



2005 Inventory of VHA Organizational Characteristics

Profile of Medical Centers in VISN 4

March 2006

Medical Center Profile:

The *Inventory of VHA Organizational Characteristics* was conducted in late summer and fall of 2005 by the *Center for Organization, Leadership & Management Research* and its *Collaborating Partners Council*. The *Inventory* was designed to collect data on a range of structural and process characteristics, both administrative and clinical, that are expected to affect clinical practice and care to veterans. Data were collected by means of a web-based survey sent to VISN and medical center directors. All VISNs and 136 medical centers completed the *Inventory*. One *Inventory* was submitted per organization.

This summary profile presents the *Inventory* results for the medical centers in your VISN. Most but not all information provided by medical centers is included in these reports; information such as organization charts is not easily presented in this format.

Results for each facility are presented by survey item or variable, and organized under four content categories. Frequency distributions are shown for the VISN and nationally. Distributions are based on the number of facilities who responded to that question, unless otherwise noted on the report.

Contents:

- I. Organizational Structures
- II. Organizational Structures: *Integrated VA Health Care Systems Only*
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Additional Information:

A sample of the original web-based *Inventory* instrument is available on our website at <http://www.colmr.research.med.va.gov/publications/reports/>.

Additional questions for COLMR regarding the 2005 *Inventory* may be directed to Zoë LeVan at zoe.levan@va.org.

**Center for Organization, Leadership and Management Research (COLMR)
Health Services Research and Development Service**

Office of Research and Development
Department of Veterans Affairs

I. ORGANIZATIONAL STRUCTURES

1. List up to 6 clinical areas for which there are integrating structures or processes within the Medical Center.

Free-text response categories. Presented as received.

Facility	Clinical Areas	
460	Behavioral Health Clinical Support-Lab/Radiology	Medicine Surgery
503	Long Term Care Behavioral Health	Primary Care
529	Transitional Care Program Primary Care Section Behavioral Health Sciences	Transitional Care Committee, Chief of Staff's Council, Behavioral Health Council Safety and Occupational Health Committee, Pharmacy and Therapeutics Committee Clinical Practice Council, Computerized Pt Record Team, Peer Review Committee, Advanced Clinic Access Team, Steering Committee
540	Medical Exec Committee Quality & Performance	Infection Control Pharmacy & Therapeutics
542		
562		
595	Acute Care (Medicine and Surgery) Rehabilitation Services (Audiology, Physical Therapy, Occupational Therapy) Clinical Support (Laboratory, Radiology, Respiratory) Patient Care Services (Nursing, Social Work, Dietary, Chaplain)	
642	Social Work Behavioral Health Geriatrics	Rehabilitation Primary Care Surgery Services
646	Behavioral Health Service Line Patient Care Services Geriatric Care Service Line	Medical Specialty Service Line Surgical Specialty Service Line Community Based Care Service Line
693	Primary Care Mental Health	Performance Improvement Steering Committee Medical Executive Committee

1a. For each of the areas listed above, select the category that best describes its integrating/coordinates structure:

Shown as % of clinical areas listed for which each option was selected; each cell represents a distinct variable of 0-100%. Multiple responses could be selected per clinical area.

Facility	n (# areas listed)	Multi-disciplinary committee to set & communicate policy, resolve problems		Clinical SL with staff & budget authority, matrixed with dept/discipline leaders	
		Multi-disciplinary team for quality improvement	Clinical SL with line authority for staff and budget		
460	4	0.0%	50.0%	0.0%	50.0%
503	3	33.3%	100.0%	100.0%	0.0%
529	6	33.3%	33.3%	33.3%	16.7%
540	4	75.0%	25.0%	0.0%	0.0%
542	0				
562	0				
595	4	0.0%	0.0%	0.0%	100.0%
642	6	100.0%	100.0%	100.0%	0.0%
646	6	0.0%	0.0%	0.0%	100.0%
693	4	75.0%	25.0%	0.0%	0.0%
VISN 4 DISTRIBUTION		39.6%	41.7%	29.2%	33.3%
NATIONAL DISTRIBUTION		40.3%	33.6%	31.9%	25.1%

2. To which position level(s) in the Medical Center do CBOCs report?

Multiple responses could be selected.

Facility	Med Center Director or Chief of Staff	Staff to MCD or COS	Primary or Ambulatory Care Line Lead	Medicine or Medical Care Line Lead	Second-level Care Line Manager	Other Quadrad Leader	Other Admin Lead	Other Care Line Lead
460					✓	✓		
503				✓	✓			
529	✓	✓						
540			✓				✓	
542						✓		
562								
595			✓					
642				✓				
646			✓					
693			✓					
VISN 4 DISTRIBUTION	11.1%	11.1%	44.4%	22.2%	22.2%	22.2%	11.1%	0.0%
NATIONAL DISTRIBUTION	12.4%	4.1%	61.2%	14.9%	17.4%	16.5%	7.4%	4.1%

3. Does the Medical Center have one or more primary medical school affiliates?

Facility	No affiliates	1 affiliate	2 affiliates	At least one affiliate within walking distance of VAMC: (n=facilities who indicated 1+ affiliates)
460			✓	
503	✓			
529	✓			
540		✓		
542		✓		
562				
595		✓		
642				
646		✓		✓
693		✓		
VISN 4 DISTRIBUTION	25.0%	62.5%	12.5%	16.7%
NATIONAL DISTRIBUTION	9.7%	66.9%	23.4%	34.5%

4. How many bargaining units are associated with the Medical Center?

Facility	1 union	2 unions	3+ unions
460		✓	
503	✓		
529	✓		
540	✓		
542		✓	
562			
595	✓		
642	✓		
646		✓	
693	✓		
VISN 4 DISTRIBUTION	66.7%	33.3%	0.0%
NATIONAL DISTRIBUTION	47.6%	33.1%	19.4%

Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.

5. Does the Medical Center have a regular, recurring process for labor-management communication?

Facility	Yes	No
460	✓	
503	✓	
529	✓	
540	✓	
542	✓	
562		
595	✓	
642	✓	
646	✓	
693	✓	
VISN 4 DISTRIBUTION	100.0%	0.0%
NATIONAL DISTRIBUTION	96.0%	4.0%

6. Is a union representative appointed to the Medical Center Executive Council?

Facility	Yes	No
460	✓	
503	✓	
529	✓	
540		✓
542		✓
562		
595	✓	
642	✓	
646	✓	
693	✓	
VISN 4 DISTRIBUTION	77.8%	22.2%
NATIONAL DISTRIBUTION	54.8%	45.2%

6a. If appointed, how frequently does the union representative attend the Executive Council?

n = only facilities who answered yes to question 6 above.

Facility	Never	Occasionally	Half the time	Most of the time	All the time
460				✓	
503				✓	
529		✓			
540					
542					
562					
595					✓
642		✓			
646		✓			
693					✓
VISN 4 DISTRIBUTION	0.0%	42.9%	0.0%	28.6%	28.6%
NATIONAL DISTRIBUTION	8.7%	26.1%	15.9%	34.8%	14.5%

7. Are union representatives appointed to other committees?

Facility	Yes, to all	Yes, to many	Yes, to a few	No
460		✓		
503	✓			
529	✓			
540			✓	
542		✓		
562				
595	✓			
642		✓		
646		✓		
693		✓		
VISN 4 DISTRIBUTION	33.3%	55.6%	11.1%	0.0%
NATIONAL DISTRIBUTION	14.4%	64.0%	20.0%	1.6%

Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.

II. ORGANIZATIONAL STRUCTURES: INTEGRATED VA HEALTH CARE SYSTEMS ONLY (National n=27)

Items in this section (questions 8 & 9) pertain only to **integrated facilities**. Here, as in other sections, denominators include only facilities who answered the question.

8. For the following services, select the structure which best describes the organization of those services within the integrated medical center:

Percentages are based on # of integrated facilities that selected a given structure, by service.

Facility	Service	Services consolidated to one campus	Services at multiple campuses, but combined under single system chief	Services at multiple campuses and under separate campus chiefs	Other integrating structure
646	Inpatient acute care	✓			
	Inpatient psychiatry	✓			
	Inpatient long-term care	✓			
	Outpatient primary care		✓		
	Outpatient mental health		✓		
	Outpatient specialty care		✓		
	Outpatient surgery	✓			
VISN 4 DISTRIBUTION	Inpatient acute care	100.0%	0.0%	0.0%	0.0%
	Inpatient psychiatry	100.0%	0.0%	0.0%	0.0%
	Inpatient long-term care	100.0%	0.0%	0.0%	0.0%
	Outpatient primary care	0.0%	100.0%	0.0%	0.0%
	Outpatient mental health	0.0%	100.0%	0.0%	0.0%
	Outpatient specialty care	0.0%	100.0%	0.0%	0.0%
	Outpatient surgery	100.0%	0.0%	0.0%	0.0%
NATIONAL DISTRIBUTION	Inpatient acute care	40.9%	50.0%	9.1%	0.0%
	Inpatient psychiatry	54.5%	40.9%	0.0%	4.5%
	Inpatient long-term care	36.4%	63.6%	0.0%	0.0%
	Outpatient primary care	0.0%	81.8%	9.1%	9.1%
	Outpatient mental health	0.0%	90.9%	4.5%	4.5%
	Outpatient specialty care	0.0%	81.8%	9.1%	9.1%
	Outpatient surgery	50.0%	45.5%	4.5%	0.0%

9. Is there a single set of medical bylaws for the integrated medical center, or does each campus have its own?

Facility	Single set for the system	Each campus has own set
646	✓	
VISN 4 DISTRIBUTION	100.0%	0.0%
NATIONAL DISTRIBUTION	91.3%	8.7%

III. DECISION-MAKING & LEADERSHIP ACTIVITIES

10. Decisions are made at various levels within an organization. Indicate the level at which ultimate approval is made for the following decisions:

Percentages based on # of facilities that selected a decision-making level for the given decision.

Facility	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
460	1) Purchase of expensive medical equipment (>\$1mil)		✓			
	2) Allocation of resources among clinical services			✓		
	3) How new clinical practice guidelines will be implemented			✓		
	4) What categories of patients will receive hearing aids			✓		
	5) Where patients will receive open heart surgery			✓		
	6) What services a campus will provide		✓			
	7) Development of a strategic plan for clinical services			✓		
	8) Other (unspecified)					
503	1) Purchase of expensive medical equipment (>\$1mil)	✓				
	2) Allocation of resources among clinical services		✓			
	3) How new clinical practice guidelines will be implemented			✓		
	4) What categories of patients will receive hearing aids			✓		
	5) Where patients will receive open heart surgery			✓		
	6) What services a campus will provide		✓			
	7) Development of a strategic plan for clinical services		✓			
	8) Other (unspecified)					
529	1) Purchase of expensive medical equipment (>\$1mil)	✓				
	2) Allocation of resources among clinical services		✓			
	3) How new clinical practice guidelines will be implemented			✓		
	4) What categories of patients will receive hearing aids		✓			
	5) Where patients will receive open heart surgery			✓		
	6) What services a campus will provide	✓				
	7) Development of a strategic plan for clinical services		✓			
	8) Other (unspecified)					
540	1) Purchase of expensive medical equipment (>\$1mil)	✓				
	2) Allocation of resources among clinical services		✓			
	3) How new clinical practice guidelines will be implemented			✓		
	4) What categories of patients will receive hearing aids		✓			
	5) Where patients will receive open heart surgery		✓			
	6) What services a campus will provide		✓			
	7) Development of a strategic plan for clinical services		✓			
	8) Other (unspecified)					
542	1) Purchase of expensive medical equipment (>\$1mil)	✓				
	2) Allocation of resources among clinical services		✓			
	3) How new clinical practice guidelines will be implemented		✓			
	4) What categories of patients will receive hearing aids		✓			
	5) Where patients will receive open heart surgery		✓			
	6) What services a campus will provide		✓			
	7) Development of a strategic plan for clinical services		✓			
	8) Other (unspecified)					

(continued)

Facility	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
562	1) Purchase of expensive medical equipment (>\$1mil) 2) Allocation of resources among clinical services 3) How new clinical practice guidelines will be implemented 4) What categories of patients will receive hearing aids 5) Where patients will receive open heart surgery 6) What services a campus will provide 7) Development of a strategic plan for clinical services 8) Other (unspecified)					
595	1) Purchase of expensive medical equipment (>\$1mil) 2) Allocation of resources among clinical services 3) How new clinical practice guidelines will be implemented 4) What categories of patients will receive hearing aids 5) Where patients will receive open heart surgery 6) What services a campus will provide 7) Development of a strategic plan for clinical services 8) Other (unspecified)	✓	✓			✓ ✓
642	1) Purchase of expensive medical equipment (>\$1mil) 2) Allocation of resources among clinical services 3) How new clinical practice guidelines will be implemented 4) What categories of patients will receive hearing aids 5) Where patients will receive open heart surgery 6) What services a campus will provide 7) Development of a strategic plan for clinical services 8) Other (unspecified)		✓ ✓ ✓ ✓	✓		
646	1) Purchase of expensive medical equipment (>\$1mil) 2) Allocation of resources among clinical services 3) How new clinical practice guidelines will be implemented 4) What categories of patients will receive hearing aids 5) Where patients will receive open heart surgery 6) What services a campus will provide 7) Development of a strategic plan for clinical services 8) Other (unspecified)	✓	✓ ✓ ✓	✓		
693	1) Purchase of expensive medical equipment (>\$1mil) 2) Allocation of resources among clinical services 3) How new clinical practice guidelines will be implemented 4) What categories of patients will receive hearing aids 5) Where patients will receive open heart surgery 6) What services a campus will provide 7) Development of a strategic plan for clinical services 8) Other (unspecified)	✓	✓ ✓ ✓	✓ ✓ ✓		

(continued)

Facility	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
VISN 4 DISTRIBUTION	1) Purchase of expensive medical equipment (>\$1mil)	77.8%	22.2%	0.0%	0.0%	0.0%
	2) Allocation of resources among clinical services	0.0%	88.9%	11.1%	0.0%	0.0%
	3) How new clinical practice guidelines will be implemented	0.0%	11.1%	77.8%	0.0%	11.1%
	4) What categories of patients will receive hearing aids	22.2%	33.3%	33.3%	0.0%	11.1%
	5) Where patients will receive open heart surgery	22.2%	33.3%	44.4%	0.0%	0.0%
	6) What services a campus will provide	22.2%	77.8%	0.0%	0.0%	0.0%
	7) Development of a strategic plan for clinical services	0.0%	88.9%	11.1%	0.0%	0.0%
	8) Other (unspecified)	0.0%	0.0%	0.0%	0.0%	0.0%
NATIONAL DISTRIBUTION	1) Purchase of expensive medical equipment (>\$1mil)	83.9%	15.3%	0.0%	0.0%	0.8%
	2) Allocation of resources among clinical services	3.2%	92.8%	4.0%	0.0%	0.0%
	3) How new clinical practice guidelines will be implemented	10.4%	24.0%	55.2%	2.4%	8.0%
	4) What categories of patients will receive hearing aids	31.1%	14.8%	32.8%	7.4%	13.9%
	5) Where patients will receive open heart surgery	27.4%	23.4%	32.3%	8.1%	8.9%
	6) What services a campus will provide	44.7%	52.8%	0.0%	0.8%	1.6%
	7) Development of a strategic plan for clinical services	13.8%	57.7%	24.4%	1.6%	2.4%
	8) Other (unspecified)	7.1%	50.0%	7.1%	0.0%	35.7%

Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.

11. For each staff position listed, indicate regular attendance for up to 6 Medical Center committees that deal with quality or patient safety:

Percentages based on all facilities surveyed; responses left blank could not necessarily be assumed '0'.

Facility	Position	Attends 1 committee	Attends 2-3 committees	Attends 4-6 committees
460	Medical Center Director		✓	
	Chief of Staff			✓
	Associate Director		✓	
	Nurse Executive		✓	
503	Medical Center Director		✓	
	Chief of Staff	✓		
	Associate Director		✓	
	Nurse Executive		✓	
529	Medical Center Director	✓		
	Chief of Staff		✓	
	Associate Director			
	Nurse Executive		✓	
540	Medical Center Director	✓		
	Chief of Staff		✓	
	Associate Director	✓		
	Nurse Executive		✓	
542	Medical Center Director		✓	
	Chief of Staff			✓
	Associate Director			✓
	Nurse Executive			✓
562	Medical Center Director	✓		
	Chief of Staff	✓		
	Associate Director			
	Nurse Executive			
595	Medical Center Director	✓		
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive			✓
642	Medical Center Director			
	Chief of Staff		✓	
	Associate Director			✓
	Nurse Executive		✓	
646	Medical Center Director			
	Chief of Staff		✓	
	Associate Director			
	Nurse Executive			

Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.

(continued)

Facility	Position	Attends 1 committee	Attends 2-3 committees	Attends 4-6 committees
693	Medical Center Director	✓		
	Chief of Staff		✓	
	Associate Director			✓
	Nurse Executive		✓	
VISN 4 DISTRIBUTION	Medical Center Director	50.0%	30.0%	0.0%
	Chief of Staff	20.0%	60.0%	20.0%
	Associate Director	10.0%	30.0%	30.0%
	Nurse Executive	0.0%	60.0%	20.0%
NATIONAL DISTRIBUTION	Medical Center Director	39.3%	32.6%	2.2%
	Chief of Staff	11.1%	56.3%	24.4%
	Associate Director	14.8%	52.6%	15.6%
	Nurse Executive	9.6%	44.4%	37.8%

Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.

12. For each staff position listed, indicate the number of committees (external to the Medical Center) of which that person is a formal member:

Responses left blank were assumed '0' here, as specified in the *Inventory* instrument.

Facility	Position	VISN Committees, Task-forces, Workgroups			National Committees, Task-forces, Workgroups		
		0-2 groups	3-4 groups	5+ groups	0-2 groups	3-4 groups	5+ groups
460	Medical Center Director		✓		✓		
	Chief of Staff			✓	✓		
	Associate Director	✓			✓		
	Nurse Executive		✓		✓		
503	Medical Center Director			✓	✓		
	Chief of Staff			✓	✓		
	Associate Director			✓	✓		
	Nurse Executive		✓		✓		
529	Medical Center Director		✓		✓		
	Chief of Staff			✓	✓		
	Associate Director	✓			✓		
	Nurse Executive			✓	✓		
540	Medical Center Director		✓		✓		
	Chief of Staff		✓		✓		
	Associate Director	✓			✓		
	Nurse Executive	✓			✓		
542	Medical Center Director			✓	✓		
	Chief of Staff		✓		✓		
	Associate Director		✓		✓		
	Nurse Executive		✓		✓		
562	Medical Center Director			✓	✓		
	Chief of Staff			✓	✓		
	Associate Director	✓			✓		
	Nurse Executive			✓	✓		
595	Medical Center Director		✓		✓		
	Chief of Staff			✓	✓		
	Associate Director		✓		✓		
	Nurse Executive			✓	✓		
642	Medical Center Director		✓		✓		
	Chief of Staff		✓		✓		
	Associate Director		✓		✓		
	Nurse Executive		✓		✓		
646	Medical Center Director		✓			✓	
	Chief of Staff		✓		✓		
	Associate Director		✓		✓		
	Nurse Executive		✓			✓	

Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.

(continued)

Facility	Position	VISN Committees, Task-forces, Workgroups			National Committees, Task-forces, Workgroups		
		0-2 groups	3-4 groups	5+ groups	0-2 groups	3-4 groups	5+ groups
693	Medical Center Director		✓		✓		
	Chief of Staff			✓	✓		
	Associate Director		✓		✓		
	Nurse Executive			✓	✓		
VISN 4 DISTRIBUTION	Medical Center Director	0.0%	70.0%	30.0%	90.0%	10.0%	0.0%
	Chief of Staff	0.0%	40.0%	60.0%	100.0%	0.0%	0.0%
	Associate Director	40.0%	50.0%	10.0%	100.0%	0.0%	0.0%
	Nurse Executive	10.0%	50.0%	40.0%	90.0%	10.0%	0.0%
NATIONAL DISTRIBUTION	Medical Center Director	29.6%	43.0%	27.4%	78.5%	17.8%	3.7%
	Chief of Staff	39.3%	34.1%	26.7%	90.4%	5.2%	4.4%
	Associate Director	45.9%	33.3%	20.7%	95.6%	3.0%	1.5%
	Nurse Executive	37.8%	37.0%	25.2%	77.8%	17.0%	5.2%

Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.

IV. PERFORMANCE & QUALITY

13. At what level(s) of aggregation is performance data available in the Medical Center?

Multiple responses could be selected.

Facility	By Facility	By Service, Line or Dept	By Work-Unit	By Individual Clinician
460	✓			✓
503	✓	✓	✓	✓
529				✓
540	✓		✓	✓
542	✓	✓	✓	✓
562				
595	✓	✓	✓	✓
642	✓	✓	✓	✓
646	✓	✓	✓	✓
693	✓	✓	✓	✓
VISN 4 DISTRIBUTION	88.9%	66.7%	77.8%	100.0%
NATIONAL DISTRIBUTION	95.2%	91.9%	81.5%	81.5%

14. Approximately what proportion of *clinical service chiefs* share performance data with their staff?

Facility	All	Most	About half	A few	None
460		✓			
503		✓			
529	✓				
540		✓			
542	✓				
562					
595	✓				
642		✓			
646	✓				
693	✓				
VISN 4 DISTRIBUTION	55.6%	44.4%	0.0%	0.0%	0.0%
NATIONAL DISTRIBUTION	52.8%	43.9%	3.3%	0.0%	0.0%

15. Approximately what proportion of *nurse managers* share performance data with their staff?

Facility	All	Most	About half	A few	None
460	✓				
503		✓			
529	✓				
540			✓		
542	✓				
562					
595	✓				
642		✓			
646	✓				
693	✓				
VISN 4 DISTRIBUTION	66.7%	22.2%	11.1%	0.0%	0.0%
NATIONAL DISTRIBUTION	53.7%	39.8%	4.9%	1.6%	0.0%

Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.

16. Approximately what proportion of administrative unit heads share performance data with their staff?

Facility	All	Most	About half	A few	None
460		✓			
503		✓			
529	✓				
540				✓	
542	✓				
562					
595	✓				
642		✓			
646	✓				
693	✓				
VISN 4 DISTRIBUTION	55.6%	33.3%	0.0%	11.1%	0.0%
NATIONAL DISTRIBUTION	42.7%	48.4%	4.0%	4.8%	0.0%

17. Approximately what proportion of individual clinical units are held accountable for performance goals?

Facility	All	Most	About half	A few	None
460		✓			
503	✓				
529			✓		
540	✓				
542	✓				
562					
595		✓			
642		✓			
646	✓				
693	✓				
VISN 4 DISTRIBUTION	55.6%	33.3%	11.1%	0.0%	0.0%
NATIONAL DISTRIBUTION	65.9%	26.2%	2.4%	2.4%	3.2%

18. Does the facility have designated physician champions for performance goals?

Facility	Single champ for all measures	Multiple champs for different areas	No formally designated champs
460		✓	
503		✓	
529			✓
540			✓
542		✓	
562		✓	
595		✓	
642		✓	
646	✓		
693		✓	
VISN 4 DISTRIBUTION	10.0%	70.0%	20.0%
NATIONAL DISTRIBUTION	9.4%	79.7%	10.9%

Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.

19. Are funds set aside for employee recognition programs (other than national/ECF)?

Facility	Yes	No	Avg proportion of budget set aside for employee recognition programs:
460	✓		0.30%
503	✓		0.50%
529	✓		0.50%
540	✓		0.24%
542	✓		0.50%
562	✓		0.50%
595	✓		0.25%
642	✓		0.50%
646	✓		0.30%
693	✓		0.14%
VISN 4 DISTRIBUTION	100.0%	0.0%	0.37%
NATIONAL DISTRIBUTION	96.1%	3.9%	0.90%

20. When was the Medical Center's most recent JCAHO review conducted?

Facility	2002	2003	2004	2005
460	✓			
503	✓			
529	✓			
540	✓			
542				✓
562				✓
595	✓			
642	✓			
646				✓
693	✓			
VISN 4 DISTRIBUTION	70.0%	0.0%	0.0%	30.0%
NATIONAL DISTRIBUTION	11.6%	24.8%	42.6%	20.9%

21. Approximate number of requirements for improvement from last JCAHO review:

Facility	0-3	4-7	8-25
460	✓		
503	✓		
529	✓		
540	✓		
542			✓
562	✓		
595		✓	
642		✓	
646			✓
693		✓	
VISN 4 DISTRIBUTION	50.0%	30.0%	20.0%
NATIONAL DISTRIBUTION	38.9%	27.0%	34.1%

Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.

22. Has the Medical Center formally adopted the seven categories of the *Malcom Baldrige National Quality Award* as an organizing framework?

Facility	Yes	No
460		✓
503		✓
529		✓
540		✓
542		✓
562		✓
595		✓
642		✓
646		✓
693		✓
VISN 4 DISTRIBUTION	0.0%	100.0%
NATIONAL DISTRIBUTION	38.0%	62.0%

22a. If yes: Does the Medical Center currently use *Baldrige* principles to inform internal improvement efforts?

n = only facilities who answered yes to question 22 above.

Facility	Yes	No
460		
503		
529		
540		
542		
562		
595		
642		
646		
693		
VISN 4 DISTRIBUTION	0.0%	0.0%
NATIONAL DISTRIBUTION	85.7%	14.3%

22b. If yes: Has the Medical Center submitted a *Baldrige* quality application?

n = only facilities who answered yes to question 22 above.

Facility	Yes	No
460		
503		
529		
540		
542		
562		
595		
642		
646		
693		
VISN 4 DISTRIBUTION	0.0%	0.0%
NATIONAL DISTRIBUTION	57.2%	42.9%

23. Has the Medical Center applied for or received any quality award(s) other than *Baldrige*?

Facility	Yes	No
460		✓
503		✓
529	✓	
540		✓
542		✓
562	✓	
595	✓	
642		✓
646		✓
693		✓
VISN 4 DISTRIBUTION	30.0%	70.0%
NATIONAL DISTRIBUTION	39.7%	60.3%

23a. If yes: Which award(s) has the Medical Center applied for or received?

n = only facilities who answered yes to question 23 above. Multiple responses could be selected.

Facility	Robert Carey Award	Local city or state award	Presidential Quality Award	Ken Kizer Quality Award	JCAHO Codman Award	VA Quality Achievement Grant	Other VA award	Other national award
460								
503								
529					✓			
540								
542								
562	✓							
595	✓		✓					✓
642								
646								
693								
VISN 4 DISTRIBUTION	66.7%	0.0%	33.3%	0.0%	33.3%	0.0%	0.0%	33.3%
NATIONAL DISTRIBUTION	69.2%	25.0%	9.6%	13.5%	3.8%	1.9%	17.3%	11.5%