



EYE BANK EXPERIENCE

PROJECT SUMMARY

To Enhance and Expand the Eye Bank Experience
by creating educational videos for every operational department

Bruce Wang

Executive Summary

The goal of this project is to enhance and expand the Eye Bank Experience program. To accomplish this, we have identified departmental videos as the perfect delivery vehicle. With these videos, Christina Psalms, our Director of Business Development, can expand the Eye Bank Experience, beyond Seattle, to one of our many regional labs. In addition, the videos provide an easy kickoff point for the fellows and departmental experts. When no departmental experts are available, Christina can use these videos as an effective stand-in.

The Eye Bank Experience is a program ran by Christina Psalms. It started in 2012 and seeks to bring corneal fellows from around the US to our HQ in Seattle. Here, they get an in-depth look at the Eye Banking process by:

- Touring the facility
- Interacting with staff
- Getting hands-on experience with products and tissue

Since 2012, close to 100 fellows has gone through this program and CorneaGen has been able to build lasting relationships and created advocates for our organization.

The challenge with this project is the massive production scale – 9 operational departments with 30+ participant staff – and limited budget. A simple estimate of what it would cost to hire an outside vendor range between **\$45,000 to \$350,000**. In the end, the only option that made sense is to take the entire production **in-house**. Bruce Wang, our marketing automation specialist, has shown strong initiative and the necessary competencies, through other in-house videos projects for CorneaGen and SightLife, to carry out a project of this size to fruition.

The core team members for this project include:

- Christina Psalms – Project Sponsor
- Bruce Wang – Project Manager, Director, AV Tech, Editor, Animator
- Katie Sachs – Script Editor

Pre-Production started in early 2019 until the end of August 2019. Production kicked-off in September 2019 and will continue into March 2020. Post-Production started almost as soon as the first departmental video was shot in September 2019 and will continue weeks after the final video is shot.

Nearly **800 man-hours and 30+ staff participated** in this monumental project and we have successfully created **over one-hour of high-quality content** for the Eye Bank Experience. Feedback from Fellows who has seen the videos were all extremely positive. Internal feedback from departments who worked on the videos were also very positive.

We are elevating the Eye Bank Experience to the next level and shown how **CorneaGen is dedicated to surgeon education**. We look forward to expanding this program to include more corneal fellows across the country.

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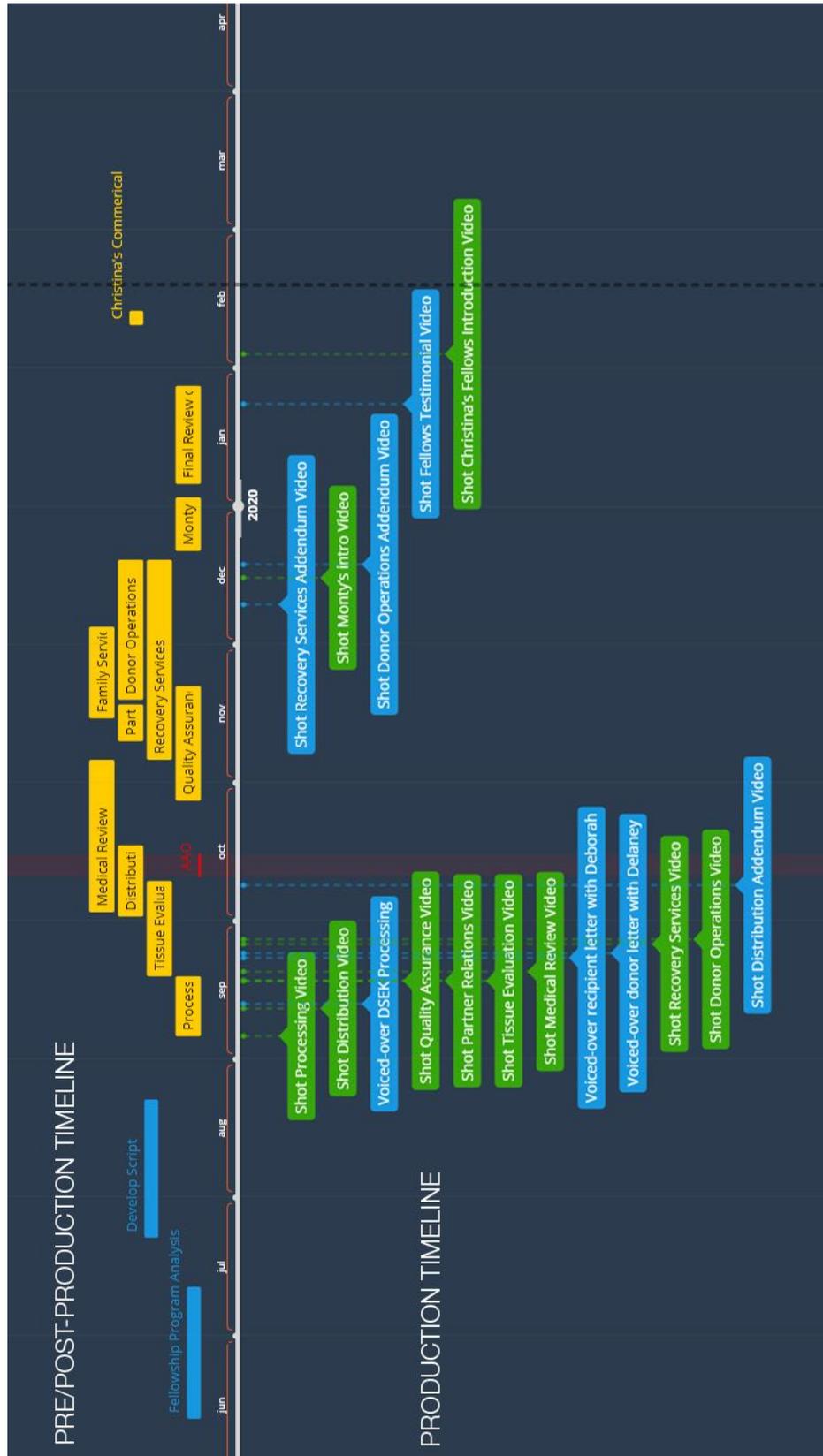
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Project Timeline



Project RACI Chart

Activity	Script		Processing Video		Distribution Video		Tissue Evaluation		Medical Review		Partner Relations		Quality Assurance		Family Services		Recovery Services		Donor Operations		Money's Intro		Christmas's		Global Video		Mission	
	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R
Individual																												
Bruce Wang	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R	AR	R
Kate Sachs	C	R	I	C	I	C	I	C	I	C	I	C	I	C	I	C	I	C	I	C	I	C	I	C	I	C	I	C
Christie Paines	C	AR			AR			AR			AR			AR			AR			AR			AR			AR		
Patrick Conrick	C	C	R	C	C	R	C	C	R	C	C	R	C	C	R	C	C	R	C	C	R	C	C	R	C	C	R	C
Heather Da Silva	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Jennifer Pentacost	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Mimi Chau	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Karina Capuzzo	C	C			A	R	C	R			A	R	C	R			A	R	C	R			A	R	C	R		
Sherry Anderson	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Josh Moore	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Christina Cooper	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Wilbeth Hojo	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Rebecca Grossman	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Amyer Ballout	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Dani Sarb	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Austin Ingozako	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Brittany Cross	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Maggie Schaltenbrandt	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Lily Silver	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Random Water	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Rosalic Corrigan	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Menny Moynrya	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Jessica Moore	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Joie Noah	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Adam Taggadin	R	R			R	R			R	R			R	R			R	R			R	R			R	R		
Amy Pearson-Walks	R	R			R	R			R	R			R	R			R	R			R	R			R	R		
Samara Andrade	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Julesa Becerra	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Nashira Mashar	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Noah Simpson	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Andrea Callis	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		
Karen Inadd	C	C			C	R	C	C			C	R	C	C			C	R	C	C			C	R	C	C		

KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed

Video Screenshots

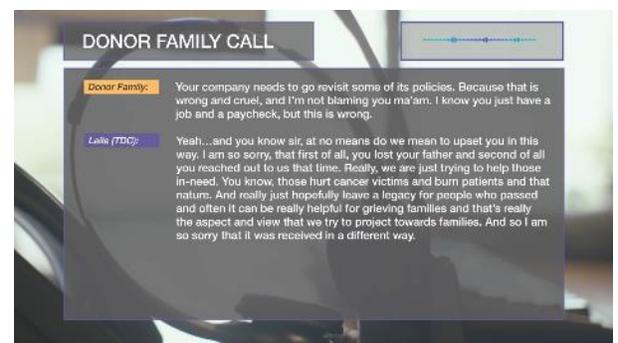
Eye Bank Experience Preview (2:27)



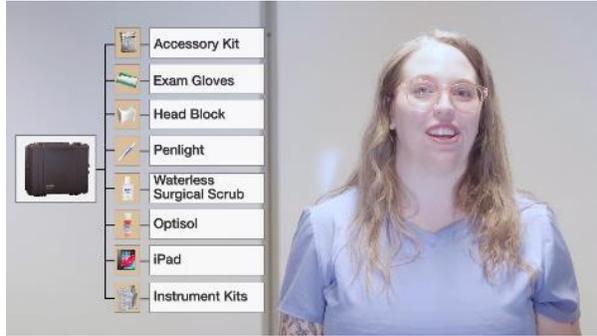
Introduction (1:04)



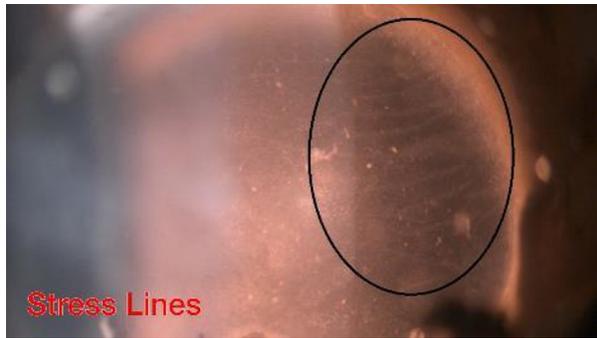
Donor Operations (11:21)



Recovery Services (9:17)



Tissue Evaluation (3:56)



Medical Review (4:04)



Tissue Processing (11:28)



Distribution (8:03)



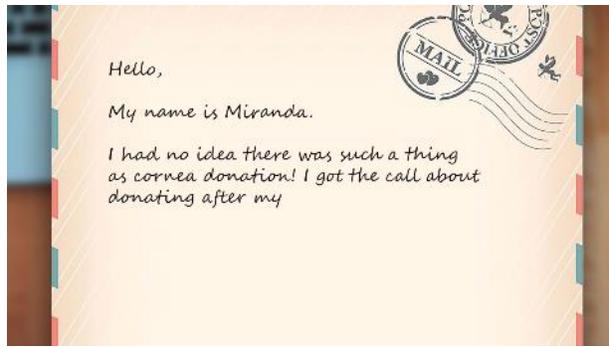
Quality Assurance (3:43)



Partner Relations (3:48)



Family Services (8:41)



Project Initiation

This Project came about as a series conversation between me and Christina. In June 2019, I began work on a thorough **analysis of the Eye Bank Experience**. I completed the report by mid-July and what I found was an **astounding return on investment** that bested all our current education efforts.

With the report in hand, I was confident that putting significant time and resources behind this program would be a great investment. Christina’s vision is to create a **series of departmental videos** that would initialize and supplement conversations between the fellows and department experts. This **involved 9 departments**: Donor Operations, Recovery Services, Tissue Evaluation, Medical Review, Tissue Processing, Distribution, Quality Assurance, Partner Relations, and Family Services.

Based on Christina’s requirements, it is estimated the cost of a production would be in the **range of \$45,000 to \$350,000**. Unfortunately, even on the low-end, the marketing department does not have the necessary discretionary funds. In addition, this program has just piqued the interest of organization leaders, but additional funding for this project would be non-existent in 2019. Therefore, the only option we had was either to wait until funding is allocated or take the initiative and **produce the videos in-house**. Christina has seen previous videos created by me and believed I had the necessary skills needed to bring this project to fruition. I accepted her challenge.

Bruce’s Qualifications

Corporate Video

In 2017, when CorneaGen spun out of SightLife, an opportunity came up to create an updated corporate video. I jumped at the chance to further leverage my photography knowledge into video production.



The ending video came out well for the equipment and knowledge I was working with. You can watch that video on “Our Story” page or <https://vimeo.com/369387074>.

Live Talks/Demos

Since then, I have filmed over 20+ live talks and demos at both ASCRS and AAO.



DSAEK Processing

In January of 2019, Scott Davis, VP of International, requested that we do a DSAEK processing Video for the Japan Cornea Conference.



LifeNet Health

More recently in July 2019, I created a video in association with SightLife for their donation celebration in conjunction with LifeNet Health.



Pre-Production

Script

Back in 2017, Miranda Greenberg, from learning and development, made a series of low-quality hand-held videos for Immersion. These videos provided me with starting content for the script. Unfortunately, the original scripts of these videos were lost, or never created in the first place. Therefore, I had to transcribe each video by hand to form the foundational content for:

- Recovery Services
- Medical Review
- Tissue Processing
- Partner Relations
- Family Services
- Quality Assurance

For the other departments, a whole new script must be crafted for them specifically. I met, one-on-one, with departmental experts and Christina to create a script that would work for this program. In addition, I went one-step further and did **deep dives** into departmental critical functions for:

- Donor Operations
- Recovery Services
- Tissue Processing
- Distribution

After the rough draft of the script has been created, Katie worked with each department to review and revise the script. After One month of work, a final script is completed.

Identify On-screen Speakers

We reached out to departmental leaders to see who would be willing to be the on-camera speakers. Some decided to do it themselves, others decided to open it up to the entire department. Below is a list of all staff members who contributed to the video:

- **Eye Bank Experience Preview**
 - Christina Psalms (Speaker)
 - Krishna R. Surapaneni (Speaker)
- **Introduction**
 - Monty Montoya (Speaker)
 - Jessica Moore (Coordinator)
- **Donor Operations**
 - Maggie Schaltenbrand (Speaker)
 - Lily Silver (Speaker)
 - Random Water (Speaker)
 - Rosalie Corrigan (Speaker)
 - Austin Nagasako (Subject Matter Expert)
 - Brittany Cress (Subject Matter Expert)

- **Recovery Services**
 - Ameer Ballout (Speaker)
 - Dani Sarb (Speaker)
 - Greg Wonder (B-Reel)
 - Thomas GraumanDay (B-Reel)
- **Tissue Evaluation**
 - Mimi Chau (Speaker)
- **Medical Review**
 - Katrina Capuzzo (Speaker)
 - Karina Sills (B-Reel)
- **Tissue Processing**
 - Patrick Conrick (Speaker)
 - Ryan Balent (Speaker)
- **Distribution**
 - Heather DaSilva (Speaker)
 - Jennifer Pentacost (Speaker)
- **Quality Assurance**
 - Christina Cooper (Speaker)
 - Wilbeth Flojo (Speaker)
 - Brandy Allen (B-Reel)
 - Gary Virdell (B-Reel)
- **Partner Relations**
 - Sherry Anderson (Speaker)
 - Josh Moore (B-Reel)
- **Family Services**
 - Rebecca Grossman (Speaker)
 - Delaney Fry (Speaker)
 - Deborah Gholson (Speaker)

Scheduling

As project manager, I wanted to quickly push this project forward by scheduling **all 9 operations department videos to be shot in September 2019**. This sense of urgency was primarily due to the timing of the 2019 AAO, which was held in mid-October.

After the initial wave of shoots, **further addendums were shot in October and December**.

Project Cost

No equipment was purchased for this project. Everything we used were purchased previously. The largest cost is the number of man-hours – well over **800+ hours combined**. Luckily, many departments were very willing to help, and I worked on this as a side project to my main role.

B-Reel

B-Reels are supplemental videos that provides supporting imagery for your primary video. This creates more interest from the audience and cuts the monotony.

My process of deciding what type of B-Reel I need starts before the shoot. I first go and pull up the script. I carefully read through it and highlight parts of the script I would like to cut to B-Reel. From there, I would create a list of scenes that would best fit the script.

Storyboarding

For most department, a storyboard was unnecessary because the on-camera speaker does not have any action scenes. A simple B-Reel shot list would suffice. There were some exceptions. For example, the Recovery Services Addendum with Dani Sarb. The shoot for Dani is very complicated with her interacting with many different objects. To better visualize what will happen on screen during production, a scene-by-scene storyboard was created for this shoot.

Location Scouting

Scouting for good shoot locations is important. Since we did not have to do any on-location shoots, I looked around the office to find locations that would fit the following criteria:

- Relevant to department
- No distracting backgrounds
- Good consistent lighting
- Low noise levels
- Not obstructing hallway traffic



Production

After pre-production work is done, it's time for the main shoot. This is the "Production" phase of the project. There are several key things that happen during production and it is by far the shortest and most intense part of the project.

Setup



On the day of the shoot, we first connect with our speaker to make sure they are ready. I will then take our department cart and wheel all equipment to the shoot location to setup. I will then follow a checklist to ensure I do not miss anything.

ACTION

When all the prep work is done, the actual shoot will begin. **We will do 3 takes on average.** This is to ensure I have enough footage to work with in-case mistakes occur. There are also times where distracting background noise that needs to be cut. If I feel like there was a section with persistent problems, we will do a few takes on that paragraph to get a good take.

Equipment Breakdown

After the shoot, we thank the speaker and break down the equipment. The whole production process will **repeat itself for each of the 11 planned videos.**

Post-Production

After the production phase of each video shoot, I will save all audio and video files onto a hard drive. The files are organized to save time and confusion during editing.

Sound Editing

The first thing in my workflow is editing the sound. This will be handled in Adobe Audition. I will:

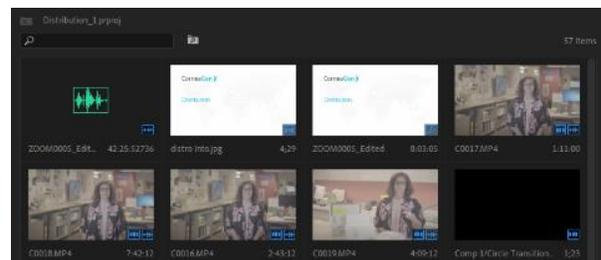
- Eliminate any persistent background noise like hums or hisses
- Eliminate any sharp sound spikes
- Normalize all voice volume so audience get a consistent experience



Video Editing

After the audio has been cleaned up and ready to go, I will load the following assets into Premiere Pro for editing:

- Footage from the shoot
- Cleaned up audio
- B-Reel videos
- CorneaGen title card
- Transition animation and sound effects
- Background music
- Video animations



All video and sound files will be loaded onto the timeline where they are synced. I will then review each of the takes to identify the best one and use that as foundation. I will then:

- Thoroughly review the video and fix any issues like background sounds, mispronunciations, or timing issues
- Insert the title and ending slides
- Insert background music
- Overlay B-Reel over parts I have identified in pre-production
- Insert transitions and sound effects whenever necessary
- Add in animations
- Color grade video

The average time spent on the editing phase is around **1-2 weeks per video**.

Review Process

After the initial round of editing is done, the primary stakeholder from each department will get a chance to review the videos for any issues to correct. Some minor issues can be easily fixed with a quick edit. A drastic issue may require additional shooting and content creation, like what we did for Donor Operations. Below is the list of videos and the revisions needed for each:

- Christina's Fellows Commercial (2 Rounds of Revisions)
- Monty's intro (2 Rounds of Revisions)
- Donor Operations (10 Rounds of Revisions)
- Recovery Services (10 Rounds of Revisions)
- Tissue Evaluation (7 Rounds)
- Medical Review (3 Rounds of Revisions)
- Tissue Processing (7 Rounds of Revisions)
- Distribution (9 Rounds)
- Quality Assurance (2 Rounds of Revisions)
- Partner Relations (4 Rounds of Revisions)
- Family Services (2 Rounds of Revisions)

Ultimately, each department's videos are approved by department leaders and lastly sent to Christina for final approval.

Final Results

In the end, the Eye Bank Experience project generated a total of **1:07:52** high quality video. The project **lasted over 11 months**, starting from July 2019 and is scheduled to wrap up in March 2020. When it was first initiated, few in the company knew of its importance. Over the coming months, it garnered the attentions of executives and the Medical Advisory Board. When this project was identified by the Marketing Department with **strategic value** in January 2020, it is already close to being wrapped up. This demonstrates Bruce's **foresight, initiative, and perseverance**. These videos represent a value of between **\$45,000 to \$350,000** to CorneaGen and will be used for not only the Eye Bank Experience, but also staff Immersion for years to come.

Let us look at some of the feedback from the Christina Psalms, key employee stakeholders, and fellows who has first-hand gone through the new program. In addition, screenshots of each video will be featured below.

Christina's Remarks

The new Eye Bank Experience represented a great leap forward in terms of content quality. What was once a drab and outdated PowerPoint are replaced with high quality videos with engaging animations. Inconsistent messaging from staff are replaced with in-depth videos that further facilitates the conversation. And finally, departments are no-longer dependent on the availability of 1-2 experts to conduct the session. We have successfully elevated the Eye Bank Experience to the next level.

I have run Eye Bank Experience since its inception in 2012. Nearly 100 fellows have experienced the program and they all loved it. Over-the-years, I noticed inconsistencies and restrictions that prevented the program from being the best experience we can offer. So, in 2018, I started thinking about ways to create a more portable and consistent experience for fellows. I surmised that the best method would be to create videos for each department to highlight their role and responsibilities in the eye bank process.

In 2019, I reach out to colleagues in marketing to gauge their interest and scope out work needed for this project. Bruce was initially intrigued but not convinced. Therefore, he set out and completed a full analysis for the program. The results he found convinced him that this would be a project worth dedicating significant time and resources towards.

His estimate of the project cost for an outside vendor ranges from \$45,000 to \$350,000. Unfortunately, my entire 2019 program annual budget is \$45,000. Therefore, hiring outside vendors is out of the question - the only option is to do it in-house.

11 months, 11 departments, and 30+ participants later, the Eye Bank Experience now have a full suite of videos from each critical department in the eye bank process. I was there every step from giving feedback to script development to final approval of each video. I saw, first-hand, the amount of work that Bruce has put into this project and am consistently amazed at the level of quality, detail, and creativity he brings to each video. I've also received high praise from fellows who just went through the updated program regarding the quality of the videos.

I, personally, had the pleasure of working on a preview video with Bruce to introduce the Eye Bank Experience to potential fellows who may be interested. Bruce created the initial script for me to review.

The filming was scheduled and shot smoothly. And the final edited video looks great with no additional changes necessary.

This project would not have been possible without Bruce's time and dedication. Through this project, I can attest that Bruce exemplifies all of CorneaGen's core values: Passion, Integrity, Responsibility, Quality, Innovation, and Customer/Partner Focus. It was my pleasure to work with him and I look forward to seeing more content he will create in our mission to eliminate corneal blindness by 2040.



Christina Psalms

Director of Business Development

Employee Survey

Near the end of the project, a survey was sent out to key department stakeholders and speakers regarding their experience with the project. Below are the questions asked:

1. How included do you feel with regards to the creation of the script? [NPS Score 0-10]
2. How competent do you feel the project team is during the actual video shoot? [NPS Score 0-10]
3. How seriously do you feel your feedback was taken during the review process? [NPS Score 0-10]
4. How much value do you feel the video adds to your department's presentation to staff and fellows? [NPS Score 0-10]
5. How satisfied are you with the quality of the final video? [NPS Score 0-10]
6. How likely would you recommend the project team to colleagues for future video projects? [NPS Score 0-10]
7. Is there anything that you feel the project team could've done better? [Text Field]
8. Is there anything else you would like us to know? [Text Field]

Below are the results from 11 respondents for the first six questions:

Name	Q1	Q2	Q3	Q4	Q5	Q6
Christina Psalms	10	10	10	10	10	10
Heather Da Silva	10	10	10	10	10	10
Patrick Conrick	10	10	10	10	10	10
Rebecca Grossman	8	8	8	9	9	8
Sherry Anderson	10	10	10	10	10	10
Ryan Balent	10	10	10	8	10	10
Austin Nagasako	9	10	10	10	10	10
Christina Cooper	10	10	10	9	7	10
Ameer Ballout	10	10	10	10	10	10
Mimi Chau	10	10	10	10	10	10
Jennifer Pentecost	10	10	10	10	10	10
Totals:	9.73	9.82	9.82	9.64	9.64	9.82

Below are comments received from the survey:

Name	Q8	Q9
Christina Psalms		
Heather Da Silva	Due to some e-mail challenges, I didn't know that I was scheduled for a video shoot. Not the biggest deal, but I would have thrown some makeup on. :-) There was an attempt to send a calendar invite, so this was really a short term system challenge.	Great job team!
Patrick Conrick	No, everything went smoothly. I thought it turned out well.	
Rebecca Grossman	Told me that my lipstick was too bright. Oy.	Nope
Sherry Anderson	An update cycle would have been/be helpful. Or a viewing/kickoff opportunity. I've seen the draft of mine, but not the final copy and none of the other departments. It would be helpful to know how it ALL came together and to consider leveraging this great work for other programs.	Thanks for making it such a positive experience!
Ryan Balent		
Austin Nagasako	They did a great job - Bruce especially was great to work with.	Very late in the editing process, I requested a fairly large change - the project team took this change in stride and created a final product that I'm very impressed with - will these files live some place I'll have access to soon? I'd like to use them during our onboarding process.
Christina Cooper	It was my first time being filmed so I was very out of my element. It would have helped me a lot to see a 20 sec clip of what I looked like or done a practice round to then watch. I'm super flat and look rigid and I definitely could have fixed that had I been shown a clip of the recording in real time. I'm willing to do it over too to see how I could improve it.	In spite of how I think I came across, the video turned out great. We may want to update in the near future if we end up officially leaving the EBAA.
Ameer Ballout	Please try to be a little less amazing. You're making me look bad.	Naturally I was nervous about this project and filming, but Bruce and the rest of the team made everything so easy and seamless. They prepared me well, they made everything streamlined so all I had to do was show up and they also made it fun! I look forward to working with everyone again!
Mimi Chau		
Jennifer Pentecost	I think that the feedback provided both with the script and additional graphics as well as the interaction and types from Bruce were received very well	