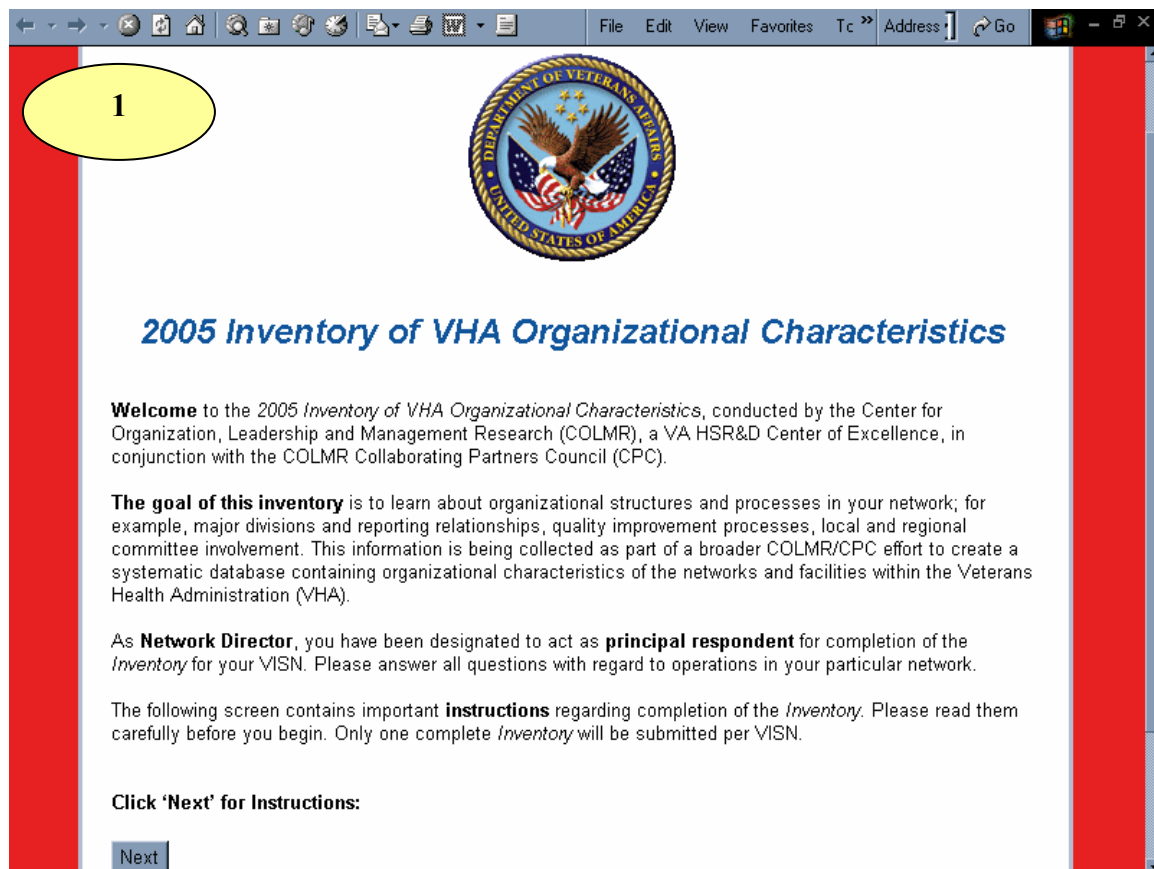*This document is intended for use as a companion guide to the web-based 2005 Inventory of VHA Organizational Characteristics, for your convenience in completing the on-line Inventory. Please do not submit answers using this document.*

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

- 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 **print** each screen using your web browser.

- 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.

- Do <u>not</u> submit responses using printed screens. Only complete web submissions will be accepted.

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.
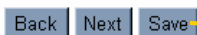
Navigating, Saving and Submitting

- **'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'!
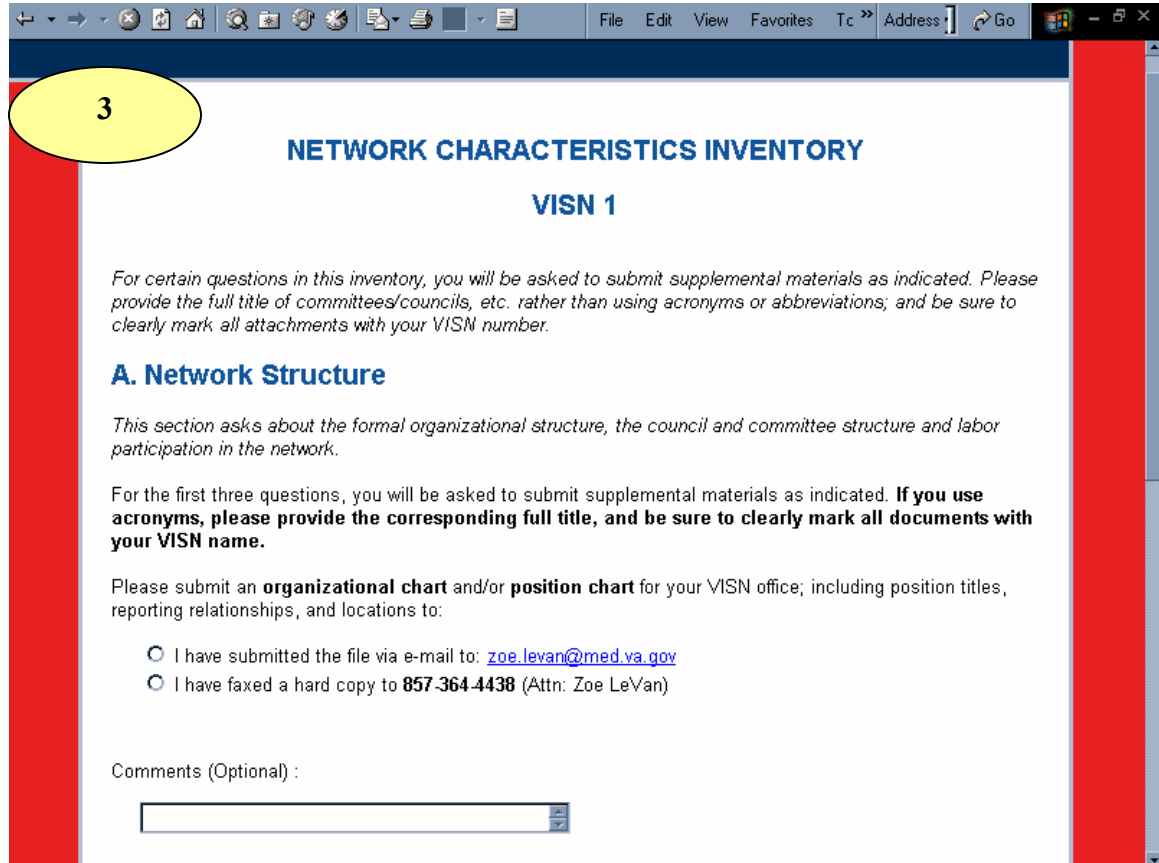
Click 'Next' to begin the *Inventory*:

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.

3

NETWORK CHARACTERISTICS INVENTORY

VISN 1

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 VISN number.

A. Network Structure

This section asks about the formal organizational structure, the council and committee structure and labor participation in the network.

For the first three questions, you will be asked to submit supplemental materials as indicated. **If you use acronyms, please provide the corresponding full title, and be sure to clearly mark all documents with your VISN name.**

Please submit an **organizational chart** and/or **position chart** for your VISN office; including position titles, reporting relationships, and locations to:

○ 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) :

Please submit a list of VISN or network **ELC/ELB membership** by job title.

- ○ 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):

Please submit a list of **major standing VISN committees/councils** and **subcommittees/subcouncils**, with **chairperson** and **membership** by job title for each.

- ○ 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)
- ○ I do not have an existing document, and would like to fill out on-line.

Back   Next   Save

If you select this option, you will see screen **4** next.

If you select one of these options, you will see screen **6** next.

4

List the major **standing VISN committees/councils.**

☑ 1 Enter your committees here
☑ 2 Enter your committees here
☐ 3
☐ 4
☐ 5
☐ 6
☐ 7
☐ 8

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

Back Next Save

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For each standing VISN committee/council, list its **chairperson** by job title.

Indicate which committees/councils are **regularly attended** by the Network Director, Chief Medical Officer, Deputy Network Director/COO.

	Job Title of Chairperson	Attended Regularly by:		
		Network Director	Chief Medical Officer	Deputy Network Director/COO
Enter your committees here	Enter Chair here	☐	☐	☐
Enter your committees here	Enter Chair here	☐	☐	☐

Back Next Save

Does this network 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 ELC/ELB?

○ Yes
○ No

If you select **Yes** here, you will see screen **7** next.

If you select **No** here, you will see screen **8** next.

Back | Next | Save

About **how often** does the union representative attend the ELC/ELB?

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

Back | Next | Save

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Are union representatives appointed as members to the other **standing VISN committees/councils**?

⚪ **Yes,** to **all** standing committees/councils
⚪ **Yes,** to **most** standing VISN committees/councils
⚪ **Yes,** to **a few** standing VISN committees/councils
⚪ **No**

Back Next Save

▪▪▪▪▪▪▪▫▫▫▫▫▫▫▫▫▫▫▫▫▫▫▫

B. Network Policies and Practices

This section asks about VISN policies and initiatives that apply across facilities at the network. It also asks about the levels of the organization at which certain decisions are made in this network.

For which **administrative areas** are there **VISN-wide policies or guidelines** (other than National/VACO directives)? (Please check all that apply.)

- ☐ Human Resources
- ☐ Fiscal
- ☐ Facilities Management
- ☐ Information Systems
- ☐ Ethics
- ☐ Business Office
- ☐ Contracting and Purchasing
- ☐ Emergency Management
- ☐ Compliance

- ☐ Other administrative area: [_____]
- ☐ Other administrative area: [_____]
- ☐ Other administrative area: [_____]
- ☐ Other administrative area: [_____]

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For which **clinical areas** are there **VISN-wide policies or guidelines** (other than National/VACO directives)? *(For example, clinical practice guidelines in cardiology, or a network-wide utilization review policy.)* (Please check all that apply.)

- ☐ Primary Care
- ☐ Medicine
- ☐ Surgery
- ☐ Pharmacy
- ☐ Mental Health
- ☐ Dental Care
- ☐ Prosthetics
- ☐ Rehabilitation
- ☐ Patient Safety
- ☐ Quality Assurance and Utilization Review
- ☐ Patient Transfers/Referrals

- ☐ Other clinical area: [_____]
- ☐ Other clinical area: [_____]
- ☐ Other clinical area: [_____]
- ☐ Other clinical area: [_____]

Back Next Save

Working to create an integrated health care system across the network offers opportunities to introduce new and innovative ways of doing business, both administrative and clinical.

Please list **up to 6 new/innovative VISN-wide initiatives** added within the **last three years**. *(For example, collaborative programs in the ICU or in nursing care.)*

☐ 1 [_____]
☐ 2 [_____]
☐ 3 [_____]
☐ 4 [_____]
☐ 5 [_____]
☐ 6 [_____]

[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 VISN.

Decision Type	Level at which the decision is made				
	Network Director	Medical Center Director	Service or Service Line	Unit or Workgroup	Other
Purchase of expensive capital 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 medical center will provide	○	○	○	○	○
Development of strategic plan for clinical services	○	○	○	○	○
Other	○	○	○	○	○

Comments (Optional):

[_____]

[Back] [Next] [Save]

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C. VISN Integration & Consolidation

Some VISNs organize clinical and administrative functions at the network, using a variety of structures to do so. You will be asked to complete two matrices describing these structures in your network. **Please read the following definitions carefully and keep them in mind when completing the next two sets of questions. The definitions may vary from the way you usually use these terms.**

- **Integrated services, service lines or product lines** – functions are organized network-wide under a single leadership team; staff and services are located/provided in multiple facilities across the network (e.g., mental health service line, or network business office).

- **Consolidated services** – functions are located at a single regional or network location (e.g., SCI center, or all patients travel to one facility for radiation therapy).

For purposes of these questions, integrated facilities with different campuses should be considered together as a single facility or location.

Does this VISN have any **integrated services, service lines or product lines**, either clinical or administrative?

○ Yes
○ No

> If you select **Yes** here, you will see screen **14** next.
>
> If you select **No** here, you will see screen **17** next.

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grated services, service lines or product lines – functions are organized network-wide under a ngle leadership team; staff and services are located/provided in multiple facilities across the network (e.g., mental health service line, or network business office).

Using the definition above, list network or regional **integrated services, service lines, or product lines.**

☑ 1 [List your integrated services here]
☑ 2 [List your integrated services here]
☐ 3 [..etc]
☐ 4 [ ]
☐ 5 [ ]
☐ 6 [ ]
☐ 7 [ ]
☐ 8 [ ]
☐ 9 [ ]
☐ 10 [ ]
☐ 11 [ ]
☐ 12 [ ]

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

[Back] [Next] [Save]

efinitions:

- **Integrated services, service lines or product lines** – functions are organized network-wide under a single leadership team; staff and services are located/provided in multiple facilities across the network (e.g., mental health service line, or network business office).

For each service you listed, select the best description of its leadership. Select one of the categories from **A-E** below:

A Clinician, full time
B Clinician, as collateral duty
C Administrator, full time
D Administrator, as collateral duty
E Shared leadership *(If 'E' is selected, please specify inside the 'Other' cell)*

Service or Product Line	Leadership					Other
	A	B	C	D	E	
List your integrated services here	○	○	○	○	○	[ ]
List your integrated services here	○	○	○	○	○	[ ]
..etc	○	○	○	○	○	[ ]

[Back] [Next] [Save]

efinitions:

- **Integrated services, service lines or product lines** – functions are organized network-wide under a single leadership team; staff and services are located/provided in multiple facilities across the network (e.g., mental health service line, or network business office).

For each service you listed, identify the responsibilities each service has. Select from the categories F-K. (You may select more than one.)

F Sets network-wide clinical policies and clinical guidelines
G Has full authority over local budgets for that clinical area
H Has matrixed input to local budgets for that clinical area
I Direct supervisory authority over facility staff
J Matrixed supervisory authority over facility staff
K Other *(If 'K' selected, please specify in the 'Other' cell)*

Service or Product Line	Responsibilities						Other
	F	G	H	I	J	K	
List your integrated services here	☐	☐	☐	☐	☐	☐	[ ]
List your integrated services here	☐	☐	☐	☐	☐	☐	[ ]
..etc	☐	☐	☐	☐	☐	☐	[ ]

[Back] [Next] [Save]

Review of definitions:

- **Integrated services, service lines or product lines** – functions are organized network-wide under a single leadership team; staff and services are located/provided in multiple facilities across the network (e.g., mental health service line, or network business office).

- **Consolidated services** – functions are located at a single regional or network location (e.g., SCI center, or all patients travel to one facility for radiation therapy).

Does your VISN have **consolidated services,** either clinical or administrative?

○ Yes

○ No

If you select **Yes** here, you will see screen **18** next.

If you select **No** here, you will see screen **21** next.

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---

nsolidated services – functions are located at a single regional or network location (e.g., SCI center, or all patients travel to one facility for radiation therapy).

Using the definition above, list network or regional **consolidated** services.

☑ 1 List your consolidated services here
☑ 2 List your consolidated services here
☐ 3 ...etc
☐ 4
☐ 5
☐ 6
☐ 7
☐ 8
☐ 9
☐ 10
☐ 11
☐ 12

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

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Review of definitions:

- **Consolidated services** – functions are located at a single regional or network location (e.g., SCI center, or all patients travel to one facility for radiation therapy).

For each consolidated service you listed, select the best description of its leadership. Select one of the categories from **A-E** below:

        A Clinician, full time
        B Clinician, as collateral duty
        C Administrator, full time
        D Administrator, as collateral duty
        E Shared leadership *(If 'E' is selected, please specify inside the 'Other' cell)*

Consolidated Services	Leadership					Other
	A	B	C	D	E	
List your consolidated services here	○	○	○	○	○	[ ]
List your consolidated services here	○	○	○	○	○	[ ]
…etc	○	○	○	○	○	[ ]

[Back] [Next] [Save]

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...efinitions:

- **Consolidated services** – functions are located at a single regional or network location (e.g., SCI center, or all patients travel to one facility for radiation therapy).

For each consolidated service you listed, identify the responsibilities each service has. Select from categories **F-K**. (You may select more than one.)

        F Sets network-wide clinical policies and clinical guidelines
        G Has full authority over local budgets for that clinical area
        H Has matrixed input to local budgets for that clinical area
        I Direct supervisory authority over facility staff.
        J Matrixed supervisory authority over facility staff.
        K Other *(if 'Other' selected, please specify inside the 'Other' cell)*

Consolidated Services	Responsibilities						Other
	F	G	H	I	J	K	
List your consolidated services here	☐	☐	☐	☐	☐	☐	[ ]
List your consolidated services here	☐	☐	☐	☐	☐	☐	[ ]
…etc	☐	☐	☐	☐	☐	☐	[ ]

[Back] [Next] [Save]

D. Accreditation, Quality, and Recognition

This section asks about Joint Commission accreditation, use of the Baldrige framework, quality award applications, performance contracts and employee recognition programs.

Has your VISN been reviewed by the *Joint Commission for the Accreditation of Healthcare Organizations (JCAHO)* as an **integrated network**?

- ○ 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

When was the last **VISN-level** JCAHO review?

[   ] (MM/YY)

How many **requirements for improvement** were found **at the VISN level**?

[   ] (number)

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

- ○ **Yes**, as part of a VISN-wide effort
- ○ **Yes**, as an independent facility effort
- ○ **No**

If you select either **Yes** option here, you will see screen **24** next.

If you select **No** here, you will see screen **25** next.

Back   Next   Save

Does the VISN use *Baldrige* principles to inform its internal improvement efforts?

- ○ Yes
- ○ No

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Has your VISN submitted a *Ken Kizer Network Quality Award* application?

- ○ Yes
- ○ No

If you select **Yes** here, you will see screen **26** next.

If you select **No** here, you will see screen **27** next.

Back　Next　Save

When was the *Ken Kizer Network Quality Award* application submitted?

[　　　] (MM/YY)

What **changes** have been made in your network as a result of feedback from the application?

- ☐ 1 [　　　　　　　　　]
- ☐ 2 [　　　　　　　　　]
- ☐ 3 [　　　　　　　　　]
- ☐ 4 [　　　　　　　　　]
- ☐ 5 [　　　　　　　　　]
- ☐ 6 [　　　　　　　　　]
- ☐ No changes

Back　Next　Save

Has your VISN applied for or received other quality awards or grants *(Example: VA Quality Achievement grants)*?

○ Yes

○ No

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

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

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Please list the quality awards applied for or received.

☑ 1 [list an award here]

☑ 2 [list an award here]

☐ 3 [..etc]

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

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

Name of Award	Year received (or year applied) (YYYY)
list an award here	[ ]
list an award here	[ ]
..etc	[ ]

[Back] [Next] [Save]

Performance accountability is an important management tool in VHA. The next two questions ask about performance agreements and accountability between the network director and the medical center directors.

Which of the following are included in the network director's **performance contract with medical center directors**? (Check all that apply.)

- ☐ Core competencies that parallel **part A** of the *Annual Network Performance Plan*
- ☐ Goals on national performance measures in **part B** of the *Annual Network Performance Plan*
- ☐ Goals on additional network performance measures
- ☐ Budget goals
- ☐ Specific issues from the previous year's performance
- ☐ Other network goals and expectations *(for example, committee assignments)*

By what means does the network director hold medical center directors **accountable** for their performance? (Check all that apply.)

- ☐ Annual performance goals
- ☐ Individual meetings with directors, scheduled regularly *(e.g., quarterly, monthly)*
- ☐ Individual meetings with directors, as needed or when problems arise
- ☐ Performance scorecards or dashboards, reviewed regularly
- ☐ Ongoing informal interaction

What **tools** does the network director use if a medical center director **does not meet** her/his performance goals by a substantial amount at the end of the fiscal year? (Check all that apply.)

☐ Individual meetings with directors, as needed or when problems arise
☐ Performance scorecards or dashboards, reviewed regularly
☐ Ongoing informal interaction

What **tools** does the network director use if a medical center director **does not meet** her/his performance goals by a substantial amount at the end of the fiscal year? (Check all that apply.)

☐ Goals are adjusted to be more attainable
☐ Medical center director does not receive performance bonus
☐ Medical center director is required to submit an improvement plan
☐ Medical center director is paired with a high performing director or other coach for mentoring
☐ Other [   ]

Additional comments about medical center director accountability (Optional):

[text area]

[Back] [Next] [Save]

Do programs or other structured opportunities exist **at the VISN level** for **employee recognition**, in addition to the national ECF program?

○ Yes
○ No

Are **funds** set aside **at the VISN level** for formal employee recognition, in addition to the national ECF program?

○ Yes
○ No

[Back] [Next] [Save]

E: External Committee Involvement

VHA has many councils, committees, and special projects on which VISN staff are invited to serve. This final question asks about the professional involvement of selected senior leaders in VA activities outside the network.

In the past year, think about the external VA committees and special projects on which VISN employees have served. For each **staff position or group** listed below, enter the **number of committees** on which each is a formal member.

For purposes of this question, **senior leaders** include: Network Director, Chief Medical Officer, Deputy Network Director or Chief Operating Officer, and Quality Management Officer.

- **Example:** *The Chief Medical Officer sits on two national committees, so **2** should be entered in the 'National Committees' column for 'Chief Medical Officer'. And so on.*

Employee(s)	VISN Committees, Task Forces or Workgroups	National Committees, Task Forces, or Workgroups
Network Director		
Chief Medical Officer		
Deputy Network Director/COO		
Quality Management Officer		

Employee(s)	VISN Committees, Task Forces or Workgroups	National Committees, Task Forces, or Workgroups
Network Director		
Chief Medical Officer		
Deputy Network Director/COO		
Quality Management Officer		

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