

LifeSource

ORGAN, EYE AND TISSUE DONATION

Chief Operations Officer Job Description

March 2023



Organization Overview

LifeSource in Minneapolis, Minnesota, is seeking a healthcare leader to serve as its next Chief Operations Officer. This is an opportunity to strategically lead the operations of a dynamic healthcare organization with an extraordinary mission, a dedicated and collaborative workforce, and a strong reputation in the community and beyond.

Established in 1989, LifeSource is one of 56 organ procurement organizations (OPO) in the United States. This non-profit organization is dedicated to saving lives through organ, eye and tissue donation in partnership with hospitals, transplant centers, and tissue and eye processors. LifeSource serves the second largest geographical region, with more than seven million people across Minnesota, North Dakota, South Dakota, and portions of western Wisconsin.

LifeSource facilitates organ, eye and tissue donation by working in partnership with hospitals, supporting families, honoring donors' decisions, and educating the community about the impact of donation.

LifeSource's success is dependent on a trusted network of partnerships and community participation. Its team works with nearly 300 hospitals and nine transplant centers—as well as medical examiners, coroners and funeral directors—in the three-state service area to ensure every donor and family that wants to donate one's organs, eyes and tissues has the opportunity to do so.



Mission: LifeSource saves lives and offers hope and healing through excellence in organ, eye and tissue donation.

Vision: Everyone shares the gift of life.

Values: Respect. Accountability. Advocacy. Life. Innovation.

LifeSource is relentlessly pursuing a day where everyone in need of a life-saving organ transplant gets one. Scientific advancements, strong partnerships and a “test, learn, and adjust” mentality will lead the way.

The Opportunity

LifeSource is seeking an experienced healthcare leader to serve as its next Chief Operations Officer (COO), reporting to the Chief Executive Officer. This is an opportunity to lead transformational change in an organization with an extraordinary mission. This dedicated and collaborative leader must be ready to achieve aggressive goals in a rapidly evolving industry. This includes a commitment to achieving LifeSource's established goals:

- Save 1,000 lives through organ donation and transplant in 2027, an increase of 57% over any prior year to date. This will require a reimagining of the organ donation service delivery model and sustaining annual gains.
- Ensure LifeSource's workforce reflects the diversity of the community by 2025, meaning the percentage of people of color will need to reach 22% (up from 11% currently).
- Advocate to achieve equity in donation for communities of color and underserved communities.

A strategic and innovative change leader, the COO is responsible for operational leadership focused on generating clinical practice improvement to drive growth-oriented and tactical skillsets across the team. Success will require having a strong understanding of operational processes, awareness of the external clinical landscape, and knowledge of industry developments and standards. While the COO must be a mission- and values-driven leader, they will also need to be a skilled communicator and have the business orientation and financial acumen to leverage data and analytics for improved operational performance.

Equally important is an active listener who values and appreciates ideas and viewpoints of others, fosters an environment of equity, diversity and inclusion, and is inspirational and empowering of others.

As a member of the executive leadership team, the COO will drive innovative process improvement practices aligned with outcomes, metrics, performance measures, and strategic initiatives, and will uphold accountability and adherence to all regulatory and accrediting agency standards, as well as all internal organizational policies, procedures, and guidelines.

Specifically, the COO will:

Provide oversight and strong organizational leadership necessary for operational success of internal key work systems and processes, applying key performance measures to oversee effectiveness and meet organizational objectives.

- Executive oversight and guidance of operational systems, processes, and practices for organ donation, tissue and eye services, donor services center, and hospital services to ensure fulfillment of strategic goals with an equity-centered focus aligned with the organizational mission.
- Deploy innovative, process improvement methodologies and leadership to drive initiatives aimed at increasing and expanding donation.
- Establish expectations for results oriented interdisciplinary teamwork of leaders to ensure meeting organizational objectives, overall departmental goals, and annual departmental action plans.
- Support, lead, and inspire the development and care of a positive culture that has equity at the core.
- Develop, lead, and support professional development and growth toward achievement of personal and departmental goals.
- Execute administrative functions related to recruitment and selection; scheduling and job assignment; training and development; counseling and coaching; appraisal and recognition; and compensation, promotional, and disciplinary actions in accordance with existing policies and procedures.
- Prepare annual operational and departmental budget, setting expectations and leading by example financial stewardship of organizational costs, financial commitments, and assets.

Effectively engage in relationship management with partners and customers, supporting programs aimed at ensuring satisfaction and engagement to drive strategic initiatives.

- Develop and maintain effective working relationships with key transplant center customers. Collaborate with Director of Transplant Center Relations to maximize effectiveness of organ clinical operations.
- Focus on strategic opportunities of hospital donation program needs, market trends, and physician engagement expectations to maximize organ, eye and tissue donation programs.
- Exhibit an understanding of the intersection of the operations of donation partners and the donation process, including responding to referrals, supporting families and hospital teams, and conducting family discussions.
- Engage in responding to feedback from listening methods to drive improvement of the donation experience.
- Seek best practices in donation through participation in national or regional industry meetings and events. Deploy or implement best practices as appropriate.
- Develop strategic initiatives to leverage networks, identify new partners, increase donation opportunities, and strengthen relationships with established partners.

Ensure execution of business operating responsibilities to support operational functions of key work responsibilities within the Organ Procurement, Tissue Services, Donor Services Center, Transplant Center Relations, and Hospital Services departments.

- Actively participate on the Executive Team providing valuable meeting content, contributing to organizational initiatives, and providing important insights on key decisions.
- Demonstrate operational expertise throughout strategic planning, providing insight and expectations for key work processes, partners, and customers. Drive the establishment of organizational goals, defining measures to monitor progress.
- Lead effective integration and execution of performance excellence measurement and analysis to support cycles of evaluation, learning, and growth in achievement of organizational outcomes.
- Engage in activities, meetings, and initiatives with professional associations and governmental agencies such as Centers for Medicaid and Medicare Services (CMS), Food and Drug Administration (FDA), United Network of Organ Sharing (UNOS)/ Organ Procurement Transplant Network (OPTN), Association of Organ Procurement Organizations (AOPO), America Association of Tissue Banks (AATB), Eye Bank Association of America (EBAA) as appropriate.
- Provide operational information and support to the LifeSource CEO, Board of Directors, and Board Committees.
- Provide support in planning and managing of Leadership Team as defined in the COO succession plan.

Qualifications

Candidates must possess the following combination of education, experience, and leadership qualifications to achieve business imperatives, as well as demonstrate competencies and a leadership style supportive of our culture.

Education and Work Experience

- Requires a combination of education and experience equivalent to 15 years of healthcare, organ, eye or tissue donation, or transplantation responsibilities. Master's degree desired.
- Demonstrated ability to build, maintain, motivate, influence, and achieve cooperation with both internal leaders and external partnerships.
- Deep experience in healthcare and keen understanding of healthcare dynamics including regulatory requirements, policies, standards, and factors impacting costs and revenue.
- Knowledge of compliance and regulatory requirements. Familiarity with OPO policies and regulatory oversight is preferred.
- Innovative thinker with creativity to find new and efficient ways to save more lives and advance equity, diversity, and inclusion in donation.

- Operational savviness with proven ability to establish priorities, lead transformational change, improve processes, and achieve measurable outcomes against goals with the use of critical thinking, analytical skills, and problem-solving capabilities.
- Excellent written and verbal communication, organizational, and interpersonal skills are essential.
- Must be organized, detail oriented, self-directed, motivated contributor with ability to function autonomously and effectively lead, to execute reasonable and sound decision making.

Personal Characteristics and Leadership Skills

- An authentic, relational person who is strong at building and maintaining effective relationships with a wide range of internal and external stakeholders.
- A leader who is a naturally warm and thoughtful person, who recognizes the deep emotional nature of this work and brings a compassionate, culture-first mindset, strong mission orientation, and exceptional interpersonal, communication, and listening skills.
- A self-assured leader with a strong sense of presence and self-confidence who has the ability to develop an informed perspective and respect the perspectives of others.
- A humble yet confident leader who is transparent, direct and firm in setting organizational direction, and brings tempered patience and perseverance to achieve success.
- A leader with the ability to translate strategy and vision to actionable objectives while integrating equity, with a readiness and willingness to take calculated risks and initiate change to drive optimal performance and establish the organization as "best in class".
- A "leader coach" who readily provides coaching, guidance, and support to team members, focuses on collective learning, and brings a "focused forward" mindset to the work.

Goals and Objectives

The next COO will secure LifeSource's brand as a nationally recognized OPO and an industry benchmark for excellence. The following goals and objectives have been identified as key priorities for this position:

- Leverage deep experience in healthcare and/or the OPO space—to ensure success within a highly-regulated environment during times of significant change and transformation.
- Establish optimal, credible working relationships with external stakeholders; relationships based on trust, collaboration, and mutual support, driving effective processes to ensure alignment between internal teams and external healthcare partners.
- Define and develop a business model that is adaptive to industry changes and aligned to achieve LifeSource's mission, vision, and strategic objectives.
- Improve existing capabilities, develop new products and services, and identify and leverage new technologies and best practices.
 - Optimize organ and tissue donation and utilization.
 - Increase donations and transplants.

- Achieve CMS metrics.
 - Expand geographical reach.
 - Expand revenue stream through new capabilities.
 - Increase donors of color.
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- Engage in activities and initiatives related to organizational culture, workforce development, and engagement, including integration of equity, diversity, and inclusion practices.
 - Educate, motivate, and inspire change. Articulating short- and long-term vision, direction, and strategic plan for sustainable business growth.

LifeSource is committed to creating a diverse, inclusive, and welcoming workplace with opportunities for all individuals to thrive. LifeSource is an equal opportunity employer and strongly encourages BIPOC, LGBTQIA+, veterans, persons with disabilities, members of marginalized communities, and non-traditional applicants to apply.