Case Study:
LifeShare Network

Using DeGarmo's Talent Assessment Strategy to Increase Non-registered DCD Authorizations

Headquarters: Oklahoma City, OK

Industry: Healthcare, Non-profit

LifeShare Network, Inc., serves as the parent company for LifeShare Transplant Donor Services of Oklahoma, Inc., the only federally authorized Organ Procurement Organization (OPO) for the state of Oklahoma, LifeShare Tissue Services, Inc., and LifeShare Innovations, LLC. The LifeShare Network and its subsidiaries exist with community support from the LifeShare Foundation, Inc., The LifeShare Network, Inc., serves as the administrative resource to its subsidiaries allowing them to focus on their primary functions of procuring more organs and tissue resulting in more lives saved.

Overview

Recent research conducted by DeGarmo in cooperation with 38 OPOs identified the behavioral traits that moderate one's success in obtaining donor family authorizations. The implications of the research suggest separating family support and donation advocacy responsibilities of the Requestor role among staff members in a manner consistent with their underlying behavioral profiles. This represents a considerable shift from the traditional talent strategy of most OPOs. LifeShare Network embraced this challenge and were early adopters of a new vision for how conversations with donor families should be managed. The goal is to increase authorization rates and save more lives annually through the application of talent science.

Talent Strategy Changes

The multifaceted nature of the Requestor's responsibilities requires a unique blend of characteristics to navigate the complex and demanding challenges inherent in facilitating organ donation. For most OPOs, the role of the Requestor includes both family support and donation advocacy responsibilities, necessitating a dynamic set of skills and personality traits.

When the behavioral correlates of donor family authorizations were studied, it was clear that Requestors with the highest donation authorization rates were more influential and less empathetic in facilitating family conversations. They also were more stress tolerant and independent relative to other traits. This finding is inconsistent with family support demands which are highly dependent on compassion and cooperation to build and maintain trust.

As a result, it was suggested that OPOs separate these responsibilities and place individuals into roles based on their unique interpersonal strengths - determined in part by an objective behavioral assessment.

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Kim Gillespie
Director of Hospital Development & Family Services

Implementation

According to Kim Gillespie, Director of Hospital Development & Family Services, LifeShare Network worked with staff to place them into Donation Advocate or Family Support roles after reviewing their assessment results and getting employees' feedback about where they thought they fit best. "There was a little convincing needed for some individuals on what we thought would be a better fit for them, and…from them telling us what position they thought would be better." shared Gillespie.

Almost immediately there were some challenges related to overall demand for Donation Advocates. To alleviate capacity issues, some Family Services team members would occasionally supplement conversations with registered donor families, or in situations where little pushback was expected as part of donation conversations.

Gillespie suggested that implementation also provided an opportunity to better support donor families. "The Family Services team loved being able to support the families more. They were able to be there 3 or 4 hours before the OR and really support the family with what they were going through".

> *"It took our non-registered DCD authorization rate from 49% to 65%..."*

Impact

The results demonstrated a significant impact for the new talent strategy. According to Gillespie "It took our non-registered DCD authorization rate from 49% to 65% just by having our Donor Advocates request more often for DCDs and conversations overall". The change in authorization rates reported represents a 25% improvement over historical performance, and translates to saving and extending dozens of additional lives during the 3-month study.

As with any organizational change initiative, there were obstacles to overcome, and lessons learned along the way. "Ultimately, we're thrilled with the progress of the Donation Advocates and their authorization rates" shared Gillespie. This case study adds to the growing research base that supports the separation of family support and donation advocacy responsibilities. It seems clear that the success profile of the Donation Advocate depends on a different set of behaviors to achieve authorization than what has historically been prioritized by OPOs. Talent practices within OPOs should focus on recruiting and selecting individuals who are more likely to be successful in inspiring families to authorize organ donation based on their behavioral strengths.

What is DeGarmo?

DeGarmo is a recruitment, assessment and consulting organization that has provided services globally for more than 25 years. DeGarmo helps organizations identify the best talent in less time through recruitment optimization, superior assessments, and predictive analytics. Our solutions provide the talent intelligence you need to make better selection decisions, support effective coaching, and drive the development of your people.

With talent insights from DeGarmo, you can more effectively build talent pipelines and support the long-term growth of your business.