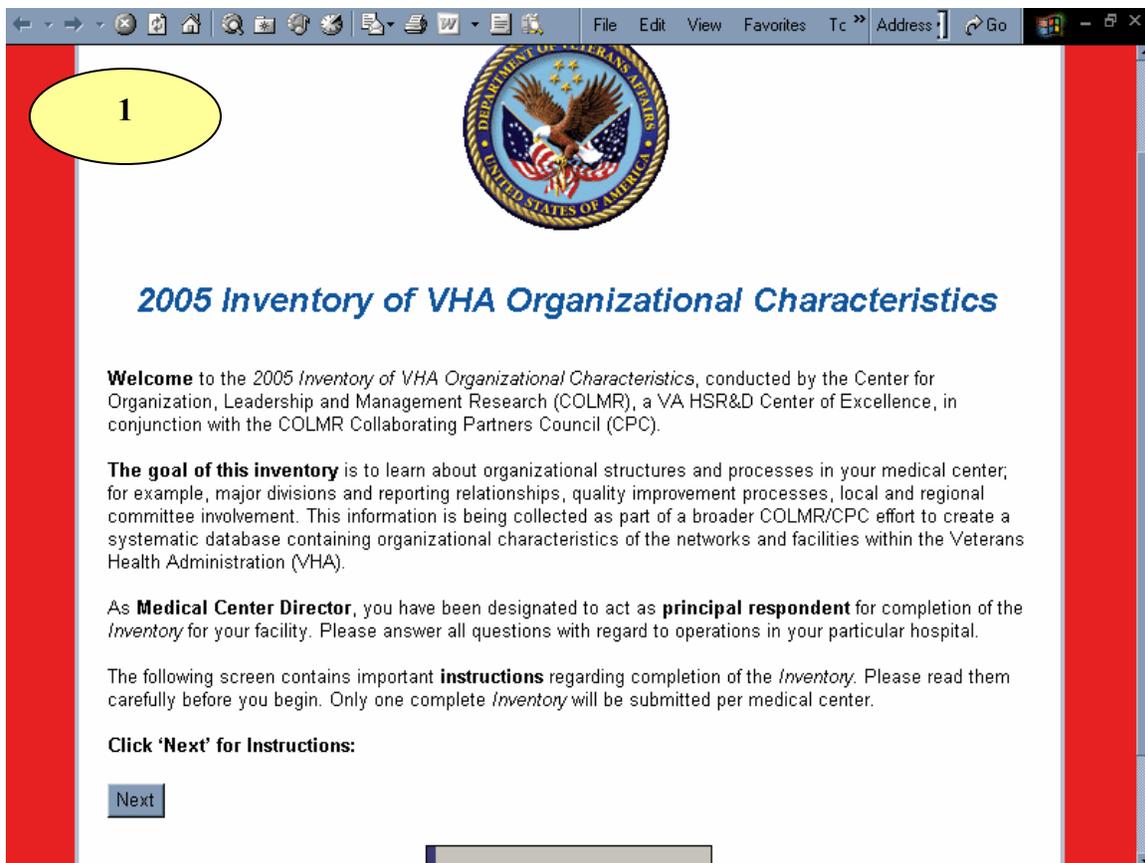*This document is intended for use as a companion guide to the web-based 2005 Inventory of VHA Organizational Characteristics, for your convenience in completing the on-line Inventory. Please do not submit answers using this document.*

For instructional purposes, the screens in this guide are numbered in the upper left corner. You will not see these screen numbers on the actual Inventory.

Introductory Message and Instructions

Clicking on the web link in your invitation e-mail will bring you to an introduction, followed by a set of instructions on how to use the web *Inventory* (screens 1-2).

2005 Inventory of VHA Organizational Characteristics

INSTRUCTIONS

Previewing the questions (optional)

- To **preview** your *Inventory*, use the 'Next' button to read through all the questions <u>before</u> entering your responses. To assist you in gathering the information you will need to complete the *Inventory*, you may wish to **print** each screen using your web browser.

- **Warning**: *Do not click the final 'Submit' button on the last screen when you are previewing; once you have submitted the Inventory, you will not be able to return to it again.*

- Please do not use printed screens to return your responses. Only web submissions will be accepted.

- As you page through the screens without entering data, you will be able to see all possible questions. Keep in mind that when you are actually entering responses, the computer may (appropriately) **skip** certain questions based on your answer to a preceding 'yes/no' type questions.

Preparing your answers

- You or any designated staff member may complete the *Inventory*; alternatively, you may wish to work as a team to gather information and complete the sections. To allow others access, simply forward the e-mail message containing the link to this *Inventory*.

- The hyperlink does not require password log-in; so multiple staff may enter answers into the *Inventory*. However, since the technology may not support simultaneous changes, we recommend that only one person perform entry or editing of responses at any one time.

- As you may see while paging through screens, some questions are presented in two parts: the first part will ask you to make a **list** of items; the next screen will then contain a **matrix or table** requesting further information on those items. In these instances, if the list of items is left blank, the table on the following screen will also appear blank. Please be sure to complete all questions that ask for a list.

Navigating, Saving and Submitting

- **'Next'** and **'Back'** buttons are located at the bottom of each screen to facilitate navigation through the questions. This instrument was designed to follow 'forward logic'; please be advised that use of the **'Back'** button may reveal questions that were appropriately skipped based on your answer to a prior 'yes/no' type question. To avoid confusion, we recommend using this button as little as possible.

- You may **save your work and return** to the *Inventory* at any time by clicking '**Save**' on your current page and exiting the browser. After saving, the next time you or another staff member opens the *Inventory*, the link will bring you to your most recent entry. Navigation buttons can then be used to move between questions as needed.

- Once you have clicked the final **'Submit Survey'** button, you will <u>not</u> be able to return to your *Inventory*. Please be sure all your answers are complete and final prior to clicking 'Submit'!

Click 'Next' to begin the *Inventory*:

Back   Next   Save

Clicking **Save** on any screen will save your work where you are and exit the *Inventory*.

The *Inventory* Questions

Following are print-screens of all possible *Inventory* questions, beginning with screen 3.

When you are filling out these questions on-line, the computer may skip some based on your answer to a prior yes/no-type question. In this guide, yellow direction boxes designate such questions. In the actual *Inventory*, however, your next question will always be automatically selected for you.

FACILITY CHARACTERISTICS INVENTORY

VHA FACILITY 523

3

For certain questions in this inventory, you will be asked to submit supplemental materials as indicated. Please provide the full title of committees/councils, etc. rather than using acronyms or abbreviations; and be sure to clearly mark all attachments with your facility name.

A. Facility Structure and Decision-Making

This section asks about formal organizational structures, affiliations, labor participation, and decision-making processes at the medical center.

Please submit an **organizational chart** and/or **position chart** for your medical center, including position titles, reporting relationships, and locations.

○ I have submitted the file via e-mail to: zoe.levan@med.va.gov
○ I have faxed a hard copy to **857-364-4438** (Attn: Zoe LeVan)

Comments (Optional):

[Back] [Next] [Save]

4

Does your medical center have one or more **medical school affiliate(s)**?

○ Yes
○ No

If you select **Yes** here, you will see screen **5** next.

If you select **No** here, you will see screen **7** next.

Back Next Save

5

Please list your **primary medical school** affiliate(s).

☑ 1 [List med schools here...]
☐ 2 [   ]

Warning: You must list an affiliate here in order to complete the matrix on the next screen.

Back Next Save

6

In the matrix below, select the physical location(s) of the affiliate(s) in relation to your facility.

Primary Medical School Affiliate	On the same campus as VAMC	Within easy walking distance from VAMC	Not within VAMC walking distance
List med schools here...	○	○	○
...	○	○	○

Back   Next   Save

7

To which position or positions in the medical center do the CBOCs report? *(For example, ACOS for Ambulatory Care)?*

☐ 1 [   ]
☐ 2 [   ]
☐ 3 [   ]

Back   Next   Save

8

How many bargaining units are there at this facility? (Enter '0' if none.)

[   ] (number)

Does this facility have a structure or process that brings together labor and management representatives on a regular, recurring basis to discuss issues of mutual concern?

○ Yes
○ No

Is a union representative appointed as a member of the medical center executive council?

○ Yes
○ No

> If you select **Yes** here, you will see screen **9** next.
>
> If you select **No** here, you will see screen **10** next.

[Back] [Next] [Save]

9

About **how often** does the union representative attend the medical center executive council?

○ Never
○ Occasionally
○ About half the time
○ Most of the time
○ All of the time

[Back] [Next] [Save]

Are union representatives appointed as members to **other standing committees/councils** at your facility?

- ○ **Yes**, to **all** standing committees/councils
- ○ **Yes**, to **many** standing committees/councils
- ○ **Yes**, to **a few** standing committees/councils
- ○ **No**

[Back] [Next] [Save]

Organizations have various **decision-making processes**, with ultimate approval of a decision occurring at different levels.

For each of the following examples, check the box that best describes the **organizational level** at which ultimate approval for a decision is typically made in your medical center.

Decision Type	Level at which final decisions are made				
	Network Director	Medical Center Director	Service or Service Line	Unit or Workgroup	Other
Purchase of expensive medical equipment (>$1 million)	○	○	○	○	○
Allocation of resources among clinical services	○	○	○	○	○
How new clinical practice guidelines will be implemented	○	○	○	○	○
What categories of patients will receive hearing aids	○	○	○	○	○
Where patients will receive open heart surgery	○	○	○	○	○
What services a campus will provide	○	○	○	○	○
Development of strategic plan for clinical services	○	○	○	○	○
Other	○	○	○	○	○

Comments (Optional):

Note:
If your medical center is **not** a VHA-approved *Integrated Facility*, your next screen will be #15.

B. Integrated Medical Centers

This section focuses on the organization of integrated medical centers - those that have been created by the merger of two or more previously independent medical centers. **Please read the following definitions carefully and keep them in mind as you complete the next question. The definitions may differ from the way you usually use these terms.**

Integrated medical centers organize clinical services in different ways. For the following questions, you will be asked to distinguish between:

- Clinical services that are **consolidated to one campus** (that is, all clinicians and staff in the service are on one campus);

- Clinical services that are **organizationally combined** under the leadership of a single system-wide chief, but with clinicians and staff on multiple campuses;

- Clinical services that remain **separate** with an independent chief on each campus.

For each of the following services, **select the structure which best describes the organization of those services** in your integrated system. Begin with the services listed, and add other services as needed in the comment box, to reflect your organization.

Service	Consolidated to one campus	Combined under single system chief	Separate under campus chief

Note: If your medical center is **not** a VHA-approved Integrated Facility, you will **not** see this question.

Service	Consolidated to one campus	Combined under single system chief	Separate under campus chief	Other
Inpatient acute care	○	○	○	
Inpatient psychiatry	○	○	○	
Inpatient long-term care	○	○	○	
Outpatient primary care	○	○	○	
Outpatient mental health	○	○	○	
Outpatient specialty care	○	○	○	
Outpatient surgery	○	○	○	

Comments (Optional):

Note: If your medical center is **not** a VHA-approved Integrated Facility, you will **not** see this question.

Back Next Save

Is there a single set of medical bylaws for the system, or does each campus have its own?

○ Single set for the whole system
○ Each campus has its own set

[Back] [Next] [Save]

Note: If your medical center is **not** a VHA-approved Integrated Facility, you will **not** see this question.

C. Integrated Services

Some facilities have formal structures or processes for integrating or coordinating patient care across traditional department or discipline boundaries within the organization. Multi-disciplinary clinical committees and clinical service lines are two examples of integrating/coordinating structures or processes.

List the **clinical areas** for which there are **integrating structures or processes** within your organization (please do not abbreviate).

☑ 1 List integrated services here (if any)
☑ 2 List integrated services here (if any)
☑ 3 List integrated services here (if any)
☑ 4 ...etc
☐ 5
☐ 6
☐ No clinical areas for which there are integrating structures or processes

Back   Next   Save

For each clinical area you listed, indicate the option or options that best describe its **integrating/coordinating structure**. Select from the categories A-D below.

A.   Multi-disciplinary committee to set and communicate policy and to resolve problems
B.   Multi-disciplinary team for quality improvement
C.   Clinical service line with staff and budget authority matrixed with department and/or discipline leaders
D.   Clinical service line with line authority for staff and budget

Service or Clinical Area	Integrating/Coordinating Structure			
	A	B	C	D
List integrated services here (if any)	☐	☐	☐	☐
List integrated services here (if any)	☐	☐	☐	☐
List integrated services here (if any)	☐	☐	☐	☐
...etc	☐	☐	☐	☐

Comments (Optional):

Warning: If this matrix is empty, it is because you did not list any clinical areas in the prior question. If this is correct, click **next** to continue; if not, click **back** and complete the list.

Back   Next   Save

D. Facility Performance, Accountability and Recognition

VHA has an extensive system of performance measures and monitors at national, VISN, and local levels. This section asks about how these data are communicated and used in your medical center.

At what **level of aggregation** are performance data for your facility available? (Check all that apply.)

- ☐ Facility
- ☐ Service, service line or department
- ☐ Work unit
- ☐ Individual clinician

How are performance data for your facility **regularly communicated** or made available to staff at your medical center? (Check all that apply.)

- ☐ Posted on the VA or VISN intranet
- ☐ Posted on the facility intranet
- ☐ Presented in the facility newsletter
- ☐ Discussed at senior leadership meetings
- ☐ Discussed at service chief and unit head meetings
- ☐ Discussed by supervisors in meetings with front line staff
- ☐ Posted on work unit bulletin boards
- ☐ Presented to individual clinicians with data on their own panel performance
- ☐ Analyzed in quality improvement committees and teams
- ☐ Scorecards and/or Dashboards
- ☐ Other [_____]

Approximately what proportion of **clinical service chiefs** share performance data with their staff and clinicians?

- ○ All
- ○ Most
- ○ About half
- ○ A few
- ○ None

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

- ○ All
- ○ Most
- ○ About half
- ○ A few
- ○ None

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

- ○ All
- ○ Most
- ○ About half
- ○ A few
- ○ None

[Back] [Next] [Save]

Are **individual clinical units** held accountable for performance goals?

○ **Yes, all** clinical units
○ **Yes, most** clinical units
○ **Yes, about half** of the clinical units
○ **Yes, a few** clinical units
○ **No**

If you select any **Yes** answer, you will see screen **19** next.

If you select **No**, you will see screen **20** next.

Back Next Save

How is a clinical unit **rewarded** if it exceeds the performance target for the fiscal year? (Check all that apply.)

☐ The unit is **acknowledged** at a meeting, in a newsletter, and/or special announcement
☐ The unit is given a **financial award**
☐ The unit is given a **certificate or plaque**
☐ **Other** special recognition [   ]
☐ **No** special recognition

What happens if a clinical unit **fails to meet** its performance goals by the end of the fiscal year? (Check all that apply.)

☐ The unit is required to prepare an **improvement plan**
☐ The unit is assigned a **coach or consultant**
☐ Unit staff participate in an **improvement collaborative**
☐ **Other** [   ]
☐ **No** special requirements

Back Next Save

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Does this facility have **designated physician champions** for performance goals?

○ **Yes, a single** designated champion for all measures
○ **Yes**, **multiple** designated champions for different clinical areas
○ **No**, no formally designated champion(s)

[Back] [Next] [Save]

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Are **funds** set aside at the facility level for **formal employee recognition programs,** other than the national ECF program?

○ Yes
○ No

If you select **Yes** here, you will see screen **22** next.

If you select **No** here, you will see screen **23** next.

[Back] [Next] [Save]

22

Approximately what proportion of the total facility budget was set aside in the current fiscal year for employee recognition programs?

[   ] %

[Back] [Next] [Save]

E. Quality and Safety

This section asks about quality and safety concerns, use of the Baldrige framework, and quality award applications.

List up to six internal facility committees/councils dealing with **quality of care or patient safety.** (Please do not use acronyms.)

☑ 1 List committees here
☑ 2 List committees here
☐ 3 ..etc
☐ 4
☐ 5
☐ 6

Warning: You must list committees/councils here in order to complete the matrix on the next screen.

Back Next Save

For each committee/council dealing with quality of care or patient safety, identify the **job title of the chairperson** and which committees/councils are **regularly attended** by the:

- Medical Center Director
- Chief of Staff
- Associate Director
- Nurse Executive

Committee or Council	Job Title of Chairperson	Regular Attendance by			
		Medical Center Director	Chief of Staff	Associate Director	Nurse Executive
List committees here	List Chair here	☐	☐	☐	☐
List committees here	List Chair here	☐	☐	☐	☐
..etc	...etc	☐	☐	☐	☐

Back Next Save

When was the last **JCAHO review** at this facility?

[ ] (MM/YY)

How many **requirements for improvement** were identified? (Enter '0' if none.)

[ ] (number)

Back Next Save

Has your facility formally adopted the seven categories of the *Malcolm Baldrige National Quality Award* as an organizing framework?

○ Yes
○ No

If you select **Yes** here, you will see screen **27** next.

If you select **No** here, you will see screen **30** next.

Back Next Save

Does your facility currently use *Baldrige* principles to inform its internal improvement efforts?

- ○ Yes
- ○ No

Has your facility ever submitted a *Baldrige* (or similar) quality application?

- ○ Yes
- ○ No

If you select **Yes** here, you will see screen **28** next.

If you select **No** here, you will see screen **30** next.

Back   Next   Save

In what year was the most recent *Baldrige* (or similar) quality application submitted?

[   ] (YYYY)

Back   Next   Save

What changes, if any, were made in your organization as a result of the most recent application feedback?

☐ 1 [_____]
☐ 2 [_____]
☐ 3 [_____]
☐ 4 [_____]
☐ 5 [_____]
☐ No changes

[Back] [Next] [Save]

Has your facility applied for or received quality awards other than the *Malcolm Baldrige National Quality Award*? (Examples: Robert Carey Award, VA Quality Achievement grants.)

○ Yes
○ No

If you select **Yes** here, you will see screen **31** next.

If you select **No** here, you will see screen **33** next.

[Back] [Next] [Save]

31

Please list the other quality awards your facility has applied for or received. *(Examples: Robert Carey Award, VA Quality Achievement grants.)*

- ☑ 1 [List awards here]
- ☑ 2 [List awards here]
- ☐ 3 [..etc]
- ☐ 4 [ ]

Warning: You must list awards here in order to complete the matrix on the next screen.

[Back] [Next] [Save]

■■■■■■■■■■■■■■■■■■■■■■□

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For each quality award you listed, indicate the most recent year it was applied for or received.

Award/Grant	Year Received (or year applied for) (YYYY)
List awards here	[ ]
List awards here	[ ]
..etc	[ ]

[Back] [Next] [Save]

■■■■■■■■■■■■■■■■■■■■■■■■□

F. VA Service External to the Facility

VHA has many councils, committees, and special projects on which medical center staff are invited to serve. The final question asks about individuals' professional involvement in VA activities external to the local medical center or integrated system.

Think about the external VA committees on which facility employees have served **in the past year**. For each of the staff positions listed below, enter the **number of committees** of which he/she is a formal member.

Example *The Nurse Executive sits on two national committees, so **2** should be entered in the 'National Committees, Task Forces or Workgroups' column for 'Nurse Executive'.*

Enter the number of committees. (**Note:** A count of zero (0) will be assumed for all cells left blank.)

Employee(s)	VISN Committees, Task Forces or Workgroups	National Committees, Task Forces, or Workgroups
Medical Center Director		
Chief of Staff		
Associate Director		
Nurse Executive		

Whom should we contact if there are questions about the information provided in this Inventory?

Name:

...ber of committees. (**Note:** A count of zero (0) will be assumed for all cells left blank.)

Employee(s)	VISN Committees, Task Forces or Workgroups	National Committees, Task Forces, or Workgroups
Medical Center Director		
Chief of Staff		
Associate Director		
Nurse Executive		

Whom should we contact if there are questions about the information provided in this Inventory?

Name:

Job Title:

E-mail:

Note:
Once you click **Submit**, you will no longer be able to return to the Inventory to make changes.

If you are certain your responses are correct and complete, click here to submit your Inventory.

Back   Submit Survey