

## Hospital Development On Demand Group Orientation Program Outline

### About Hospital Development (aka Hospital Services)

Hospital Development (HD) is a specialized role within the Organ Procurement Organization (OPO). This role is crucial to the implementation and refinement of the organ, eye, and tissue donation process in the hospitals. A robust foundational knowledge of the regulatory framework and standards of practice of organ, eye and tissue donation and transplantation, coupled with the soft skills to perform the role are crucial to the success of creating hospital ownership of the donation process and to help them reach their donation potential.

### About the On Demand Orientation Group Program

The program equips the newly hired HD coordinator or manager with no OPO background, by providing them with the fundamental knowledge and skills needed to assess the hospital's needs, establish and implement process improvement activities, effectively communicate with hospital partners, and the ability to build strong relationships and trust throughout the hospital with an ultimate goal to improve donation processes and rates.

The program is available on demand when OPOs hire new HD coordinators or managers. The trainee will likely meet HD orientees from other OPOs during the training sessions. The program is designed to provide the theory, while the OPO provides a local preceptor to show the orientee the local specific practices and expectations. The program is administered over a course of eight full days of training. Typically, the orientee would attend one day of training a week in order to provide enough other days to see the donation process and HD activities in practice with their local preceptor. This training results in approximately 50 hours of didactic training. A pre and post-program test is conducted in order to assess the orientee's progress and learning and to provide orientation training documentation for the employee file. Additionally, the orientees must develop a strategic plan for an assigned case scenario, which will be presented on the final day of training. This exercise is conducted to assess critical thinking skills and application of theory to practice.

- The curriculum is led by highly experienced instructors, ensuring a robust baseline knowledge for trainees.
- The training is conducted online via video-conferencing, allowing for a saving costs in travel expenses.
- Utilizing this program, frees-up the OPO from having to invest the time to develop and conduct the didactic training.
- The OPO will receive a certificate of completion for the new hire's employee file and will be able to identify the progress made after the completion of the orientation through a pre and post-test scorecard.

### Hospital Development On Demand Group Orientation Logistics & Curriculum

The eight days of training will be conducted during an 8-9-week period. It is recommended to start the orientee in this program as soon as they are hired. No prior experience or exposure to the role is needed.

**NOTE:** It is highly recommended that the orientee shadows various aspects of the donation process for brain death and donation after circulatory death during the first couple of weeks of orientation. Shadowing referral intake, referral response, the approach, donor management, organ recovery and aftercare. This will allow the new coordinator to understand what the process looks like from beginning to end and will provide greater relevance to the HD processes and responsibilities.

The curriculum is outlined on the following pages:

<b>Day 1</b>	<b>Historical Perspective &amp; Donation after Brain Death</b>
<p>By the end of the session the orientee should be able to</p> <ul style="list-style-type: none"> <li>* Recount the history of donation and transplantation</li> <li>* Identify key historic occurrences in donation and transplantation</li> <li>* Describe the purpose of the National Breakthrough Collaboratives</li> <li>* Provide an overview of the referral to recovery process of a potential donor</li> <li>* List the types of causes of brain death (BD)</li> <li>* Describe the physiological process resulting in BD</li> <li>* Identify the BD declaration process and the elements of testing</li> <li>* Outline in detail the DBD process and identify both the OPO and hospital's roles within the process.</li> <li>* Recognize the various aspects of a patient's chart relevant to the donation process</li> </ul>	
<b>Day 2</b>	<b>Donation after Circulatory Death &amp; The Hospital Environment</b>
<p>By the end of the session the orientee should be able to</p> <ul style="list-style-type: none"> <li>* Identify patient which might have the potential to be a donor after circulatory death (DCD)</li> <li>* Outline in detail the DCD process and identify both the OPO and hospital's roles within the process.</li> <li>* Discuss the role of the ME/Coroner in relation to donation and identify the related regulations</li> <li>* Identify the hospital departments most likely to be involved in the donation process</li> <li>* Outline the hospital hierarchy structure and the individuals who may be involved in the donation process</li> <li>* Describe the common culture and shift schedules of the units involved in donation and appropriate etiquette when interacting with these units</li> </ul>	
<b>Day 3</b>	<b>The Role of Hospital Development</b>
<p>By the end of the session the orientee should be able to</p> <ul style="list-style-type: none"> <li>* Explain the rationale and necessity for an Affiliation Agreement/Memorandum of Understanding with the hospital</li> <li>* Describe the difference between key contacts and champions</li> <li>* Identify roles in the hospital that could be instrumental as donation champions</li> <li>* Discuss how to identify and develop these donation champions</li> <li>* List the hospital policies required to support the donation process</li> <li>* Identify the meetings needed in the hospital to institute and improve the donation process</li> <li>* List various types of approaches to educate the hospital team about the donation process</li> <li>* Identify the purpose of a hospital strategic plan</li> <li>* Describe how to create a strategic plan</li> <li>* Discuss how to utilize a hospital strategic plan to improve outcomes</li> <li>* Describe the purpose and how to engage hospitals in Donate Life activities</li> <li>* Identify the meaning and describe the value of real-time HD/HS</li> <li>* Discuss the purpose of and how to conduct After Action Reviews</li> <li>* Identify how to utilize After Action Review findings</li> <li>* Discuss the purpose of Medical Record Reviews</li> <li>* Explain HD's role in relation to Medical Record Review finding follow-up</li> <li>* Identify the first things first and conduct a basic analysis of what is and what is not working?</li> </ul>	
<b>Day 4</b>	<b>Regulatory Framework for Donation Part 1 &amp; Communicating in the Hospitals</b>
<p>By the end of the session the orientee should be able to</p> <ul style="list-style-type: none"> <li>* Identify the Conditions of Participation related to hospitals and OPOs</li> <li>* Describe the genesis of various federal regulations that lead to the Final Rule</li> <li>* Define the difference between CMS regulations and UNOS policies</li> <li>* Describe the differentiation between organ and tissue regulatory requirements.</li> <li>* Describe basic principles for communicating with various roles within the hospital             <ul style="list-style-type: none"> <li>* C-Suite</li> <li>* Middle-management</li> <li>* Frontline staff in various units</li> <li>* Physicians</li> </ul> </li> <li>* Describe and Demonstrate AIDET and SBAR communication models</li> </ul>	

<b>Day 5</b>	<b>Regulatory Framework for Donation Part 2 &amp; Role of HD in Instituting Donation Process</b>
<p>By the end of the session the orientee should be able to</p> <ul style="list-style-type: none"> <li>* Discuss the genesis and status of the UAGA and UDDA and its relevance to donation</li> <li>* Describe the impact of a registered donor in relation to the donation process</li> <li>* Identify accrediting organizations setting standards for OPO and hospitals</li> <li>* Identify and describe the entire regulatory framework for donation.</li> <li>* Explain the role of HD/HS in relation to instituting the donation process, from referral to recovery and follow-up</li> <li>* Describe HD strategies to accomplish the institution of these processes</li> </ul>	
<b>Day 6</b>	<b>Data Interpretation and Analysis</b>
<p>By the end of the session the orientee should be able to</p> <ul style="list-style-type: none"> <li>* Identify which definitions are set and which ones may be defined differently among OPOs and why</li> <li>* Identify the definition of donor potential</li> <li>* Define Eligible death</li> <li>* Define Imminent Neurological Death</li> <li>* Define the traditional vs. the collaborative conversion rate</li> <li>* Discuss referral rate, timely referral rate, effective requestor rate, etc.</li> <li>* Identify OTPD and the O:E measure and explain the difference</li> <li>* Discuss the correlation of data to processes (including MRR findings, dashboard data, and other data available)</li> <li>* Demonstrate how to use data creatively to increase hospital performance</li> <li>* Identify where to find other relevant data available on the OPTN and SRTR websites.</li> </ul> <p>(The new measures will be introduced as more clarity develops.)</p>	
<b>Day 7</b>	<b>Complex Situations, Survey Readiness &amp; Collaboration, Giving &amp; Receiving Feedback</b>
<p>By the end of the session the orientee should be able to</p> <ul style="list-style-type: none"> <li>* Correlate the data, regulations, and standards to the various portions of the donation process</li> <li>* Identify other resources available for assessing process improvement opportunities</li> <li>* Discuss complex donation process situations, such as John Doe, objections to FPA, and administrative authorization cases and identify the regulations that create the framework for navigating them</li> <li>* Identify the goals of OPO-Transplant center relationships</li> <li>* List activities that could be employed to engage hospitals</li> <li>* Identify the AOPO requirements for the role of HD/HS and how they correlate to the work of HD/HS</li> <li>* Explain how to help the hospitals to be prepared for their surveys (in relation to donation)</li> <li>* Identify signs of no collaboration</li> <li>* Describe strategies for collaborating with the hospital</li> </ul>	
<b>Day 8</b>	<b>Negotiations &amp; Conflict Resolution &amp; Case Scenarios</b>
<p>By the end of the session the orientee should be able to</p> <ul style="list-style-type: none"> <li>* Identify the role of HD/HS when negotiating and bridging OPO and hospital communication</li> <li>* Explain the importance of representing the mission of donation while actively listening to the hospital and navigating their concerns</li> <li>* Discuss techniques for diffusing potential conflict scenarios</li> <li>* Describe how to navigate a conflict scenario</li> <li>* Identify how to disagree with someone more powerful than you</li> <li>* Present the case-scenarios by incorporating all elements of the HD role</li> </ul>	