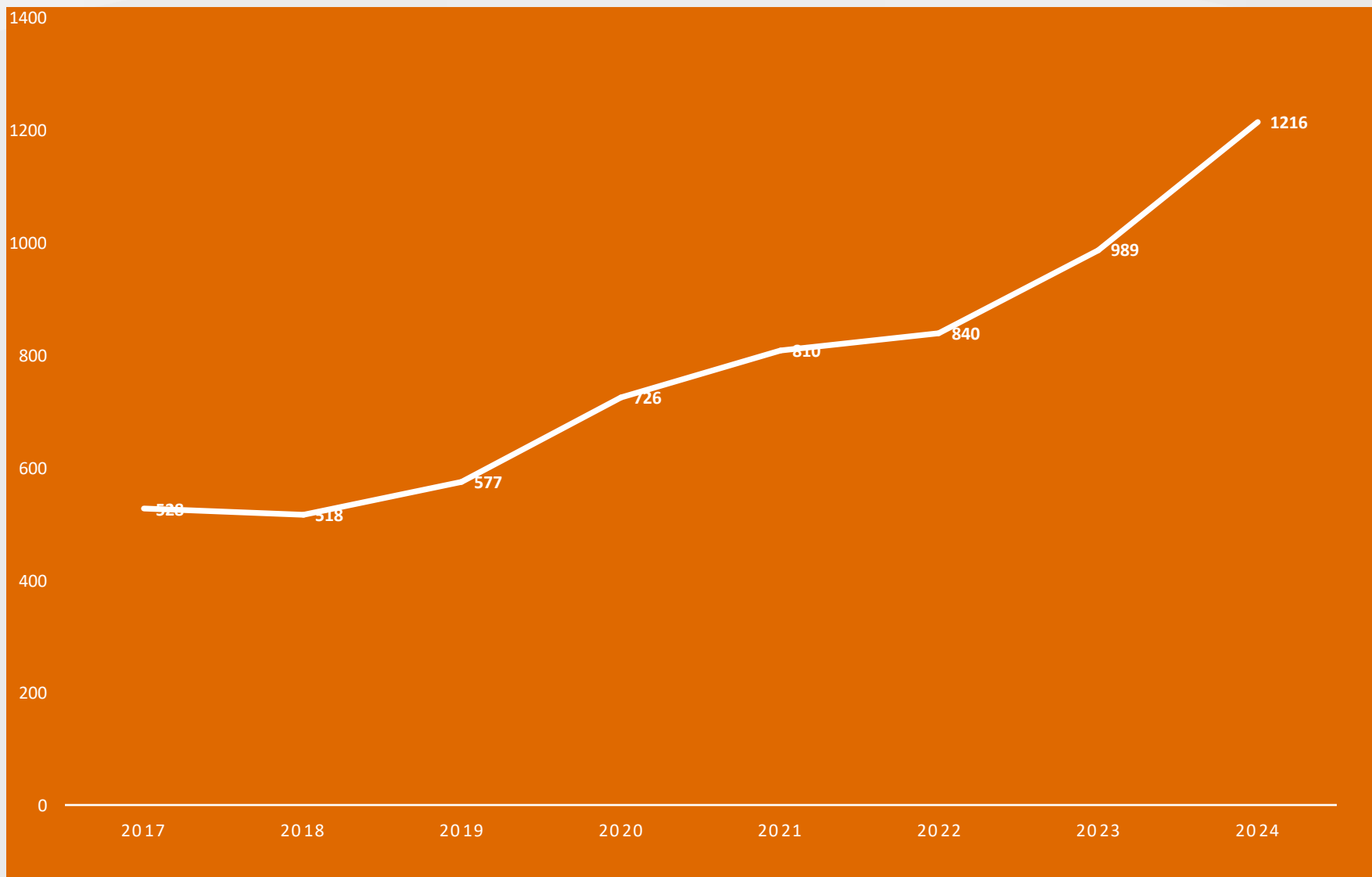
- In-House Donor ICU
- Perfusion Room (Kidney and Liver)
- In-House Biopsy
- Dialysis
- Cardiac Cath and CT
- 2 Organ Recovery Suites
- Organ and Tissue Clinical Center and INOP Headquarters



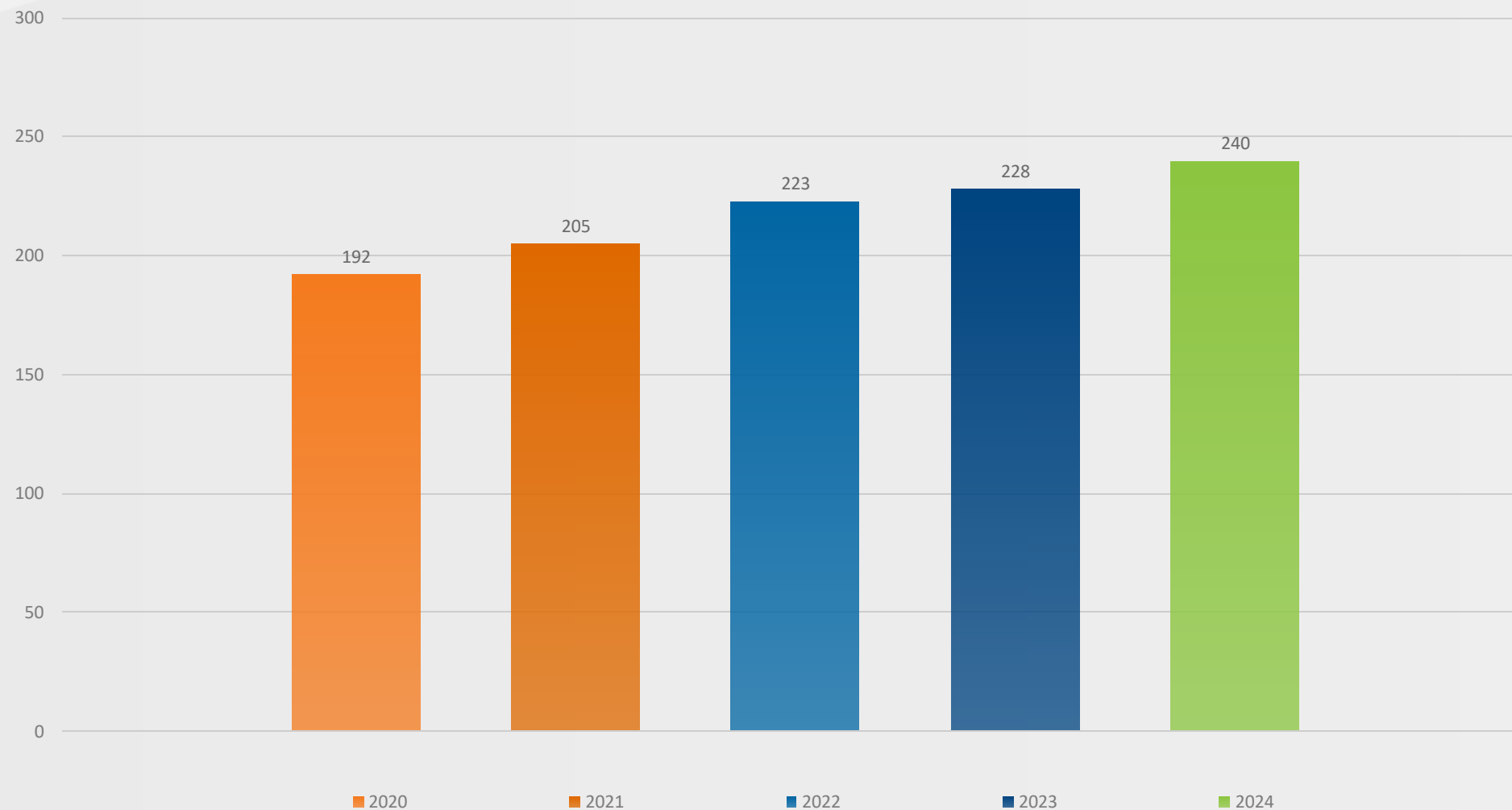
INOP 2024 FUNNEL AND DONOR SERVICE AREA



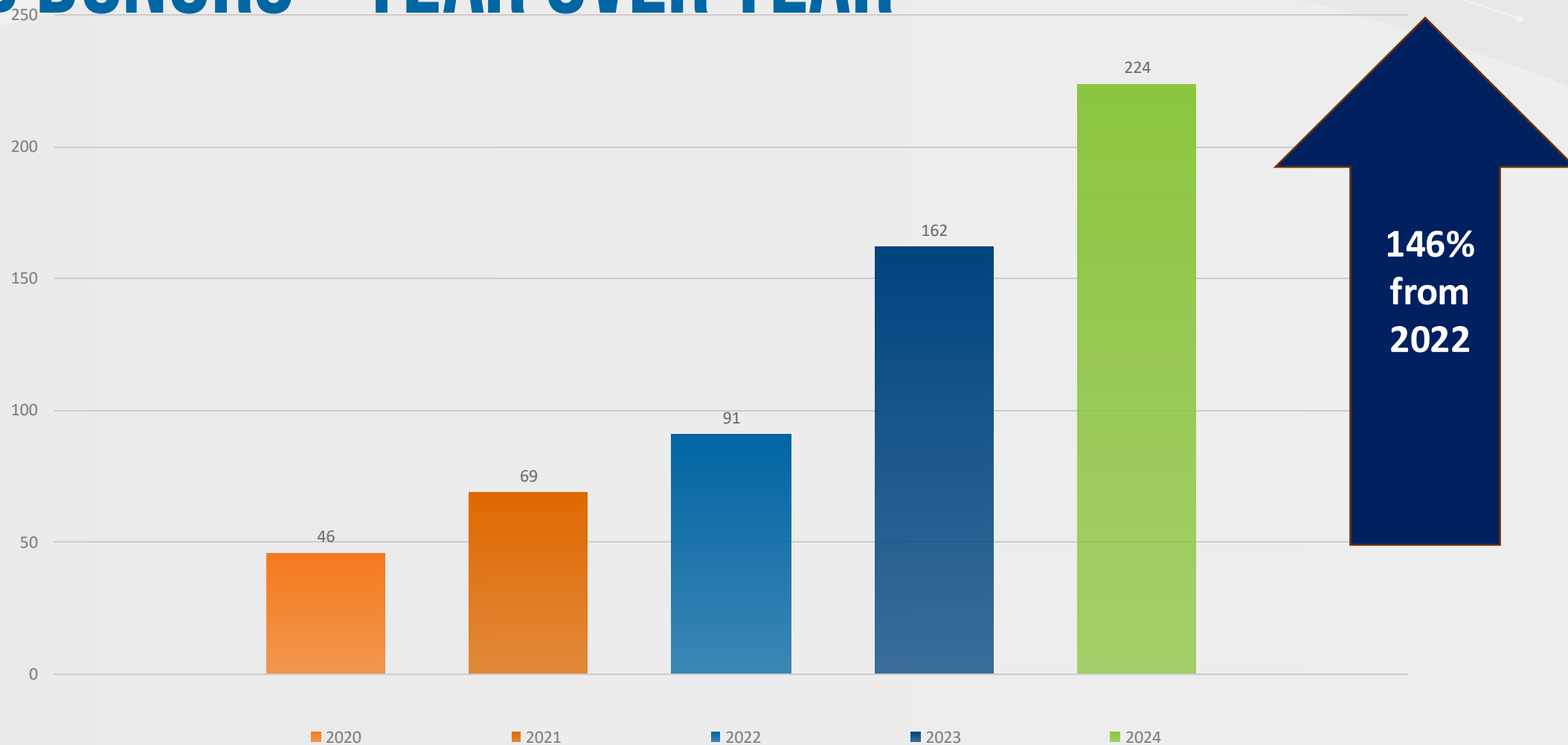
LIVES SAVED YEAR OVER YEAR



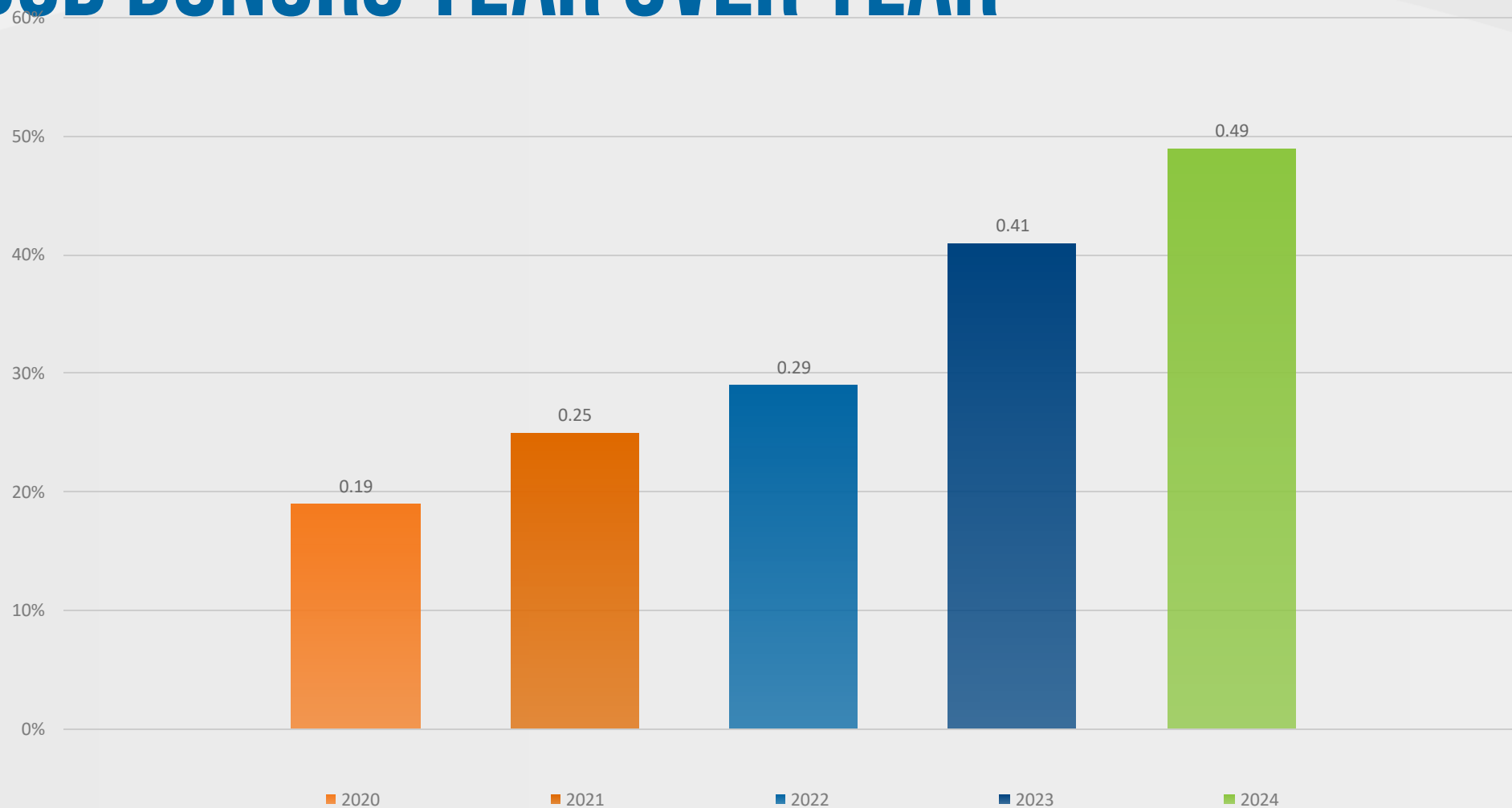
BD DONORS – YEAR OVER YEAR



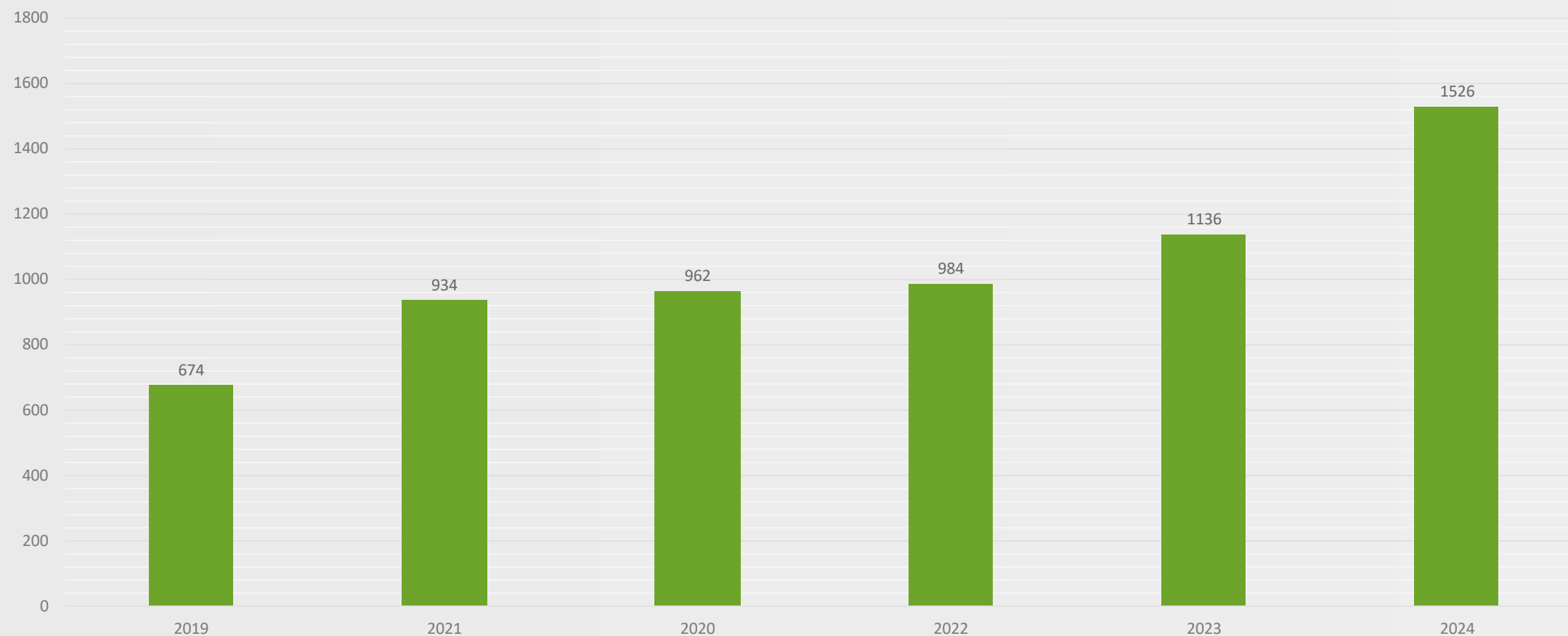
DCD DONORS – YEAR OVER YEAR



% DCD DONORS YEAR OVER YEAR



ORGANS TRANSPLANTED (2019-2024)



INCREASE DONATION-GAP ANALYSIS

CLOSED REFERRALS FOR:

- PATIENT INSTABILITY
- RHC PRIOR TO APPROACH
- DISCONTINUED VENT

Patient Unstable (PtU) Gap Analysis

Hosp	PtU	PtURate	PtUGap	PtUGap0
Parkview Regional	14	13.9%	2.0	4.2
Deaconess Midtown	8	9.5%		
Lutheran (Main)	8	7.9%		
Ascension 86th	7	5.6%		
Beacon Memorial SB	6	6.3%		
Methodist	6	4.0%		
Union	6	14.6%		
Community East	4	8.2%		
Ascension Anderson	3	21.4%		
Columbus Regional	3	13.6%		
Community Heart	3	20.0%		
Community North	3	10.7%		
Deaconess Gateway	3	7.1%		
Eskenazi	3	2.9%		
Franciscan Indy	3	5.2%		
IU Bloomington	3	6.5%		
Parkview Randallia	3	25.0%		
Reid Health	3	12.0%		
St. Joe Mishawaka	3	20.0%		
Community South	2	6.1%		
Franciscan MI City	2	10.0%		
IU Ball	2	4.1%		
IU North	2	33.3%		
Jasper Memorial	2	25.0%		
Johnson Memorial	2	66.7%		
NW Health La Porte	2	18.2%		
University	2	11.1%		
Ascension Evansville	1	2.1%		
Total	122	7.3%		

RHC Prior to Approach Gap Analysis

Hosp	RHC	RHCRate	RHCGap	RHCGap0
Elkhart General	42	63.6%		
Parkview Regional	27	27.3%		
Eskenazi	24	23.8%		
Lutheran (Main)	22	22.0%		
Beacon Memorial SB	20	21.1%		
Union	19	46.3%		
Ascension 86th	17	13.9%		
Franciscan Indy	17	30.4%		
Methodist	17	11.6%		
IU West	15	62.5%		
IU Ball	14	28.6%		
Ascension Evansville	13	27.1%		
NW Health Porter	13	46.4%		
Deaconess Midtown	12	14.5%		
Community East	11	22.9%		
Community North	10	35.7%		
IU Bloomington	10	21.7%		
Riley	9	12.7%		
Community Heart	8	53.3%		
St. Joe Mishawaka	8	53.3%		
Community South	7	21.2%		
Franciscan MI City	7	35.0%		
IU Arnett	7	30.4%		
Good Samaritan	6	100.0%		
Reid Health	6	24.0%		
Terre Haute Regional	6	40.0%		
Community Anderson	5	35.7%		
Deaconess Gateway	5	12.5%		
Total	424	25.6%		

Discontinued Vent (DV) Gap Analysis

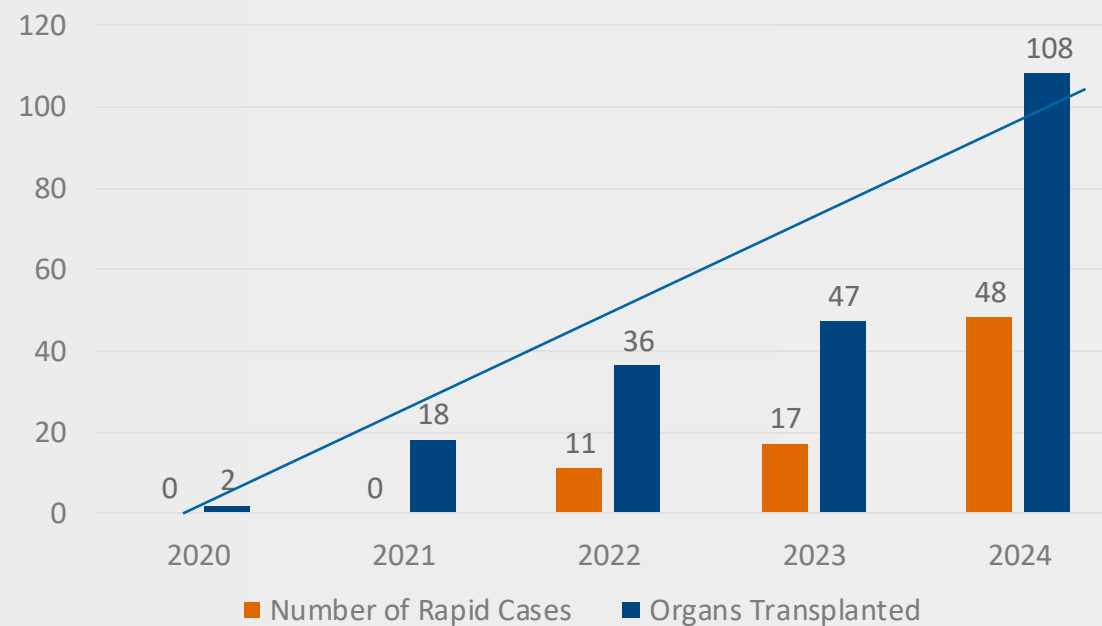
Hosp	DV	DVRate	DVGap	DVGap0
Ascension 86th	12	9.7%		3.6
Parkview Regional	11	10.9%	0.1	3.3
Ascension Evansville	8	16.7%	0.9	2.4
Lutheran (Main)	8	7.9%		2.4
Beacon Memorial SB	7	7.4%		2.1
Methodist	7	4.7%		2.1
Columbus Regional	6	27.3%	1.1	1.8
Franciscan Indy	6	10.3%		1.8
IU Bloomington	6	13.0%	0.3	1.8
Riley	6	8.3%		1.8
University	6	33.3%	1.2	1.8
IU Ball	5	10.2%		1.5
NW Health Porter	5	17.9%	0.6	1.5
Community North	4	14.3%	0.3	1.2
Elkhart General	4	6.1%		1.2
Union	4	9.8%		1.2
VA Indianapolis	4	57.1%	1.0	1.2
Deaconess Midtown	3	3.6%		0.9
IU Arnett	3	13.0%	0.2	0.9
IU West	3	11.1%	0.0	0.9
Reid Health	3	12.0%	0.1	0.9
AMG Ball	2	66.7%	0.5	0.6
AMG Hancock	2	100.0%	0.5	0.6
Ascension Carmel	2	40.0%	0.4	0.6
Community Anderson	2	14.3%	0.2	0.6
Community South	2	6.1%		0.6
Eskenazi	2	1.9%		0.6
Fran Crawfordsville	2	100.0%	0.5	0.6
Goshen Hospital	2	22.2%	0.3	0.6
Total	180	10.5%		54.6

Referrals Closed for Instability



Rapid Cases + Organs Transplanted

rapid cases 2020-2024 ytd

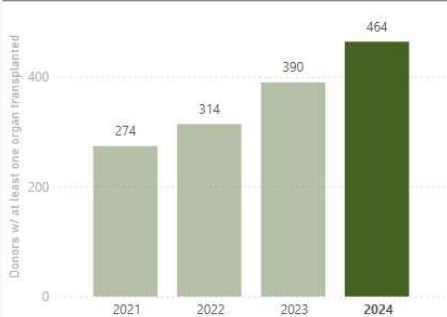


RAPID CASE CONTRIBUTION TO DCD 2024



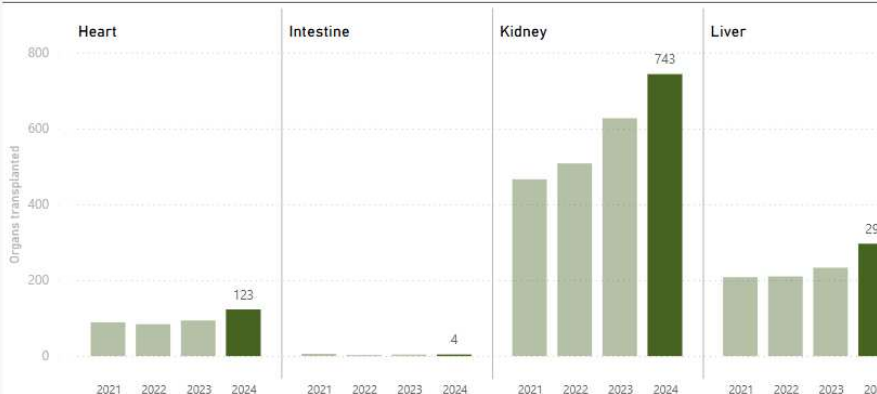
Donors (CMS Definition)

Yearly trend



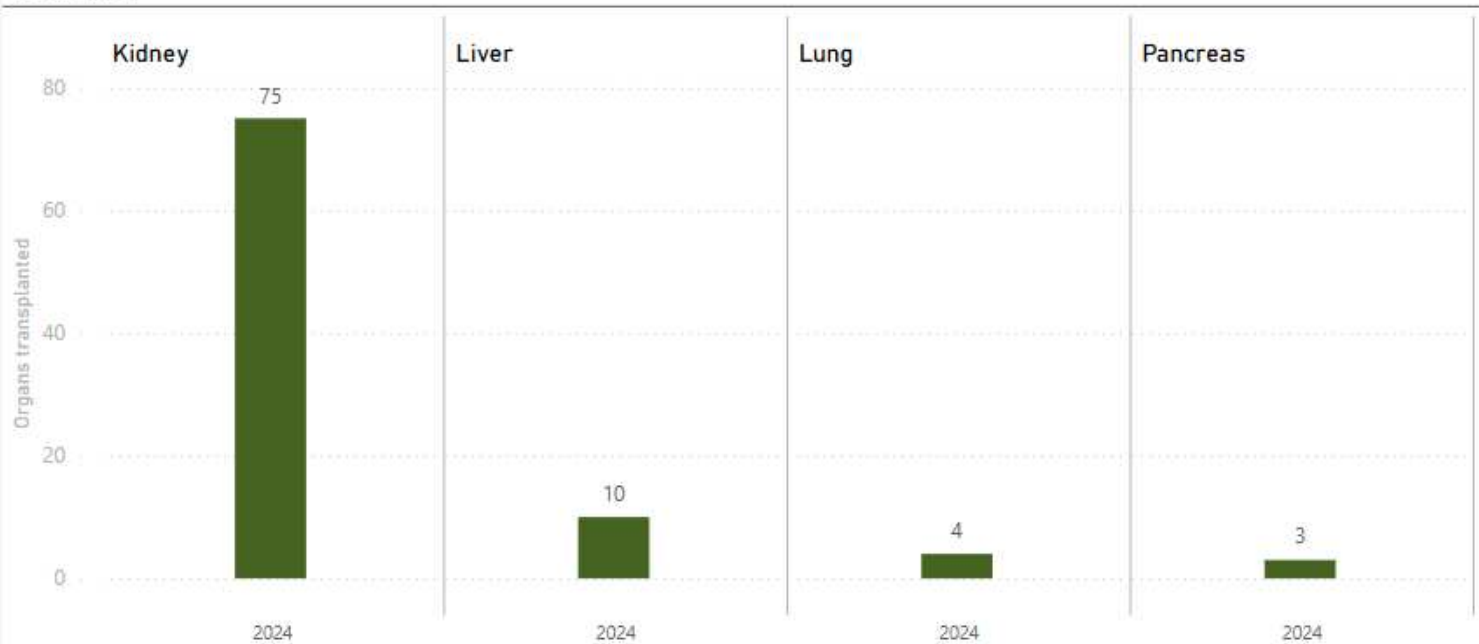
Organs Transplanted

Yearly trend



Organs Transplanted

Yearly trend



NEW PROCESS IN 2022

INTERNAL INDIANA DONOR NETWORK-4 TEAMS

Organ Services

Family Services

Hospital Services

Referral Response

EXTERNAL HOSPITAL EFFECT- FEEDBACK

DONOR COUNCIL DISCUSSION – HOSPITAL



**8 Rapid DCD Cases with
27 organs transplanted**



DEBRIEF – INTERNAL



PROCESS OUTLINE

Referral Tiger Forum

- HAOC sends priority message to organization notifying that we are beginning a rapid DCD case
- OAOC ensures Director, Organ Services/designee and SRS TL are in the forum
- HAOC is responsible for notifying FOC, initiating order set, contacting OR charge/securing OR time, securing a declaring & ensuring VL is screening for tissue

Important Details

- OAOC is passed to Director, Organ Services/designee
- MOC begins assisting AOC w/ rapid DCD tasks
- OAOC initiates 'Clinical Tiger Forum' including OAOC, ILC SOC, MOC, SRS TL, ORCs/ACCs dispatching to case

Clinical Tiger Forum

- OAOC sends summary of case and delegation of tasks
- **OAOC/MOC tasks:** dispatching staff, LBE and/or LLT, obtaining two ABOs, securing WDMT note, securing COVID, ensuring DCD policy is attached
- **ILC SOC tasks:** sending organ offers, working on flight needs and communication
- **SRS TL tasks:** dispatching staff (expectation is for team to always pack for abdominals and thoracic)
- **ORC/ACC tasks:** traveling to donor, drawing blood, completing a UA, delegating research to off-site/non-dispatched ORC, securing a recovering surgeon

HIPAA COMPLIANT MESSAGING-RAPID EXAMPLE

< 2... ALLW158 Riley XB NonDD

MN **PRIORITY MESSAGE** Monday, Dec 23

Madison Whiles

Yes - this will be a rapid. ORCs will be Haley and Kelly. They will be headed onsite shortly. I will update with tasks momentarily.

7:50 AM • 16 days left

CC Christy Cannon

I can help with OR and declaring

7:52 AM • 16 days left

MN Madison Whiles

That would be great - thanks Christy!

7:52 AM • 16 days left

JB Jean Burkert

Calling coroner

7:53 AM • 16 days left

KK Kristin Kroft

Mariah has secured a declaring

7:53 AM • 16 days left

1

MN Madison Whiles

Mariah - can you ensure a WDMT note is completed, request x2 ABOs, and a Covid NP?

11:20

< 2... ALLW158 Riley XB NonDD

JB Jean Burkert Monday, Dec 23

Will be coroner case. Please have nurse call Marion county coroner for more details needed.

317-327-4744.

8:02 AM • 16 days left

MF Mariah Freel

MD Hobson states outgoing call was made to MCCO and they are awaiting a call back.

8:03 AM • 16 days left

KK Kristin Kroft

Christy is calling OR now. Mariah will also upload policies and facesheet

8:04 AM • 16 days left

1

CC Christy Cannon

No need for anesthesia ?

8:08 AM • 16 days left

MF Mariah Freel

WDMT note requested. Facesheet and policies uploaded. ABOx2 and COVID NP ordered. MD would prefer 13:00 OR or earlier if possible. Awaiting call back from MCCO.

Write a message...

< 2... ALLW158 Riley XB NonDD

CC Christy Cannon Monday, Dec 23

OR set for 1300. Vanessa is charge and can be reached at 948-8102

8:15 AM • 16 days left

MN Madison Whiles

Confirmed - there is no need for anesthesia.

8:16 AM • 16 days left

JB James Brandenburg

Ppw complete, middle initial added to iTx and name/DOB now matches

8:17 AM • 16 days left

MN Madison Whiles

Will make a UNOS

8:18 AM • 16 days left

MN Madison Whiles

ALLW158

8:24 AM • 16 days left

JB James Brandenburg

Thanks! Working on UDRAs. Dad has to take a break and go down to the ER to get his BP checked so will resume those once they are back

< 2... ALLW158 Riley XB NonDD

WDMT note up. Monday, Dec 23

reviewed. I have also reviewed the DCD policy to include 120 minutes in OR post withdrawal with a mandatory 2 minute wait time after declaration.

9:08 AM • 16 days left

DG Desiree Gadson

Operative report from Lutheran EMR uploaded in attachments if need to review

9:19 AM • 16 days left

MN Madison Whiles

Thank you Desiree - much appreciated.

9:20 AM • 16 days left

JB Jean Burkert

ME page complete. No restrictions. Autopsy to follow.

10:06 AM • 16 days left

Saturday, Dec 28

NEW MESSAGES

Mackenzie Chumley

OR complete; kidneys for transplant; liver, panc and intestine for research

8:16 AM • 21 days left

PROCESS CHECKLIST



Medical Examiner Info
Preliminary Hemodilution
Contacts
Approach Information
Authorization Form
Med Soc List
Tissue Outcomes
Brain Stem Reflexes
DCD Information
Staff Tracking
Final Organ Disposition
ICD Codes

TRANSPORTATION

- Summary
- Detail

EVALUATION, DECLARATION AND AUTHORIZATION

	Date-Time	Staff	Item
-- ▾	mm/dd/yyyy - hh:mm	-----	FOC has called the lab to request hold of admission urine and blood; case note updated with staff you spoke with and outcome of request
-- ▾	mm/dd/yyyy - hh:mm	-----	If FPA, document of gift has been reviewed with available NOK and aligns with patient identifiers
-- ▾	mm/dd/yyyy - hh:mm	-----	MD notification of donation process has occurred or has been requested
-- ▾	mm/dd/yyyy - hh:mm	-----	FA II/FS leader auth/disclosure secondary review
-- ▾	mm/dd/yyyy - hh:mm	-----	If patient is not BD, WDMT note has been requested and uploaded
-- ▾	mm/dd/yyyy - hh:mm	-----	If WDMT note is not currently uploaded, status of request has been communicated with ORC staff
-- ▾	mm/dd/yyyy - hh:mm	-----	If BD, organ AOC has reviewed all needed documentation/uploads for review
-- ▾	mm/dd/yyyy - hh:mm	-----	Hospital has been provided a copy of authorization/disclosure paperwork for their billing process

-- ▾	mm/dd/yyyy - hh:mm	-----	*****IF RAPID DCD-COMplete THE FOLLOWING*****
-- ▾	mm/dd/yyyy - hh:mm	-----	IF THIS IS A RAPID DCD CASE, SELECT "YES"
-- ▾	mm/dd/yyyy - hh:mm	-----	Obtain hospital ABO and upload source documentation in attachments (Ideally 2 results)
-- ▾	mm/dd/yyyy - hh:mm	-----	Secure IDN/local surgeon for recovery and confirm availability
-- ▾	mm/dd/yyyy - hh:mm	-----	Obtain hospital COVID results, if applicable
-- ▾	mm/dd/yyyy - hh:mm	-----	WDMT noted requested and source documentation uploaded in attachments
-- ▾	mm/dd/yyyy - hh:mm	-----	DCD hospital policy requested and uploaded in attachments
-- ▾	mm/dd/yyyy - hh:mm	-----	Coroner has been notified and ME page complete (if coroner decline, appropriate escalation)
-- ▾	mm/dd/yyyy - hh:mm	-----	Initial stability and order set discussion completed
-- ▾	mm/dd/yyyy - hh:mm	-----	OR charge contacted for notification and need for immediate OR time. Confirm availability and document OR time in iTransplant
-- ▾	mm/dd/yyyy - hh:mm	-----	Secure declaring MD/APP and confirmed OR time with provider
-- ▾	mm/dd/yyyy - hh:mm	-----	Vital Link communication of Rapid Case start to determine tissue eligibility
-- ▾	mm/dd/yyyy - hh:mm	-----	(ORC/ACC) I have confirmed that all available serology results have been verified and updated in iTransplant, Donornet, and Transnet.
-- ▾	mm/dd/yyyy - hh:mm	-----	(ORC/ACC) I have verified that serologies were placed in the correct documentation bag.
-- ▾	mm/dd/yyyy - hh:mm	-----	(2nd Verifier) I have verified that serologies were placed in the correct documentation bag.
-- ▾	mm/dd/yyyy - hh:mm	-----	(ORC/ACC) I have completed handoff with appropriate SRS to verify that documentation bags are complete and that kidneys can be shipped out when placed
-- ▾	mm/dd/yyyy - hh:mm	-----	(SRS) I have completed handoff with appropriate ORC/ACC to verify that documentation bags are complete and that kidneys can be shipped out when placed.





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Breaking Down Internal Silos

***John Stallbaum, Director of
Business Intelligence***



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104 Hospitals • 2 Transplant Centers
77,500 Square Miles



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Service Area

- Education
 - Mathematics & Business
- Roles at LON
 - Hospital Liaison
 - Hospital Services Manager
 - Client Services Manager
 - Director of Organ Services
 - Director of Business Intelligence

- Report writer who spoke reports
- Operations staff who spoke operations
- Led to disjointed, inaccurate, and low action data

- Business Intelligence Department created July 2024
- BI Initiative #1 – Foster Collaboration
 - We all need data, but aren't speaking the same languages
 - 25+ 1-on-1 meetings in the first month
 - Goals:
 - Open communication lines
 - Establish a shared vision
 - Create a baseline of knowledge
 - Improve BI resource utilization
 - Build a relationship

- Duplicated work
 - Department “tracking” tools
- Non-use or circumvention of BI resources
 - Report catalog updates
 - Half of the reports were ineffective, broken, or unnecessary
 - Manual data reporting - 30+ manual data processes identified
- Inefficient & ineffective data processes

- Post case processes
 - 8 unique tools across the organization manually mining data to track post case progress
 - Email heavy with a group focus
- Collaborated with department leaders and key staff
- Developed a new model and phased implementation plan impacting 8 departments
 - Currently 75% implementation with 100% by end of February

Tissue/Eye Audit

Alt CaseID	Status	HC	Req	Ser	ID	VP	Reg	Action Owner	Tissue Lead	QA Lead	Case Completion	Goal
250105001	Post-Case	0	1	0	1	1	1	Tissue	IsWa			12/30/99
241216019	Post-Case	0	1	1	1	1	1	Tissue	RaMu		12/23/24	12/31/24
241227008	Audit Corrections	1	1	1	1	1	1	Tissue	CoSa	CyMa	12/27/24	1/4/25
241228025	Audit Corrections	1	1	1	1	1	1	Tissue	JeLo	CyMa	12/29/24	1/6/25
250101015	Audit Correction Verification	1	1	1	1	1	1	Quality	CoSa	CyMa	1/1/25	1/9/25
250101021	Audit Corrections	1	1	1	1	1	1	Tissue	JeLo	CyMa	1/2/25	1/10/25
250102002	Post-Case	1	1	1	0	1	1	Tissue	RaMu		1/2/25	1/10/25
250101022	Post-Case	1	1	1	0	1	1	Tissue	RaMu		1/3/25	1/11/25
250102031	Audit Corrections	1	1	1	1	1	1	Tissue	MaCo	CyMa	1/4/25	1/12/25
250103018	Audit Corrections	1	1	1	1	1	1	Tissue	MaCo	CyMa	1/4/25	1/12/25
250103028	Audit	1	1	1	1	1	1	Quality	IsWa	CyMa	1/4/25	1/12/25
250102023 (O)	Post-Case	1	1	1	1	0	0	Tissue	MaCo	BeHo	1/5/25	1/13/25
250105034	Post-Case	1	1	0	1	1	1	Tissue	CoSa		1/6/25	1/14/25
241231010 (O)	Post-Case	1	1	1	1	0	0	Tissue	MiCu		1/7/25	1/15/25

Action Owner Tissue Lead

☐ Quality

☐ Tissue

BrDu	CaHa	CoSa	DoEd	IsWa	JeLo	KaSc	MaCo	MiCu	NiHi	PrSp	RaMu
------	------	------	------	------	------	------	------	------	------	------	------



Status

Audit	Audit Correction Verification	Audit Corrections	Post-Case
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Processor Request

CaseID	Processor	Request Status	Owner	Assigned	Goal
241009023	AlloSource	Pending	JoLe	11/1/24	12/21/24
241010011	Artivion	Pending	JoLe	11/1/24	12/21/24
241004012	RTI	Sent	TaMe	11/14/24	1/3/25
241004012	RTI	Sent	TaMe	11/14/24	1/3/25
241002009	RTI	Pending	JoLe	12/2/24	1/21/25
241122011	MTF	Pending	RaMu	12/12/24	1/31/25
241122011	MTF	Pending	RaMu	12/12/24	1/31/25
241126018	AlloSource	Pending	BeHo	12/13/24	2/1/25
241011011	LifeCell	Sent	TaMe	12/16/24	2/4/25
241128009	RTI	Pending	RaMu	12/16/24	2/4/25
241003022	MTF	Sent	TaMe	12/22/24	2/10/25
241003022	MTF	Sent	TaMe	12/22/24	2/10/25
241003022	MTF	Sent	TaMe	12/22/24	2/10/25
241003022	MTF	Sent	TaMe	12/22/24	2/10/25
241003022	MTF	Sent	TaMe	12/22/24	2/10/25
241003022	MTF	Sent	TaMe	12/22/24	2/10/25
241009023	LifeCell	Sent	TaMe	12/23/24	2/11/25
241021021	MTF	Sent	TaMe	12/23/24	2/11/25
241029010	MTF	Sent	TaMe	12/30/24	2/18/25
241123004	MTF	Sent	TaMe	12/30/24	2/18/25
241204005	AlloSource	Pending	JoLe	12/30/24	2/18/25
241119015	AlloSource	Pending	EmJu	12/30/24	2/18/25
241203028	AlloSource	Pending	JoLe	12/30/24	2/18/25
241201003	AlloSource	Sent	TaMe	12/30/24	2/18/25
241202006	AlloSource	Sent	TaMe	12/30/24	2/18/25



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Tool Sample

- 0 tracking tools & no time spent updating them
 - 0 group emails or assignments
 - Improved turnaround time
 - Increased staff satisfaction
-
- Process aligned across 8 departments

- Acknowledge that we have a shared problem
- Bring people together
- Get buy-in
- Open communication
- Executive support



Breaking Down Silos: Building High- Functioning Team for Mission-Driven Success



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855-NVDONOR (855.683.6667)

Tissue vs Organ

- History
- Opportunity
- Collaboration
- Changing the Narrative



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855-NVDONOR (855.683.6667)

The Future is Bright

- Huddle
- Donor Care Unit
- Support through Unity



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855-NVDONOR (855.683.6667)

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855-NVDONOR (855.683.6667)

A Special Thanks to Our Presenters



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Q&A

QUESTIONS & ANSWERS