



2005 Inventory of VHA Organizational Characteristics

Profile of Medical Centers in VISN 9

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*
- III. Decision-Making and Leadership Activities
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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 |
|----------|---|
| 581 | Surgery Mental Health Ambulatory Care CBOCs Discharge Process |
| 596 | Clinical Executive Board High Cost Prosthetics Peer Review Committee Computerized Patient Record Committee |
| 603 | Medicine Surgical Mental Health Ambulatory Care Nursing Emergency Medicine |
| 614 | Mental Health Council ACA Collaborative |
| 621 | Clinical Practice Group Advance Clinic Access Committee |
| 622 | Chiefs of Medicine & Surgery work closely to assure integrated system Office of Quality Management assures resolution of any "boundaries" issues in conjunction with clinical leadership |

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 | Multi-disciplinary team for quality improvement | Clinical SL with staff & budget authority, matrixed with dept/discipline leaders | Clinical SL with line authority for staff and budget |
|------------------------------|--------------------|--|---|--|--|
| 581 | 5 | 20.0% | 0.0% | 80.0% | 0.0% |
| 596 | 4 | 25.0% | 50.0% | 25.0% | 0.0% |
| 603 | 6 | 100.0% | 100.0% | 100.0% | 100.0% |
| 614 | 2 | 100.0% | 0.0% | 0.0% | 0.0% |
| 621 | 2 | 0.0% | 100.0% | 0.0% | 0.0% |
| 622 | 2 (undefined) | 0.0% | 100.0% | 0.0% | 0.0% |
| VISN 9 DISTRIBUTION | | 40.8% | 58.3% | 34.2% | 16.7% |
| 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 |
|------------------------------|---------------------------------------|---------------------|--------------------------------------|------------------------------------|--------------------------------|----------------------|------------------|----------------------|
| 581 | | | | ✓ | | | ✓ | |
| 596 | | | ✓ | | | | | |
| 603 | | | ✓ | | | ✓ | | |
| 614 | | | ✓ | | | | | |
| 621 | | | ✓ | | | | | |
| 622 | | | | | ✓ | | | |
| VISN 9 DISTRIBUTION | 0.0% | 0.0% | 66.7% | 16.7% | 16.7% | 16.7% | 16.7% | 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> |
|------------------------------|---------------|--------------|--------------|--|
| 581 | | | ✓ | |
| 596 | | ✓ | | ✓ |
| 603 | | ✓ | | |
| 614 | | ✓ | | ✓ |
| 621 | | ✓ | | ✓ |
| 622 | | | ✓ | ✓ |
| VISN 9 DISTRIBUTION | 0.0% | 66.7% | 33.3% | 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 |
|------------------------------|--------------|--------------|--------------|
| 581 | ✓ | | |
| 596 | | ✓ | |
| 603 | ✓ | | |
| 614 | | ✓ | |
| 621 | ✓ | | |
| 622 | | ✓ | |
| VISN 9 DISTRIBUTION | 50.0% | 50.0% | 0.0% |
| NATIONAL DISTRIBUTION | 47.6% | 33.1% | 19.4% |

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

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

| Facility | Yes | No |
|------------------------------|---------------|-------------|
| 581 | ✓ | |
| 596 | ✓ | |
| 603 | ✓ | |
| 614 | ✓ | |
| 621 | ✓ | |
| 622 | ✓ | |
| VISN 9 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 |
|------------------------------|--------------|--------------|
| 581 | ✓ | |
| 596 | ✓ | |
| 603 | ✓ | |
| 614 | ✓ | |
| 621 | | ✓ |
| 622 | | ✓ |
| VISN 9 DISTRIBUTION | 66.7% | 33.3% |
| 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 |
|------------------------------|--------------|--------------|---------------|------------------|--------------|
| 581 | ✓ | | | | |
| 596 | | | | ✓ | |
| 603 | | ✓ | | | |
| 614 | | | | | ✓ |
| 621 | | | | | |
| 622 | | | | | |
| VISN 9 DISTRIBUTION | 25.0% | 25.0% | 0.0% | 25.0% | 25.0% |
| 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 |
|------------------------------|--------------|--------------|---------------|-------------|
| 581 | | ✓ | | |
| 596 | | ✓ | | |
| 603 | | ✓ | | |
| 614 | ✓ | | | |
| 621 | | | ✓ | |
| 622 | ✓ | | | |
| VISN 9 DISTRIBUTION | 33.3% | 50.0% | 16.7% | 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 indicated.

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 |
|------------------------------|----------------------------------|-------------------------------------|---|--|-----------------------------|
| 622 | Inpatient acute care | | ✓ | | |
| | Inpatient psychiatry | | ✓ | | |
| | Inpatient long-term care | | ✓ | | |
| | Outpatient primary care | | | | ✓ |
| | Outpatient mental health | | ✓ | | |
| | Outpatient specialty care | | | | ✓ |
| | Outpatient surgery | | ✓ | | |
| VISN 9 DISTRIBUTION | Inpatient acute care | 0.0% | 100.0% | 0.0% | 0.0% |
| | Inpatient psychiatry | 0.0% | 100.0% | 0.0% | 0.0% |
| | Inpatient long-term care | 0.0% | 100.0% | 0.0% | 0.0% |
| | Outpatient primary care | 0.0% | 0.0% | 0.0% | 100.0% |
| | Outpatient mental health | 0.0% | 100.0% | 0.0% | 0.0% |
| | Outpatient specialty care | 0.0% | 0.0% | 0.0% | 100.0% |
| | 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 |
|------------------------------|---------------------------|-------------------------|
| 622 | ✓ | |
| VISN 9 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 indicated.

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) |
|----------|---|------------------|---------------------|-------------------------|-------------------|---------------------|
| 581 | 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) | | | | | |
| 596 | 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) | | | | | |
| 603 | 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) | | | | | |
| 614 | 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) |
|------------------------------|---|------------------|---------------------|-------------------------|-------------------|---------------------|
| 621 | 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) | | | | | |
| 622 | 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 9 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 | 16.7% | 16.7% | 66.7% | 0.0% | 0.0% |
| | 4) What categories of patients will receive hearing aids | 50.0% | 16.7% | 0.0% | 33.3% | 0.0% |
| | 5) Where patients will receive open heart surgery | 0.0% | 66.7% | 16.7% | 16.7% | 0.0% |
| | 6) What services a campus will provide | 33.3% | 66.7% | 0.0% | 0.0% | 0.0% |
| | 7) Development of a strategic plan for clinical services | 33.3% | 50.0% | 0.0% | 0.0% | 16.7% |
| | 8) Other (unspecified) | 50.0% | 0.0% | 0.0% | 0.0% | 50.0% |
| 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 indicated.

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 |
|------------------------------|--------------------------------|---------------------|------------------------|------------------------|
| 581 | Medical Center Director | ✓ | | |
| | Chief of Staff | ✓ | | |
| | Associate Director | | ✓ | |
| | Nurse Executive | | ✓ | |
| 596 | Medical Center Director | ✓ | | |
| | Chief of Staff | | ✓ | |
| | Associate Director | ✓ | | |
| | Nurse Executive | | ✓ | |
| 603 | Medical Center Director | ✓ | | |
| | Chief of Staff | | ✓ | |
| | Associate Director | | ✓ | |
| | Nurse Executive | | ✓ | |
| 614 | Medical Center Director | | | |
| | Chief of Staff | | | ✓ |
| | Associate Director | ✓ | | |
| | Nurse Executive | | | ✓ |
| 621 | Medical Center Director | | | |
| | Chief of Staff | | ✓ | |
| | Associate Director | | ✓ | |
| | Nurse Executive | | ✓ | |
| 622 | Medical Center Director | | | |
| | Chief of Staff | | | |
| | Associate Director | ✓ | | |
| | Nurse Executive | | | |
| VISN 9 DISTRIBUTION | Medical Center Director | 50.0% | 0.0% | 0.0% |
| | Chief of Staff | 16.7% | 50.0% | 16.7% |
| | Associate Director | 50.0% | 50.0% | 0.0% |
| | Nurse Executive | 0.0% | 66.7% | 16.7% |
| 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% |

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 |
| 581 | Medical Center Director | | ✓ | | ✓ | | |
| | Chief of Staff | ✓ | | | ✓ | | |
| | Associate Director | | ✓ | | ✓ | | |
| | Nurse Executive | ✓ | | | ✓ | | |
| 596 | Medical Center Director | ✓ | | | ✓ | | |
| | Chief of Staff | ✓ | | | ✓ | | |
| | Associate Director | ✓ | | | ✓ | | |
| | Nurse Executive | ✓ | | | ✓ | | |
| 603 | Medical Center Director | | | ✓ | ✓ | | |
| | Chief of Staff | | | ✓ | ✓ | | |
| | Associate Director | | | ✓ | ✓ | | |
| | Nurse Executive | | | ✓ | | ✓ | |
| 614 | Medical Center Director | ✓ | | | | | ✓ |
| | Chief of Staff | ✓ | | | ✓ | | |
| | Associate Director | ✓ | | | ✓ | | |
| | Nurse Executive | ✓ | | | ✓ | | |
| 621 | Medical Center Director | | ✓ | | ✓ | | |
| | Chief of Staff | | ✓ | | ✓ | | |
| | Associate Director | ✓ | | | ✓ | | |
| | Nurse Executive | | ✓ | | ✓ | | |
| 622 | Medical Center Director | ✓ | | | ✓ | | |
| | Chief of Staff | ✓ | | | ✓ | | |
| | Associate Director | ✓ | | | ✓ | | |
| | Nurse Executive | ✓ | | | ✓ | | |
| VISN 9 DISTRIBUTION | Medical Center Director | 50.0% | 33.3% | 16.7% | 83.3% | 0.0% | 16.7% |
| | Chief of Staff | 66.7% | 16.7% | 16.7% | 100.0% | 0.0% | 0.0% |
| | Associate Director | 66.7% | 16.7% | 16.7% | 100.0% | 0.0% | 0.0% |
| | Nurse Executive | 66.7% | 16.7% | 16.7% | 83.3% | 16.7% | 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 indicated.

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 |
|------------------------------|--------------|--|--------------|----------------------------|
| 581 | ✓ | ✓ | | |
| 596 | ✓ | ✓ | | ✓ |
| 603 | ✓ | ✓ | ✓ | |
| 614 | | ✓ | | |
| 621 | ✓ | ✓ | | |
| 622 | ✓ | ✓ | | |
| VISN 9 DISTRIBUTION | 83.3% | 100.0% | 16.7% | 16.7% |
| 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 |
|------------------------------|--------------|--------------|--------------|-------------|-------------|
| 581 | ✓ | | | | |
| 596 | | | ✓ | | |
| 603 | ✓ | | | | |
| 614 | ✓ | | | | |
| 621 | | ✓ | | | |
| 622 | ✓ | | | | |
| VISN 9 DISTRIBUTION | 66.7% | 16.7% | 16.7% | 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 |
|------------------------------|--------------|--------------|--------------|-------------|-------------|
| 581 | ✓ | | | | |
| 596 | | ✓ | | | |
| 603 | ✓ | | | | |
| 614 | | | ✓ | | |
| 621 | | ✓ | | | |
| 622 | ✓ | | | | |
| VISN 9 DISTRIBUTION | 50.0% | 33.3% | 16.7% | 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 |
|------------------------------|--------------|--------------|-------------|-------------|-------------|
| 581 | ✓ | | | | |
| 596 | | ✓ | | | |
| 603 | | ✓ | | | |
| 614 | ✓ | | | | |
| 621 | | ✓ | | | |
| 622 | ✓ | | | | |
| VISN 9 DISTRIBUTION | 50.0% | 50.0% | 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 |
|------------------------------|--------------|--------------|-------------|-------------|-------------|
| 581 | ✓ | | | | |
| 596 | ✓ | | | | |
| 603 | ✓ | | | | |
| 614 | ✓ | | | | |
| 621 | | ✓ | | | |
| 622 | | ✓ | | | |
| VISN 9 DISTRIBUTION | 66.7% | 33.3% | 0.0% | 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 |
|------------------------------|-------------------------------|-------------------------------------|-------------------------------|
| 581 | ✓ | | |
| 596 | | ✓ | |
| 603 | | ✓ | |
| 614 | ✓ | | |
| 621 | | ✓ | |
| 622 | | ✓ | |
| VISN 9 DISTRIBUTION | 33.3% | 66.7% | 0.0% |
| 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: |
|------------------------------|---------------|-------------|---|
| 581 | ✓ | | 0.002% |
| 596 | ✓ | | 0.06% |
| 603 | ✓ | | 0.18% |
| 614 | ✓ | | 0.30% |
| 621 | ✓ | | 0.35% |
| 622 | ✓ | | 0.50% |
| VISN 9 DISTRIBUTION | 100.0% | 0.0% | 0.23% |
| 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 |
|------------------------------|--------------|--------------|---------------|--------------|
| 581 | | | ✓ | |
| 596 | | | ✓ | |
| 603 | | | ✓ | |
| 614 | | | ✓ | |
| 621 | | | ✓ | |
| 622 | | | ✓ | |
| VISN 9 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 |
|------------------------------|--------------|--------------|--------------|
| 581 | | ✓ | |
| 596 | ✓ | | |
| 603 | | | ✓ |
| 614 | | | ✓ |
| 621 | | ✓ | |
| 622 | | | ✓ |
| VISN 9 DISTRIBUTION | 16.7% | 33.3% | 50.0% |
| NATIONAL DISTRIBUTION | 38.9% | 27.0% | 34.1% |

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

| Facility | Yes | No |
|------------------------------|--------------|--------------|
| 581 | ✓ | |
| 596 | | ✓ |
| 603 | ✓ | |
| 614 | | ✓ |
| 621 | | ✓ |
| 622 | | ✓ |
| VISN 9 DISTRIBUTION | 33.3% | 66.7% |
| 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 |
|------------------------------|--------------|--------------|
| 581 | ✓ | |
| 596 | | |
| 603 | | ✓ |
| 614 | | |
| 621 | | |
| 622 | | |
| VISN 9 DISTRIBUTION | 50.0% | 50.0% |
| 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 |
|------------------------------|--------------|---------------|
| 581 | | ✓ |
| 596 | | |
| 603 | | ✓ |
| 614 | | |
| 621 | | |
| 622 | | |
| VISN 9 DISTRIBUTION | 0.0% | 100.0% |
| 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 |
|------------------------------|--------------|--------------|
| 581 | ✓ | |
| 596 | ✓ | |
| 603 | | ✓ |
| 614 | ✓ | |
| 621 | | ✓ |
| 622 | | ✓ |
| VISN 9 DISTRIBUTION | 50.0% | 50.0% |
| 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 |
|------------------------------|--------------------|---------------------------|----------------------------|-------------------------|--------------------|------------------------------|----------------|----------------------|
| 581 | ✓ | | | | | | | |
| 596 | | | | | | | | ✓ |
| 603 | | | | | | | | |
| 614 | ✓ | ✓ | | | | | | |
| 621 | | | | | | | | |
| 622 | | | | | | | | |
| VISN 9 FACILITY AVG | 66.7% | 33.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 33.3% |
| NATIONAL FACILITY AVG | 69.2% | 25.0% | 9.6% | 13.5% | 3.8% | 1.9% | 17.3% | 11.5% |

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