2005 Inventory of VHA Organizational Characteristics

Profile of Medical Centers in VISN 12
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

IV.   Performance and Quality

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	
537		
556		
578	Radiology	
	Pathology and Lab	
585		
607	Laboratory	Ambulatory Care
	Mental Health	Radiology
676	Surgery	Medicine and Neurology
	Mental Health	Rehab Medicine
695	Primary Care	Consultant Care (Acute Med/Surg/Anesthesia)
	Mental Health	Rehabilitation, Extended and Community Care
	Spinal Cord Injury	

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
537	0				
556	0				
578	2	0.0%	0.0%	50.0%	50.0%
585	0				
607	4	25.0%	0.0%	50.0%	25.0%
676	4	0.0%	0.0%	0.0%	100.0%
695	5	0.0%	0.0%	0.0%	100.0%
VISN 12 DISTRIBUTION		**6.3%**	**0.0%**	**25.0%**	**68.8%**
NATIONAL DISTRIBUTION		**40.3%**	**33.6%**	**31.9%**	**25.1%**

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

Data as of 12/1/2005
Report printed on 4/6/2006

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
537			✓					
556								
578	✓							
585					✓			
607						✓		
676				✓	✓			
695					✓			
VISN 12 DISTRIBUTION	**16.7%**	**0.0%**	**16.7%**	**16.7%**	**50.0%**	**16.7%**	**0.0%**	**0.0%**
NATIONAL DISTRIBUTION	**33.3%**	**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)*
537	✓			
556				
578			✓	
585	✓			
607		✓		✓
676		✓		✓
695		✓		
VISN 12 DISTRIBUTION	**33.3%**	**50.0%**	**16.7%**	**50.0%**
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
537	✓		
556			
578		✓	
585	✓		
607	✓		
676			
695			✓
VISN 12 DISTRIBUTION	**60.0%**	**20.0%**	**20.0%**
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
537	✓	
556		
578	✓	
585	✓	
607	✓	
676	✓	
695	✓	
VISN 12 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
537		✓
556		
578		✓
585		✓
607		✓
676		✓
695		✓
VISN 12 DISTRIBUTION	**0.0%**	**100.0%**
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
537					
556					
578					
585					
607					
676					
695					
VISN 12 DISTRIBUTION	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
NATIONAL DISTRIBUTION	**8.7%**	**26.1%**	**15.9%**	**34.8%**	**14.5%**

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

7. Are union representatives appointed to other committees?

Facility	Yes, to all	Yes, to many	Yes, to a few	No
537			✓	
556				
578			✓	
585		✓		
607	✓			
676			✓	
695			✓	
VISN 12 DISTRIBUTION	**16.7%**	**16.7%**	**66.7%**	**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 noted.

Data as of 12/1/2005
Report printed on 4/6/2006

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
537	Inpatient acute care				
	Inpatient psychiatry				
	Inpatient long-term care				
	Outpatient primary care				
	Outpatient mental health				
	Outpatient specialty care				
	Outpatient surgery				
676	Inpatient acute care				
	Inpatient psychiatry				
	Inpatient long-term care				
	Outpatient primary care				
	Outpatient mental health				
	Outpatient specialty care				
	Outpatient surgery				
VISN 12 DISTRIBUTION	**Inpatient acute care**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
	Inpatient psychiatry	**0.0%**	**0.0%**	**0.0%**	**0.0%**
	Inpatient long-term care	**0.0%**	**0.0%**	**0.0%**	**0.0%**
	Outpatient primary care	**0.0%**	**0.0%**	**0.0%**	**0.0%**
	Outpatient mental health	**0.0%**	**0.0%**	**0.0%**	**0.0%**
	Outpatient specialty care	**0.0%**	**0.0%**	**0.0%**	**0.0%**
	Outpatient surgery	**0.0%**	**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
537		
676		✓
VISN 12 DISTRIBUTION	**0.0%**	**100.0%**
NATIONAL DISTRIBUTION	**77.8%**	**7.4%**

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

Data as of 12/1/2005
Report printed on 4/6/2006

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)
537	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)					
556	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)					
578	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)					
585	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)					

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Data as of 12/1/2005
Report printed on 4/6/2006

(continued)

Facility	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
607	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)					
676	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)					
695	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 12 DISTRIBUTION	1) Purchase of expensive medical equipment (>$1mil)	**100.0%**	**0.0%**	**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%**	**33.3%**	**50.0%**	**16.7%**	**0.0%**
	4) What categories of patients will receive hearing aids	**50.0%**	**16.7%**	**33.3%**	**0.0%**	**0.0%**
	5) Where patients will receive open heart surgery	**50.0%**	**16.7%**	**16.7%**	**0.0%**	**16.7%**
	6) What services a campus will provide	**66.7%**	**16.7%**	**0.0%**	**0.0%**	**16.7%**
	7) Development of a strategic plan for clinical services	**16.7%**	**50.0%**	**33.3%**	**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%**

Data as of 12/1/2005
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Report printed on 4/6/2006

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
537	Medical Center Director		✓	
	Chief of Staff			✓
	Associate Director		✓	
	Nurse Executive			✓
556	Medical Center Director			
	Chief of Staff			
	Associate Director			
	Nurse Executive			
578	Medical Center Director	✓		
	Chief of Staff		✓	
	Associate Director			✓
	Nurse Executive		✓	
585	Medical Center Director		✓	
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive		✓	
607	Medical Center Director		✓	
	Chief of Staff			✓
	Associate Director		✓	
	Nurse Executive			✓
676	Medical Center Director		✓	
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive		✓	
695	Medical Center Director	✓		
	Chief of Staff		✓	
	Associate Director			✓
	Nurse Executive		✓	
VISN 12 DISTRIBUTION	**Medical Center Director**	**28.6%**	**57.1%**	**0.0%**
	Chief of Staff	**0.0%**	**57.1%**	**28.6%**
	Associate Director	**0.0%**	**57.1%**	**28.6%**
	Nurse Executive	**0.0%**	**57.1%**	**28.6%**
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%**

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Data as of 12/1/2005
Report printed on 4/6/2006

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
537	Medical Center Director	✓			✓		
	Chief of Staff	✓			✓		
	Associate Director	✓			✓		
	Nurse Executive		✓		✓		
556	Medical Center Director		✓		✓		
	Chief of Staff			✓	✓		
	Associate Director		✓			✓	
	Nurse Executive		✓		✓		
578	Medical Center Director		✓		✓		
	Chief of Staff	✓			✓		
	Associate Director		✓		✓		
	Nurse Executive		✓		✓		
585	Medical Center Director	✓			✓		
	Chief of Staff	✓			✓		
	Associate Director	✓			✓		
	Nurse Executive		✓		✓		
607	Medical Center Director	✓			✓		
	Chief of Staff	✓			✓		
	Associate Director	✓			✓		
	Nurse Executive	✓			✓		
676	Medical Center Director		✓		✓		
	Chief of Staff	✓			✓		
	Associate Director		✓		✓		
	Nurse Executive	✓			✓		
695	Medical Center Director			✓	✓		
	Chief of Staff			✓	✓		
	Associate Director			✓	✓		
	Nurse Executive		✓			✓	
VISN 12 DISTRIBUTION	**Medical Center Director**	**42.9%**	**42.9%**	**14.3%**	**100.0%**	**0.0%**	**0.0%**
	Chief of Staff	**71.4%**	**0.0%**	**28.6%**	**100.0%**	**0.0%**	**0.0%**
	Associate Director	**42.9%**	**42.9%**	**14.3%**	**85.7%**	**14.3%**	**0.0%**
	Nurse Executive	**28.6%**	**71.4%**	**0.0%**	**85.7%**	**14.3%**	**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%**

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Data as of 12/1/2005
Report printed on 4/6/2006

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
537	✓	✓	✓	✓
556				
578	✓	✓	✓	✓
585	✓	✓	✓	✓
607	✓	✓	✓	✓
676	✓	✓	✓	✓
695	✓	✓	✓	✓
VISN 12 DISTRIBUTION	**100.0%**	**100.0%**	**100.0%**	**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
537		✓			
556					
578	✓				
585	✓				
607		✓			
676			✓		
695		✓			
VISN 12 DISTRIBUTION	**33.3%**	**50.0%**	**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
537				✓	
556					
578	✓				
585	✓				
607	✓				
676		✓			
695		✓			
VISN 12 DISTRIBUTION	**50.0%**	**33.3%**	**0.0%**	**16.7%**	**0.0%**
NATIONAL DISTRIBUTION	**53.7%**	**39.8%**	**4.9%**	**1.6%**	**0.0%**

Data as of 12/1/2005
Note: Distributions are based only on facilities that responded to the item, unless otherwise noted.
Report printed on 4/6/2006

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

Facility	All	Most	About half	A few	None
537			✓		
556					
578	✓				
585	✓				
607		✓			
676		✓			
695	✓				
VISN 12 DISTRIBUTION	**50.0%**	**33.3%**	**16.7%**	**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
537		✓			
556					
578	✓				
585	✓				
607		✓			
676	✓				
695	✓				
VISN 12 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
537		✓	
556			
578		✓	
585		✓	
607		✓	
676		✓	
695		✓	
VISN 12 DISTRIBUTION	**0.0%**	**100.0%**	**0.0%**
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:
537	✓		0.20%
556			
578	✓		0.21%
585	✓		3.00%
607	✓		1.00%
676	✓		0.50%
695	✓		0.20%
VISN 12 DISTRIBUTION	**100.0%**	**0.0%**	**0.85%**
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
537		✓		
556				
578		✓		
585		✓		
607		✓		
676		✓		
695		✓		
VISN 12 DISTRIBUTION	**0.0%**	**100.0%**	**0.0%**	**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
537		✓	
556			
578	✓		
585	✓		
607		✓	
676	✓		
695	✓		
VISN 12 DISTRIBUTION	**66.7%**	**33.3%**	**0.0%**
NATIONAL DISTRIBUTION	**38.9%**	**27.0%**	**34.1%**

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

Data as of 12/1/2005
Report printed on 4/6/2006

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

Facility	Yes	No
537		✓
556		
578		✓
585		✓
607		
676		✓
695	✓	
VISN 12 DISTRIBUTION	**20.0%**	**80.0%**
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
537		
556		
578		
585		
607		
676		
695	✓	
VISN 12 DISTRIBUTION	**100.0%**	**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
537		
556		
578		
585		
607		
676		
695		✓
VISN 12 DISTRIBUTION	**0.0%**	**100.0%**
NATIONAL DISTRIBUTION	**57.2%**	**42.9%**

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

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

Facility	Yes	No
537		✓
556	✓	
578		✓
585		✓
607		✓
676		✓
695	✓	
VISN 12 DISTRIBUTION	**28.6%**	**71.4%**
NATIONAL DISTRIBUTION	**39.7%**	**60.3%**

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

n = only facilities who answered <u>yes</u> 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
537								
556	✓						✓	
578								
585								
607								
676								
695							✓	
VISN 12 DISTRIBUTION	**50.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**100.0%**	**0.0%**
NATIONAL DISTRIBUTION	**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 noted.

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