



2005 Inventory of VHA Organizational Characteristics

Profile of Medical Centers in VISN 8

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.

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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
516	Inpatient Wards Laboratory Radiology
	Primary Care Medicine Psychology
546	Mental Health Surgical Service Quality Management
	Community Based Outpatient Clinics Geriatrics & Extended Care Nursing Service
548	Mental Health Facilities Management
573	Rehabilitation Primary Care Eye Care
	Mental Health Surgery Ancillary Services
672	Mental Health & Behavioral Sciences Service Line Physical Medicine & Rehabilitation Service Line Geriatrics & Extended Care Spinal Cord Injury
673	Nursing Physical Medicine & Rehabilitation Service Spinal Cord Injury Service Medical Service

1a. For each of the areas listed above, select the category that best describes its integrating/coordinating 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		
516	6	100.0%	100.0%	33.3%	0.0%
546	6	66.7%	16.7%	33.3%	0.0%
548	2	0.0%	0.0%	0.0%	50.0%
573	6	0.0%	0.0%	100.0%	0.0%
672	4	100.0%	0.0%	0.0%	0.0%
673	4	100.0%	25.0%	0.0%	0.0%
VISN 8 DISTRIBUTION		61.1%	23.6%	27.8%	8.3%
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
516			✓		✓			
546			✓					
548			✓					
573					✓			
672			✓					
673			✓					
VISN 8 DISTRIBUTION	0.0%	0.0%	83.3%	0.0%	33.3%	0.0%	0.0%	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: <i>(n=facilities who indicated 1+ affiliates)</i>
516		✓		
546			✓	✓
548			✓	
573		✓		✓
672			✓	✓
673		✓		✓
VISN 8 DISTRIBUTION	0.0%	50.0%	50.0%	66.7%
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
516	✓		
546			✓
548	✓		
573			✓
672	✓		
673		✓	
VISN 8 DISTRIBUTION	50.0%	16.7%	33.3%
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
516		✓
546	✓	
548	✓	
573	✓	
672	✓	
673	✓	
VISN 8 DISTRIBUTION	83.3%	16.7%
NATIONAL DISTRIBUTION	96.0%	4.0%

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

Facility	Yes	No
516		✓
546	✓	
548		
573		✓
672	✓	
673	✓	
VISN 8 DISTRIBUTION	60.0%	40.0%
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
516					
546		✓			
548					
573					
672		✓			
673		✓			
VISN 8 DISTRIBUTION	0.0%	100.0%	0.0%	0.0%	0.0%
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
516			✓	
546		✓		
548		✓		
573			✓	
672		✓		
673			✓	
VISN 8 DISTRIBUTION	0.0%	50.0%	50.0%	0.0%
NATIONAL DISTRIBUTION	14.4%	64.0%	20.0%	1.6%

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
573	Inpatient acute care		✓		
	Inpatient psychiatry	✓			
	Inpatient long-term care		✓		
	Outpatient primary care		✓		
	Outpatient mental health		✓		
	Outpatient specialty care		✓		
	Outpatient surgery		✓		
VISN 8 DISTRIBUTION	Inpatient acute care	0.0%	100.0%	0.0%	0.0%
	Inpatient psychiatry	100.0%	0.0%	0.0%	0.0%
	Inpatient long-term care	0.0%	100.0%	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	0.0%	100.0%	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
573	✓	
VISN 8 DISTRIBUTION	100.0%	0.0%
NATIONAL DISTRIBUTION	91.3%	8.7%

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

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)
516	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)					
546	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)					
548	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)					
573	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)					

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

(continued)

Facility	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
672	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)					
673	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)					
VISN 8 DISTRIBUTION	1) Purchase of expensive medical equipment (>\$1mil)	83.3%	16.7%	0.0%	0.0%	0.0%
	2) Allocation of resources among clinical services	0.0%	100.0%	0.0%	0.0%	0.0%
	3) How new clinical practice guidelines will be implemented	0.0%	50.0%	50.0%	0.0%	0.0%
	4) What categories of patients will receive hearing aids	50.0%	0.0%	16.7%	16.7%	16.7%
	5) Where patients will receive open heart surgery	16.7%	33.3%	16.7%	33.3%	0.0%
	6) What services a campus will provide	0.0%	100.0%	0.0%	0.0%	0.0%
	7) Development of a strategic plan for clinical services	0.0%	50.0%	33.3%	16.7%	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
516	Medical Center Director			
	Chief of Staff		✓	
	Associate Director	✓		
	Nurse Executive		✓	
546	Medical Center Director		✓	
	Chief of Staff	✓		
	Associate Director		✓	
	Nurse Executive	✓		
548	Medical Center Director	✓		
	Chief of Staff			✓
	Associate Director		✓	
	Nurse Executive			✓
573	Medical Center Director	✓		
	Chief of Staff			✓
	Associate Director		✓	
	Nurse Executive		✓	
672	Medical Center Director			
	Chief of Staff	✓		
	Associate Director			
	Nurse Executive	✓		
673	Medical Center Director		✓	
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive			✓
VISN 8 DISTRIBUTION	Medical Center Director	33.3%	33.3%	0.0%
	Chief of Staff	33.3%	33.3%	33.3%
	Associate Director	16.7%	66.7%	0.0%
	Nurse Executive	33.3%	33.3%	33.3%
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
516	Medical Center Director			✓		✓	
	Chief of Staff			✓	✓		
	Associate Director		✓		✓		
	Nurse Executive	✓			✓		
546	Medical Center Director		✓			✓	
	Chief of Staff		✓		✓		
	Associate Director			✓	✓		
	Nurse Executive			✓			✓
548	Medical Center Director		✓		✓		
	Chief of Staff	✓				✓	
	Associate Director	✓			✓		
	Nurse Executive		✓			✓	
573	Medical Center Director			✓	✓		
	Chief of Staff	✓			✓		
	Associate Director			✓	✓		
	Nurse Executive		✓		✓		
672	Medical Center Director		✓		✓		
	Chief of Staff	✓			✓		
	Associate Director		✓		✓		
	Nurse Executive			✓	✓		
673	Medical Center Director	✓			✓		
	Chief of Staff	✓			✓		
	Associate Director	✓			✓		
	Nurse Executive			✓		✓	
VISN 8 DISTRIBUTION	Medical Center Director	16.7%	50.0%	33.3%	66.7%	33.3%	0.0%
	Chief of Staff	66.7%	16.7%	16.7%	83.3%	16.7%	0.0%
	Associate Director	33.3%	33.3%	33.3%	100.0%	0.0%	0.0%
	Nurse Executive	16.7%	33.3%	50.0%	50.0%	33.3%	16.7%
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, Service-Line or Dept	By Work-Unit	By Individual Clinician
516	✓	✓	✓	✓
546	✓	✓		✓
548	✓	✓	✓	✓
573				✓
672	✓	✓	✓	✓
673	✓	✓	✓	✓
VISN 8 DISTRIBUTION	83.3%	83.3%	66.7%	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
516	✓				
546		✓			
548	✓				
573		✓			
672	✓				
673		✓			
VISN 8 DISTRIBUTION	50.0%	50.0%	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
516	✓				
546		✓			
548	✓				
573		✓			
672	✓				
673	✓				
VISN 8 DISTRIBUTION	66.7%	33.3%	0.0%	0.0%	0.0%
NATIONAL DISTRIBUTION	53.7%	39.8%	4.9%	1.6%	0.0%

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

Facility	All	Most	About half	A few	None
516	✓				
546		✓			
548		✓			
573		✓			
672	✓				
673		✓			
VISN 8 DISTRIBUTION	33.3%	66.7%	0.0%	0.0%	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
516				✓	
546	✓				
548	✓				
573		✓			
672	✓				
673	✓				
VISN 8 DISTRIBUTION	66.7%	16.7%	0.0%	16.7%	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
516			✓
546		✓	
548		✓	
573	✓		
672		✓	
673			✓
VISN 8 DISTRIBUTION	16.7%	50.0%	33.3%
NATIONAL DISTRIBUTION	9.4%	79.7%	10.9%

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:
516	✓		0.30%
546	✓		0.30%
548	✓		2.00%
573	✓		2.00%
672	✓		0.0001%
673	✓		7.00%
VISN 8 DISTRIBUTION	100.0%	0.0%	1.90%
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
516			✓	
546			✓	
548			✓	
573			✓	
672			✓	
673			✓	
VISN 8 DISTRIBUTION	0.0%	0.0%	100.0%	0.0%
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
516			✓
546			✓
548	✓		
573		✓	
672	✓		
673			✓
VISN 8 DISTRIBUTION	33.3%	16.7%	50.0%
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
516		✓
546	✓	
548		✓
573	✓	
672		✓
673	✓	
VISN 8 DISTRIBUTION	50.0%	50.0%
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
516		
546	✓	
548		
573	✓	
672		
673		✓
VISN 8 DISTRIBUTION	66.7%	33.3%
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
516		
546	✓	
548		
573		✓
672		
673	✓	
VISN 8 DISTRIBUTION	66.7%	33.3%
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
516	✓	
546	✓	
548		✓
573		✓
672	✓	
673	✓	
VISN 8 DISTRIBUTION	66.7%	33.3%
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
516	✓							
546	✓							✓
548								
573								
672		✓						
673	✓		✓					
VISN 8 DISTRIBUTION	75.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	25.0%
NATIONAL DISTRIBUTION	69.2%	25.0%	9.6%	13.5%	3.8%	1.9%	17.3%	11.5%