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**National VA  
Quality Improvement Survey  
2000 Report**

Results of FY00 Survey  
and Summary of Trends

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HEALTH SERVICES RESEARCH AND DEVELOPMENT SERVICE

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OFFICE OF RESEARCH AND DEVELOPMENT  
DEPARTMENT OF VETERANS AFFAIRS

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**National VA Quality Improvement Survey (NQIS)  
2000 Report  
Results of FY00 Survey and Summary of Trends**

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## National VA Quality Improvement Survey 2000 Report: Highlights

The HSR&D Management Decision and Research Center (MDRC) administered the National VA Quality Improvement Survey (NQIS) to samples of VHA clinical, managerial and general staff in 1997, 1998 and again in 2000. All three data collections utilized paper-and-pencil questionnaires distributed by interoffice mail. National response rates ranged from 70 percent (n=12,406) in 1997 to 52 percent (n=8,454) in 2000. Organizational culture and five other dimensions related to the integration of quality improvement and a focus on customer service into daily work life were measured over time. Overall, the study results suggest that there were low to modest levels of risk taking and group culture within VHA, and that these levels declined while the level of hierarchical culture increased over the period of the study; see Table 1. Modest levels of general support for total quality improvement (TQI) were observed initially, but there were preliminary signs that this support is eroding. Emphasis on TQI among facility leaders declined, and general staff perceived a decline in the extent to which their efforts to improve service quality were recognized and rewarded; see Table 2. Because there is evidence in the literature suggesting that these organizational factors enhance performance, they are especially important to monitor.

Table 1. VA National Culture Profile Over Time


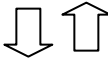

Measure	Interpretation	Current Level Total: 100	Trend 1997 to 2000*
Risk Taking Culture	Facility culture emphasizes innovation and risk taking	13	↓
Group Culture	Facility culture emphasizes teamwork and cooperation	19	↓
Rational Culture	Facility culture emphasizes efficiency, productivity, and the achievement of performance goals	24	↔
Hierarchical Culture	Facility culture emphasizes rules and conformity with established processes and procedures	44	↑

\*Over for key.

Table 2. Schematic Summary of Measures of TQI Implementation and Support






Measure	Interpretation	Current Level*	Trend 1997 to 2000*
QSS Scale	Facility is committed to total quality improvement	●	↓
Leadership	Facility top managers are committed to quality improvement	●	↓
Performance Goals	Job performance goals are related to service quality improvement	●	↔
Evaluation & Feedback	Staff receive sufficient feedback regarding their performance	●	↔
Reward & Recognition	Efforts to improve service quality are recognized and rewarded	●	↓

\*Over for key.

Key: Trend 1997 to 2000	
	Statistically significant decline (down arrow) or increase (up arrow)*
	Noteworthy decline (down arrow) or increase (up arrow), but not statistically significant *
	Statistically stable; no significant change*

\*To be declared statistically significant at the national level, a score change had to be sufficiently large as to be both (a) unlikely to have occurred by chance ( $p < .05$ ), and (b) at least moderately strong (effect size  $\geq .40$  as measured by Cohen's *d* statistic). Changes that met one but not both criteria were declared "noteworthy." Changes that met neither criterion were regarded as statistically stable.

General note. Statistical significance (defined as  $p < .05$ ) does not depend solely on the magnitude (2 points, 5 points, etc.) of the change in score. If, for example, there is greater variability on measure X than on measure Y, then a larger score change will be necessary on measure X before one can confidently distinguish true change from random fluctuation. Thus a two-point change on one measure may be significant whereas a two-point change on another measure would not be significant.

Key: Current Level			
Response Option		Color Code	Scale Score Range
1	Strongly disagree		1.00 to 1.50
2	Disagree		1.51 to 2.50
3	Neither agree nor disagree		2.51 to 3.50
4	Agree		3.51 to 4.50
5	Strongly agree		4.51 to 5.00

# National VA Quality Improvement Survey 2000 Report

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# National VA Quality Improvement Survey 2000 Report

## 1. National Summary

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# National VA Quality Improvement Survey 2000 Report: National Summary

## Background

Since 1995, the Veterans Health Administration (VHA) has undertaken an extensive reorganization in an effort to improve the quality and efficiency of the delivery of health care. During this period 54 facilities have been integrated into multi-site healthcare systems, and some variant of service line structure has been implemented in primary care, mental health, or other clinical areas at more than 110 facilities. Staff and financial resources have been shifted from inpatient to outpatient care, exemplified by the opening of over 300 new Community-Based Outpatient Clinics. Perhaps most fundamentally, what had been a highly centralized organization was restructured into 22 geographic networks of facilities with considerable flexibility in determining how to reach national quality and performance goals.

These changes in reporting relationships and budget authority were not ends unto themselves, but were seen as providing an environment more conducive to the values, attitudes, and behaviors necessary to achieve the vision of "the new VA." The expectation was that this transformed organization would have a less bureaucratic, more entrepreneurial and team-oriented culture that practiced total quality improvement. The importance of service quality would be consistently communicated by leaders at all levels of the organization and exemplified in their behavior. Service quality goals would also be explicitly incorporated into individual employee performance goals. Staff at all levels would receive timely and helpful feedback about their progress toward those goals, and efforts to improve service quality would be recognized and rewarded.

The National Quality Improvement Survey (NQIS) was designed to measure and monitor these less tangible but nonetheless crucial aspects of the organizational change process within VHA. This report presents the results of the third administration of the NQIS by the HSR&D Management Decision and Research Center (MDRC). The first round of data collection was completed during the first half of fiscal year 1997, the second during the last half of fiscal year 1998, and the third during the first half of fiscal year 2000.

## Methods and Procedures

**Procedure.** As was done in 1997 and 1998, data for 2000 were collected by means of a confidential paper-and-pencil questionnaire distributed to staff at each VHA facility through inter-office mail. A postage-paid business reply envelope was provided so that respondents could send completed questionnaires directly to the data entry vendor. A second copy of the questionnaire was sent to all staff who did not respond to the first mailing.

**Sample.** Three samples were drawn at each facility: middle managers (service chiefs), front-line supervisors, and general staff. All managers were included; supervisors and general staff were randomly sampled. Up to 150 employees were selected at each facility depending on the size of the workforce. The sample was also stratified by service (e.g., fiscal, medical administration) to ensure representation from all service groups.

## Measures

Aggregate facility-level scores representing six aspects of a facility's potential for and commitment to service quality and customer satisfaction were derived from the questionnaire responses.

### **(1) Organizational Culture**

One sub-set of survey questions focused on organizational culture. Employees were asked to characterize their facility by distributing 100 points across four cultural attributes: risk taking/innovation, group orientation/teamwork, hierarchical/bureaucratic, and rational/task orientation. The more points assigned to an attribute, the more employees believed that attribute characterized their facility. In contrast to the other culture dimensions, a *lower* score for hierarchical/bureaucratic orientation would generally be considered *more favorable*. Employees typically did not allocate all 100 points to any one attribute.

### **(2) Quality System Survey -- Overall Commitment to Quality Improvement**

The NQIS survey also included a modified version of the VHA Quality System Survey (QSS), an instrument that is based on the Baldrige criteria and has been used in VHA for several years to assess facility commitment to service quality. The modified version of the QSS incorporated into the NQIS instrument consisted of 42 questions representing five dimensions: management efforts to promote quality, the availability and use of quality-related data, planning for quality, human resources and quality improvement, and overall quality focus. All QSS questions utilized a five-point response scale ranging from “strongly disagree” to “strongly agree.” Five subscale scores were created by averaging respondents’ answers to the items associated with each of the five dimensions listed above. An overall QSS summary score was then created by averaging together the five subscale scores. The higher this QSS score, the stronger the perceived commitment to service quality.

### **(3) Leadership Commitment to Quality**

Mid-level managers were asked a series of 10 questions about whether they believe their facility's top management team was committed to and involved in efforts supporting total quality improvement.<sup>1</sup> These items also utilized a 5-point agree/disagree response scale and were averaged together to create a summary scale score for each staff member. The higher the scale score, the stronger the perceived commitment to quality among top leadership at that facility.

### **(4) Performance Goals, (5) Evaluation & Feedback, (6) Reward & Recognition**

Employees were also asked a series of 5-point agree/disagree questions about whether they believed:

- their own **performance goals** were related to service quality
- they received adequate **evaluation and feedback** about their performance
- efforts to improve service quality were **recognized and rewarded** at their facility.

Each of these groups of survey items was averaged to create a summary scale. Items were scored so that a higher scale score was indicative of a stronger perception of synergy between the job characteristic in question – performance goals, evaluation and feedback, rewards and recognition – and the goal of service quality.

These measures are summarized in Table 1 below.

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<sup>1</sup> In an effort to shorten the survey, an item that did not enhance the reliability of the Leadership scale was dropped in 2000. The 1997 and 1998 scores for this scale were then recomputed without that item. The Leadership scores that appear throughout this report are for this shortened, revised scale and therefore may differ slightly from Leadership scores that appear in previous NQIS reports.

Table 1  
Summary of Study Measures

Measure	Interpretation	Score Range
Risk Taking Culture	Facility culture emphasizes innovation and risk taking	0-100
Group Culture	Facility culture emphasizes teamwork and cooperation	0-100
Hierarchical Culture	Facility culture emphasizes rules and conformity with established processes and procedures	0-100
Rational Culture	Facility culture emphasizes efficiency, productivity, and the achievement of performance goals	0-100
QSS Scale	Facility is committed to total quality improvement	1-5
Leadership	Facility top managers are committed to quality improvement	1-5
Performance Goals	Job performance goals are related to service quality improvement	1-5
Evaluation & Feedback (1997 and 1998 only)	Staff receive sufficient feedback regarding their performance	1-5
Reward & Recognition (1997 and 1998 only)	Efforts to improve service quality are recognized and rewarded	1-5

## Main Findings

**Response Rate.** Questionnaires were mailed to staff at 141 VHA facilities in 2000 as compared to 147 facilities in 1998 and 161 facilities in 1997. This change in the number of facilities over the life of the project reflects facility integrations.

Nationally, completed questionnaires were received from 52 percent (n=8454) of staff contacted in 2000 (n=16,405). This compares to response rates of 62 percent in 1998 and 70 percent in 1997. This decline in response rate may reflect “survey fatigue” on the part of VHA staff. Also, due to administrative complications, the survey procedure followed in 2000 involved a longer delay between first and second questionnaire mailings than in previous years. This procedural variation may also account for the decline in participation.

As a consequence of this decline, the 2000 results should be interpreted with greater caution than past results. Response rates for individual facilities for 2000 may be found in Appendix A.

**Organization Culture (Figure 1).** Over the three years of the study, staff rated facility culture as increasingly bureaucratic (up from a baseline allocation of 41 out of 100 total points in 1997 to 44 points in 2000) and less risk taking and innovative (down to 13/100 from a baseline of 15/100). Ratings of group orientation/teamwork also declined from about 21 percent to 19 percent. Ratings of the level of rational/task orientation were stable at about 24 out of 100 possible points over this same period.

**Quality System Survey (QSS) Scale (Figure 2).** Staff perceptions of their facility’s overall commitment to total quality improvement (TQI) have hovered around 3.4 on the 5-point scale. Given that 4 equals “Agree” on this scale, this score suggests only modest commitment and orientation toward TQI, and the lower score in 2000 suggests that even this may be slipping.

**Leadership (Figure 2).** This scale was based on responses from mid-level managers (service chiefs) only and reflects their perceptions of the commitment of top management at their facilities to continuous quality improvement. Scores for all three years were about midway between 3 (neutral) and 4 (agree) and suggest only modest perceived commitment to TQI. The 2000 score of 3.3 was a statistically significant decrease from 1998. Factoring in the lower response rate in 2000, it is best to regard that decline as a potential early warning signal that requires further confirmation.

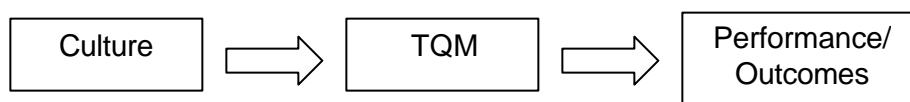
**Performance Goals (Figure 2).** This scale assessed staff perceptions of the extent to which their performance goals were related to and emphasized service quality. Scores on this scale were stable at about 3.7 out of 5 over all three years of the study. Given that 3 was the neutral mid-point of the scale and 4 indicated “Agree,” scores on this measure suggest that a majority of staff saw some reference to service excellence in their performance goals, but that this was not the dominant value represented in their performance expectations.

**Evaluation and Feedback (Figure 2).** The Evaluation and Feedback score has been stable at about 3.4 out of 5, suggesting that staff do not feel that they receive adequate constructive feedback regarding their performance nor have information available to assess their own progress.

**Reward and Recognition (Figure 2).** With scores of 3 or less on the 5-point disagree/agree scale, Reward and Recognition has been the least favorably rated of the five measures of quality focus. Respondents did not feel that their efforts to improve service quality were being noticed and reinforced.

## Significance of Findings

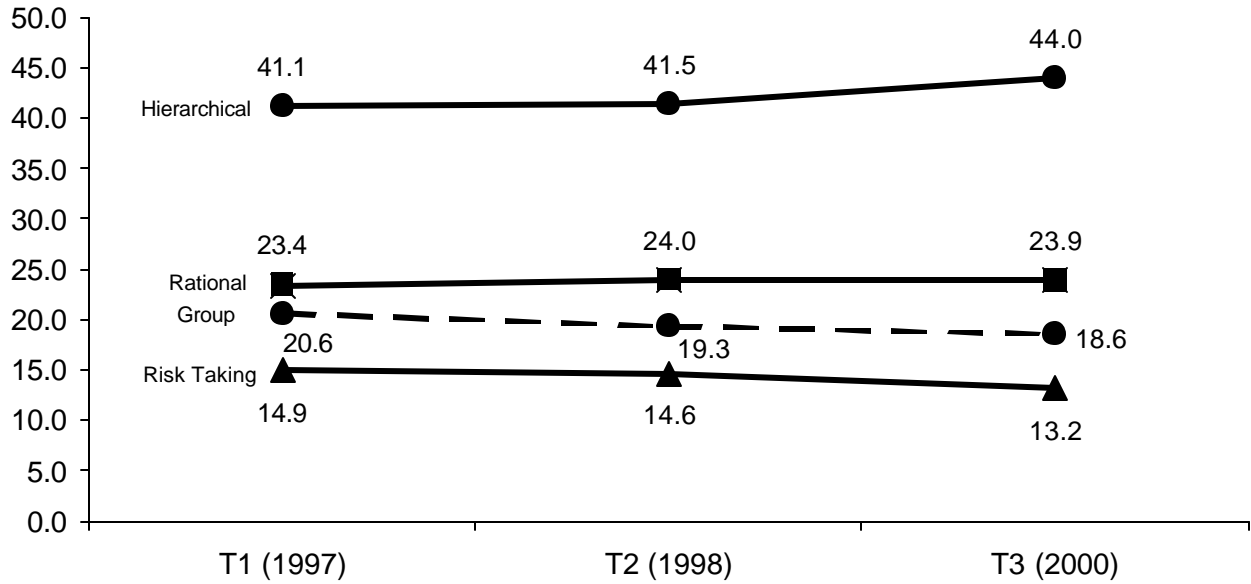
Why should we care about these findings? The measures included in the NQIS were selected because of the evidence in the research literature that an organizational culture that emphasizes empowerment, autonomy and risk-taking is related to the implementation of total quality management in healthcare, and that TQM in turn has a positive impact on performance and outcomes (see Appendix C). In summary:



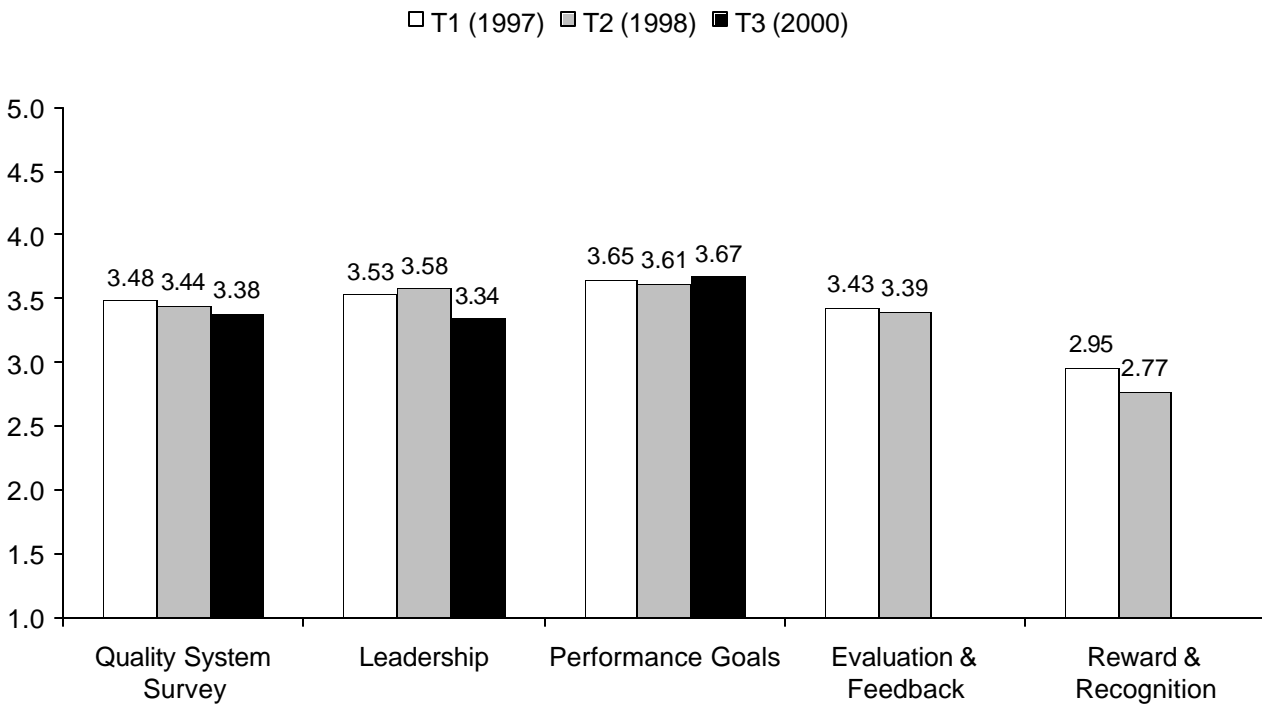
In addition, the QSS scale used to measure TQM implementation was based on the Baldrige Award dimensions of leadership, information and analysis, human resource utilization, quality management, and strategic quality planning.

Overall, then, the three-year trends from the NQIS survey suggest that VHA’s organizational culture is becoming less participative, flexible and entrepreneurial and more hierarchical and bureaucratic. This in turn could lead to less leadership support for TQM, a deterioration of the values and reward infrastructure necessary to sustain a focus on customer service, and less front-line initiative to make process improvements – in short, a more negative VHA profile on the Baldrige criteria. In the longer run, the cumulative effect of these changes could result in a decline in performance and quality outcomes.

**Figure 1**  
**Three Year Culture Trends: VA National Averages**  
 Scale: 0-100 / Higher score indicates greater similarity to respondent's facility



**Figure 2**  
**Measures of Quality Focus: VA National Averages**  
 Scale: 1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree



# National VA Quality Improvement Survey 2000 Report

## 2. Network 1 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 1 Summary

- **Overview:** In general, VISN 1 scores on NQIS measures were statistically stable. There were two exceptions to this observation. The VISN 1 Leadership score declined significantly since the last NQIS survey (1998 to 2000) and was also down significantly in the long term (1997 to 2000). On the other hand, VISN 1's Performance Goals score improved significantly from 1998 to 2000.
- **Weaknesses:** When looking at the change in facility scores over time in VISN 1, the Leadership scale suffered the most serious drop. Leadership scores for two facilities -- Togus and Providence -- dropped significantly from 1998 to 2000. The one-point decrease at Providence was the largest decline at any facility on this dimension for that time period. Looking at long-term trends (1997 to 2000) in Leadership, scores at Togus, Bedford and Providence declined significantly. In 2000, Northampton scored lower than the VHA average on both Risk Taking Culture and Group Culture, and was significantly above the VHA national average on Hierarchical Culture in both 1998 and 2000. An increase in Hierarchical Culture was also observed at Bedford. Starting out below the national average on this dimension in 1997, Bedford caught up with the (virtually unchanged) national level in 1998. By the time of the third survey in 2000, the Bedford score for Hierarchical Culture was above the increased national average. Although none of the Bedford comparisons to the national average were statistically significant, the consistent pattern and the magnitude of the increase – 10 points from 1997 to 2000 – make the change at Bedford noteworthy. That 10-point change was only a few hundredths of a point shy of being statistically significant and placed Bedford among the 20 facilities nationwide where Hierarchical Culture increased the most during the period in question.
- **Strengths:** VISN 1 performed best on Group Culture in 2000: three of eight facilities -- Togus, White River Junction, and Manchester -- scored significantly above the VHA national average on this dimension in 2000. Further, Manchester and Providence were both among the 15 facilities that improved the most on the Group Culture dimension from 1997 to 2000, with Manchester making particularly impressive gains since 1998 (+8.1). In addition, Manchester scored significantly above the 2000 VHA average on the QSS Scale, declined significantly on Hierarchical Culture in the face of a national trend upward on that dimension, and improved significantly since 1998 on both QSS and Performance Goals. Finally, Togus improved to the point of being statistically equivalent to the national average on Rational Culture in 2000 after being significantly below average on this dimension in both 1997 and 1998. The national average for this dimension was statistically stable across the entire time period.

## VISN 1 Overview Table

Number of facilities surveyed: ten in 1997, nine in 1998, eight in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	15.08	2	0				
	<b>1998</b>	14.64	14.17	0	0	0	0	0	0
	<b>2000</b>	13.20	13.78	1	0				
<b>Group Culture</b>	<b>1997</b>	20.61	22.18	1	2				
	<b>1998</b>	19.32	19.11	2	1	0	0	0	0
	<b>2000</b>	18.57	21.02	1	3				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	39.76	1	1				
	<b>1998</b>	41.45	42.84	0	1	1	0	0	0
	<b>2000</b>	44.00	42.80	2	1				
<b>Rational Culture</b>	<b>1997</b>	23.41	22.98	1	0				
	<b>1998</b>	23.96	22.92	2	0	0	0	0	0
	<b>2000</b>	23.89	22.76	2	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.42	2	0				
	<b>1998</b>	3.44	3.34	3	0	0	1	0	0
	<b>2000</b>	3.38	3.38	0	1				
<b>Leadership</b>	<b>1997</b>	3.53	3.59	1	1				
	<b>1998</b>	3.58	3.69	0	3	2	0	3	0
	<b>2000</b>	3.34	3.25	0	0				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.73	0	3				
	<b>1998</b>	3.61	3.52	2	1	0	2	0	0
	<b>2000</b>	3.67	3.70	0	0				
<b>Evaluation &amp; Feedback</b>	<b>1997</b>	3.43	3.43	1	2				
	<b>1998</b>	3.39	3.34	2	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward &amp; Recognition</b>	<b>1997</b>	2.95	2.89	1	0				
	<b>1998</b>	2.77	2.63	2	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

## VISN 1 Facility-Specific Breakdown Tables

### National VA Quality Improvement Survey (NQIS) Results

#### VISN=1 Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
TOGUS ME	15.99		13.73		14.72		0.99		-1.27	
WHITE RIVER JT VT	14.73		17.12		15.55		-1.57		0.82	
BEDFORD MA	17.63		12.71		16.19		3.48		-1.44	
BOSTON MA	17.44		14.27		10.87		.	NA	.	NA
BROCKTON MA	14.47		15.48		.		.	NA	.	NA
MANCHESTER NH	14.13		14.52		15.12		0.60		0.99	
NEWINGTON CT	16.23		.		.		.	NA	.	NA
NORTHAMPTON MA	11.43	SD-	12.37		10.31	SD-	-2.06		-1.13	
PROVIDENCE RI	11.95	SD-	13.93		12.78		-1.15		0.83	
WEST HAVEN CT	16.82		13.38		14.71		1.33		.	NA
VISN Average	15.08		14.17		13.78		-0.39		-1.30	
VHA National Average	14.90		14.64		13.20		-1.44	SC-	-1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=1  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
TOGUS ME	25.67	SD+	26.27	SD+	23.07	SD+	-3.20		-2.59	
WHITE RIVER JT VT	30.66	SD+	23.35		29.31	SD+	5.95		-1.35	
BEDFORD MA	20.99		19.36		15.79		-3.58		-5.21	
BOSTON MA	24.86		17.40		22.10		.	NA	.	NA
BROCKTON MA	22.03		22.37		.		.	NA	.	NA
MANCHESTER NH	23.27		20.08		28.18	SD+	8.10		4.91	
NEWINGTON CT	24.95		.		.		.	NA	.	NA
NORTHAMPTON MA	17.81		14.19	SD-	14.05	SD-	-0.15		-3.77	
PROVIDENCE RI	13.93	SD-	15.85		19.98		4.12		6.04	
WEST HAVEN CT	17.63		13.06	SD-	15.69		2.63		.	NA
VISN Average	22.18		19.11		21.02		1.91		-1.16	
VHA National Average	20.61		19.32		18.57		-0.75		-2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=1

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
TOGUS ME	38.39		38.48		39.87		1.39		1.49	
WHITE RIVER JT VT	32.13	SD-	38.39		33.92	SD-	-4.47		1.79	
BEDFORD MA	37.56		41.89		47.59		5.70		10.02	
BOSTON MA	36.28		44.30		42.55		.	NA	.	NA
BROCKTON MA	37.80		40.10		.		.	NA	.	NA
MANCHESTER NH	38.81		42.27		33.21	SD-	-9.06	SC-	-5.60	
NEWINGTON CT	39.04		.		.		.	NA	.	NA
NORTHAMPTON MA	46.84		49.17	SD+	53.48	SD+	4.31		6.64	
PROVIDENCE RI	48.07	SD+	44.48		43.12		-1.36		-4.95	
WEST HAVEN CT	42.69		46.48		48.66		2.17		.	NA
VISN Average	39.76		42.84		42.80		-0.04		3.04	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=1  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
TOGUS ME	19.95	SD-	20.19	SD-	22.08		1.89		2.13	
WHITE RIVER JT VT	22.48		19.49	SD-	19.85	SD-	0.36		-2.62	
BEDFORD MA	23.82		24.52		23.78		-0.73		-0.03	
BOSTON MA	21.43		25.54		25.59		.	NA	.	NA
BROCKTON MA	25.70		23.20		.		.	NA	.	NA
MANCHESTER NH	23.78		21.91		20.41	SD-	-1.50		-3.37	
NEWINGTON CT	19.78		.		.		.	NA	.	NA
NORTHAMPTON MA	23.91		23.28		22.17		-1.11		-1.74	
PROVIDENCE RI	26.06		24.27		23.96		-0.31		-2.10	
WEST HAVEN CT	22.86		23.90		24.25		0.35		.	NA
VISN Average	22.98		22.92		22.76		-0.16		-0.22	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=1  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
TOGUS ME	3.48		3.17	SD-	3.34		0.17		-0.14	
WHITE RIVER JT VT	3.56		3.45		3.50		0.05		-0.06	
BEDFORD MA	3.49		3.32		3.38		0.06		-0.11	
BOSTON MA	3.50		3.47		3.20		.	NA	.	NA
BROCKTON MA	3.50		3.46		.		.	NA	.	NA
MANCHESTER NH	3.58		3.31		3.74	SD+	0.42	SC+	0.15	
NEWINGTON CT	3.22	SD-	.		.		.	NA	.	NA
NORTHAMPTON MA	3.08	SD-	3.26	SD-	3.20		-0.05		0.13	
PROVIDENCE RI	3.44		3.42		3.33		-0.09		-0.12	
WEST HAVEN CT	3.34		3.21	SD-	3.36		0.15		.	NA
VISN Average	3.42		3.34	SD-	3.38		0.04		-0.04	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=1  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
TOGUS ME	3.75		3.76		3.13		-0.63	SC-	-0.62	SC-
WHITE RIVER JT VT	3.53		3.42		3.17		-0.25		-0.36	
BEDFORD MA	4.23	SD+	3.44		3.37		-0.08		-0.87	SC-
BOSTON MA	3.57		4.11	SD+	3.26		.	NA	.	NA
BROCKTON MA	3.48		4.15	SD+	.		.	NA	.	NA
MANCHESTER NH	3.48		3.19		3.38		0.19		-0.09	
NEWINGTON CT	3.34		.		.		.	NA	.	NA
NORTHAMPTON MA	3.07	SD-	3.61		3.39		-0.22		0.32	
PROVIDENCE RI	3.82		4.32	SD+	3.33		-1.00	SC-	-0.49	SC-
WEST HAVEN CT	3.68		3.22		2.95		-0.27		.	NA
VISN Average	3.59		3.69		3.25		-0.44	SC-	-0.35	SC-
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=1  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
TOGUS ME	3.65		3.29	SD-	3.52		0.22		-0.14	
WHITE RIVER JT VT	3.93	SD+	3.66		3.69		0.03		-0.24	
BEDFORD MA	3.92	SD+	3.86	SD+	3.84		-0.01		-0.07	
BOSTON MA	3.73		3.46		3.50		.	NA	.	NA
BROCKTON MA	3.81		3.57		.		.	NA	.	NA
MANCHESTER NH	3.99	SD+	3.49		3.90		0.41	SC+	-0.09	
NEWINGTON CT	3.56		.		.		.	NA	.	NA
NORTHAMPTON MA	3.48		3.43		3.61		0.18		0.13	
PROVIDENCE RI	3.55		3.53		3.74		0.21		0.18	
WEST HAVEN CT	3.69		3.36	SD-	3.80		0.44	SC+	.	NA
VISN Average	3.73		3.52		3.70		0.18	SC+	-0.03	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
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# National VA Quality Improvement Survey 2000 Report

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 2 Summary

- **Overview:** In general VISN 2 scores were stable from 1998 to 2000 as well as from 1997 to 2000. The only statistically significant change occurred regarding Leadership, which declined between 1998 and 2000. It should be noted, however, that this decline followed an increase in the Leadership score from 1997 to 1998. The “big picture” regarding Leadership in VISN 2, then, is one of fluctuation. After reviewing the content of the Leadership scale (see Appendix B), local knowledge should be brought to bear to decide whether these shifts in Leadership (a) correspond to changing priorities within VISN 2, (b) reflect variability among facilities in their emphasis on the issues represented in the Leadership scale, or (c) are random fluctuations. One other VISN-level development is worth noting. Although the magnitude was not sufficiently large to achieve formal statistical significance, Risk Taking Culture increased in VISN 2 from 1997 to 2000. An increase on this dimension would generally be regarded as a positive development. Only one other VISN (VISN 19) increased in Risk Taking over this period; all others declined. In 2000, VISN 2 was significantly above the VHA national average on this dimension.
- **Weaknesses:** As was the case in 1997 and 1998, Buffalo was significantly below the VHA average for Group Culture in 2000. Canandaigua scored significantly below the 2000 VHA Leadership average, a significant decline since 1998. Syracuse also declined significantly on Leadership during this period, moving from above the national average in 1998 to average on this dimension in 2000. Bath’s Leadership scores declined significantly from 1997 to 2000.
- **Strengths:** VISN 2 facilities performed best on Risk Taking Culture. Albany and Bath scored significantly higher than the 2000 VHA average on this measure, and along with Buffalo comprised three of the 10 facilities that improved the most on this dimension from 1997 to 2000. In the case of Buffalo, however, the 1997 data for the independent facilities suggests that the increase just noted is largely a reflection of the merger involving Batavia. However, the integrated facility continues to show improvement on this dimension. Bath also scored higher than the VHA average on both Group Culture and QSS Score in 2000. When looking at change over time, Canandaigua improved significantly on Performance Goals from 1998 to 2000. Indeed, Canandaigua’s increase of almost half a point on the 5-point Performance Goals scale was the largest gain of any facility nationwide during that time period. Syracuse improved significantly on Group Culture from 1997 to 2000 and was among the top ten facilities nation-wide in this regard.

## VISN 2 Overview Table

Number of facilities surveyed: six in 1997, five in 1998, five in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
Risk Taking Culture	1997	14.90	15.49	1	1				
	1998	14.64	16.88	0	2	0	0	0	0
	2000	13.20	16.63	0	2				
Group Culture	1997	20.61	19.54	3	1				
	1998	19.32	18.08	1	1	0	0	0	1
	2000	18.57	19.33	0	1				
Hierarchical Culture <sup>1</sup>	1997	41.13	42.90	0	1				
	1998	41.45	40.65	2	1	1	1	0	0
	2000	44.00	39.77	3	0				
Rational Culture	1997	23.41	22.08	2	0				
	1998	23.96	24.14	0	0	1	0	0	0
	2000	23.89	23.58	1	0				
QSS Score	1997	3.48	3.35	3	1				
	1998	3.44	3.43	1	1	0	0	0	0
	2000	3.38	3.40	0	1				
Leadership	1997	3.53	3.49	1	0				
	1998	3.58	3.60	0	1	2	0	1	0
	2000	3.34	3.21	1	0				
Performance Goals	1997	3.65	3.63	1	0				
	1998	3.61	3.56	1	0	0	1	0	0
	2000	3.67	3.61	0	0				
Evaluation and Feedback	1997	3.43	3.35	0	0				
	1998	3.39	3.33	0	0	NA	NA	NA	NA
	2000	NA	NA	NA	NA				
Reward and Recognition	1997	2.95	2.76	1	0				
	1998	2.77	2.67	2	2	NA	NA	NA	NA
	2000	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 2 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=2  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBANY NY	17.46	SD+	15.90		19.80	SD+	3.91		2.34	
BATAVIA NY	15.92		.		.			NA	.	NA
BATH NY	15.55		21.52	SD+	19.11	SD+	-2.41		3.56	SC+
BUFFALO NY	11.76	SD-	13.84		14.69		0.85		.	NA
CANANDAIGUA NY	14.38		13.56		14.30		0.74		-0.08	
SYRACUSE NY	17.85		19.57	SD+	15.24		-4.33		-2.61	
VISN Average	15.49		16.88		16.63	SD+	-0.25		1.14	
VHA National Average	14.90		14.64		13.20		-1.44	SC-	-1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=2  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBANY NY	22.21		14.62	SD-	16.89		2.26		-5.32	
BATAVIA NY	23.79		.		.		.	NA	.	NA
BATH NY	25.43	SD+	28.39	SD+	26.14	SD+	-2.25		0.71	
BUFFALO NY	11.42	SD-	13.90	SD-	13.59	SD-	-0.31		.	NA
CANANDAIGUA NY	20.57		15.34	SD-	19.37		4.03		-1.20	
SYRACUSE NY	13.81	SD-	18.14		20.64		2.51		6.83	SC+
VISN Average	19.54		18.08		19.33		1.25		-0.21	
VHA National Average	20.61		19.32		18.57		-0.75		-2.05	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=2

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBANY NY	37.66		45.32		36.51	SD-	- 8.81	SC-	- 1.15	
BATAVIA NY	39.62		.		.		.	NA	.	NA
BATH NY	38.21		27.10	SD-	34.89	SD-	7.79	SC+	- 3.32	
BUFFALO NY	52.61	SD+	46.45		45.56		- 0.89		.	NA
CANANDAIGUA NY	45.76		49.78	SD+	42.70		- 7.09		- 3.06	
SYRACUSE NY	43.55		34.61	SD-	39.77		5.16		- 3.78	
VISN Average	42.90		40.65		39.88	SD-	- 0.77		- 3.01	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=2  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBANY NY	22.68		23.95		26.34		2.39		3.66	
BATAVIA NY	20.68		.		.			NA	.	NA
BATH NY	20.81	SD-	22.69		19.82	SD-	-2.87		-0.99	
BUFFALO NY	24.21		24.48		26.36		1.88		.	NA
CANANDAIGUA NY	19.30	SD-	21.71		23.52		1.81		4.22	
SYRACUSE NY	24.79		27.88		21.85		-6.02	SC-	-2.94	
VISN Average	22.08		24.14		23.58		-0.56		1.50	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=2  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBANY NY	3.61	SD+	3.47		3.53		0.07		-0.08	
BATAVIA NY	3.22	SD-	.		.		.	NA	.	NA
BATH NY	3.53		3.64	SD+	3.64	SD+	-0.01		0.10	
BUFFALO NY	3.18	SD-	3.43		3.43		-0.00		.	NA
CANANDAIGUA NY	3.24	SD-	3.10	SD-	3.18		0.08		-0.07	
SYRACUSE NY	3.30		3.50		3.21		-0.30		-0.09	
VISN Average	3.35		3.43		3.40		-0.03		0.05	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)
  - SD+ = Significantly above national average
  - SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)
  - SC+ = Significant improvement
  - SC- = Significant decline
  - NA = Not appropriate: integration occurred between the two data collections involved, or Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=2  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBANY NY	3.64		3.45		3.34		- 0.11		- 0.29	
BATH NY	3.59		3.41		3.10		- 0.31		- 0.49	SC-
BUFFALO NY	3.67		3.75		3.20		- 0.55	SC-	.	NA
CANANDAIGUA NY	2.92	SD-	3.56		3.01	SD-	- 0.55	SC-	0.09	
SYRACUSE NY	3.61		3.83	SD+	3.38		- 0.44	SC-	- 0.23	
VISN Average	3.49		3.60		3.21		- 0.39	SC-	- 0.28	
VHA National Average	3.53		3.58		3.34		- 0.24	SC-	- 0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=2  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBANY NY	3.72		3.60		3.49		-0.11		-0.23	
BATAVIA NY	3.48		.		.			NA	.	NA
BATH NY	3.83		3.71		3.87		0.16		0.04	
BUFFALO NY	3.51		3.55		3.69		0.14		.	NA
CANANDAIGUA NY	3.69		3.12	SD-	3.61		0.49	SC+	-0.08	
SYRACUSE NY	3.42		3.71		3.40		-0.31		-0.01	
VISN Average	3.61		3.54		3.61		0.08		0.01	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
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This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 3 Summary

- **Overview:** VISN 3 scores changed significantly from 1997 to 2000 on two dimensions: Group Culture (declined) and Hierarchical Culture (increased). A pattern of steady decline on Risk Taking Culture was also observed, but the amount of change was not sufficient to be significant. In 2000, VISN 3's overall score profile was consistent with the national average. However, due to a very low response rate on the 2000 survey in VISN 3 (33.6% as compared to the national average of 51.5%), all results for that year should be interpreted with extra caution.
- **Weaknesses:** From 1997 to 2000, Bronx declined significantly on the Group Culture scale, QSS Score, and Leadership scales, and increased significantly on the Hierarchical Culture scale.
- **Strengths:** In 2000, Northport LI scored significantly above the VHA average on both the QSS Scale and Performance Goals. From 1997 to 2000, Northport's Leadership score improved significantly. And from 1998 to 2000, Northport improved significantly on Group Culture, QSS Score, and Performance Goals. Indeed, Northport was among the ten most improved facilities since 1998 on each of these three dimensions, leading the nation in gains in Group Culture and coming in a close 2<sup>nd</sup> on the QSS dimension.

## VISN 3 Overview Table

Number of facilities surveyed: eight in 1997, six in 1998, five in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	15.59	0	1				
	<b>1998</b>	14.64	14.71	0	0	0	0	0	0
	<b>2000</b>	13.20	13.43	0	0				
<b>Group Culture</b>	<b>1997</b>	20.61	21.88	1	2				
	<b>1998</b>	19.32	19.66	2	1	0	1	1	0
	<b>2000</b>	18.57	17.56	0	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	37.39	4	0				
	<b>1998</b>	41.45	40.23	1	1	0	0	0	0
	<b>2000</b>	44.00	44.05	0	0				
<b>Rational Culture</b>	<b>1997</b>	23.41	25.15	1	1				
	<b>1998</b>	23.96	22.86	1	0	0	0	0	0
	<b>2000</b>	23.89	24.59	0	1				
<b>QSS Score</b>	<b>1997</b>	3.48	3.58	0	2				
	<b>1998</b>	3.44	3.48	1	2	0	1	1	0
	<b>2000</b>	3.38	3.43	0	1				
<b>Leadership</b>	<b>1997</b>	3.53	3.56	0	2				
	<b>1998</b>	3.58	3.60	1	1	0	0	1	1
	<b>2000</b>	3.34	3.37	0	1				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.81	0	4				
	<b>1998</b>	3.61	3.80	0	3	0	1	0	0
	<b>2000</b>	3.67	3.72	0	1				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.52	0	1				
	<b>1998</b>	3.39	3.47	1	3	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.99	0	1				
	<b>1998</b>	2.77	2.70	1	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 3 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=3  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BRONX NY	15.07		14.47		16.21		1.74		1.13	
NYHHCS	17.08		16.96		12.14		.	NA	.	NA
CASTLE POINT NY	15.21		.		.		.	NA	.	NA
EAST ORANGE NJ	16.20		12.75		11.69		- 1.07		.	NA
LYONS NJ	14.11		.		.		.	NA	.	NA
MONTROSE NY	18.60	SD+	15.03		15.64		0.60		.	NA
NEW YORK NY	14.58		16.51		.		.	NA	.	NA
NORTHPORT LI NY	13.82		12.55		11.46		- 1.09		- 2.36	
VISN Average	15.59		14.71		13.43		- 1.29		- 2.16	
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=3  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BRONX NY	27.13	SD+	18.30		15.77		- 2.53		- 11.4	SC-
BROOKLYN NY	26.00	SD+	25.37	SD+	15.09		.	NA	.	NA
CASTLE POINT NY	24.89		.		.		.	NA	.	NA
EAST ORANGE NJ	17.46		15.43	SD-	14.88		- 0.55		.	NA
LYONS NJ	17.09	SD-	.		.		.	NA	.	NA
MONTROSE NY	17.60		21.83		18.40		- 3.43		.	NA
NEW YORK NY	21.38		23.54		.		.	NA	.	NA
NORTHPORT LI NY	23.47		13.52	SD-	23.63		10.11	SC+	0.17	
VISN Average	21.88		19.66		17.56		- 2.11		- 4.32	SC-
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=3

**Hierarchical Culture**

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BRONX NY	33.42	SD-	40.64		44.09		3.45		10.68	SC+
BROOKLYN NY	31.94	SD-	32.84	SD-	44.93		.	NA	.	NA
CASTLE POINT NY	40.67		.		.		.	NA	.	NA
EAST ORANGE NJ	39.78		46.12		48.04		1.92		.	NA
LYONS NJ	42.00		.		.		.	NA	.	NA
MONTROSE NY	37.40		39.29		42.53		3.24		.	NA
NEW YORK NY	35.83	SD-	34.90		.		.	NA	.	NA
NORTHPORT LI NY	38.08		47.58	SD+	40.68		- 6.90		2.60	
VISN Average	37.39	SD-	40.23		44.05		3.82		6.66	SC+
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=3  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BRONX NY	24.38		24.35		23.69		-0.66		-0.69	
BROOKLYN NY	24.97		23.52		29.13	SD+	.	NA	.	NA
CASTLE POINT NY	19.23	SD-	.		.		.	NA	.	NA
EAST ORANGE NJ	26.56		22.07		23.02		0.95		.	NA
LYONS NJ	26.81		.		.		.	NA	.	NA
MONTROSE NY	26.40		23.61		24.29		0.68		.	NA
NEW YORK NY	28.21	SD+	22.23		.		.	NA	.	NA
NORTHPORT LI NY	24.63		21.35		22.84		1.48		-1.79	
VISN Average	25.15		22.86	SD-	24.59		1.74		-0.56	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=3  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BRONX NY	3.70	SD+	3.48		3.30		-0.18		-0.39	SC-
BROOKLYN NY	3.73	SD+	3.70	SD+	3.57		.	NA	.	NA
CASTLE POINT NY	3.51		.		.		.	NA	.	NA
EAST ORANGE NJ	3.59		3.20	SD-	3.15		-0.05		.	NA
LYONS NJ	3.49		.		.		.	NA	.	NA
MONTROSE NY	3.49		3.51		3.46		-0.05		.	NA
NEW YORK NY	3.61		3.72	SD+	.		.	NA	.	NA
NORTHPORT LI NY	3.51		3.26		3.65	SD+	0.39	SC+	0.14	
VISN Average	3.58	SD+	3.48		3.43		-0.05		-0.15	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=3  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BRONX NY	3.88	SD+	3.50		3.38		-0.12		-0.50	SC-
BROOKLYN NY	3.71		3.82		3.36		.	NA	.	NA
CASTLE POINT NY	3.18		.		.		.	NA	.	NA
EAST ORANGE NJ	3.57		3.09	SD-	3.26		0.17		.	NA
LYONS NJ	3.41		.		.		.	NA	.	NA
MONTROSE NY	3.82	SD+	3.67		3.26		-0.41		.	NA
NEW YORK NY	3.72		4.06	SD+	.		.	NA	.	NA
NORTHPORT LI NY	3.22		3.47		3.62	SD+	0.15		0.40	SC+
VISN Average	3.56		3.60		3.37		-0.23		-0.19	
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

**VISN=3  
Performance Goals**

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BRONX NY	3.93	SD+	3.76		3.73		- 0.03		- 0.20	
BROOKLYN NY	4.07	SD+	4.02	SD+	3.79		.	NA	.	NA
CASTLE POINT NY	3.60		.		.		.	NA	.	NA
EAST ORANGE NJ	3.96	SD+	3.33		3.50		0.17		.	NA
LYONS NJ	3.58		.		.		.	NA	.	NA
MONTROSE NY	3.58		3.96	SD+	3.62		- 0.34		.	NA
NEW YORK NY	3.92	SD+	4.07	SD+	.		.	NA	.	NA
NORTHPORT LI NY	3.76		3.59		3.98	SD+	0.39	SC+	0.22	
VISN Average	3.80	SD+	3.79		3.72		- 0.06		- 0.08	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or

Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 4 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 4 Summary

- **Overview:** In general, VISN 4 scores declined from 1997 to 2000, consistent with overall VHA trends. More specifically, Risk Taking Culture, Group Culture, the QSS Scale, and Leadership scores declined during this time period. Most recently -- from 1998 to 2000 -- Risk Taking Culture and Group Culture scores declined in VISN 4.
- **Weaknesses:** From 1997 to 2000, Altoona, Clarksburg, and Philadelphia declined significantly on Risk Taking Culture, Altoona and Butler declined on the Group Culture scale, and Altoona and Erie declined on the Leadership scale. From 1998 to 2000, Altoona and Butler declined on Risk Taking Culture, and Butler declined on Group Culture. In addition, from 1998 to 2000, Wilmington, Coatesville, and Erie declined on Leadership, and Erie declined on Performance Goals. In 2000, Altoona scored lower than the VHA average on Risk Taking Culture, Coatesville scored below average on Group Culture, and Wilkes Barre scored lower on Leadership.
- **Strengths:** Statistically there were no significant improvements in facility scores in VISN 4 over time. However, Clarksburg demonstrated steady gains in Group Culture over the three NQIS surveys and was among the top twenty most improved facilities nation-wide on this dimension. Although additional data would be needed in order to be sure that this pattern of results was not random, the consistency of the trend observed at Clarksburg suggests that the pattern of results there is not just random fluctuation. In addition, two facilities -- Butler and Clarksburg -- scored above the VHA average on Leadership in 2000.

## VISN 4 Overview Table

Number of facilities surveyed: eleven in 1997, ten in 1998, ten in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	13.70	4	0				
	<b>1998</b>	14.64	14.12	0	0	2	0	3	0
	<b>2000</b>	13.20	12.16	1	0				
<b>Group Culture</b>	<b>1997</b>	20.61	18.14	4	0				
	<b>1998</b>	19.32	18.46	2	0	1	0	2	0
	<b>2000</b>	18.57	15.83	1	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	44.44	1	3				
	<b>1998</b>	41.45	43.03	1	3	0	2	0	2
	<b>2000</b>	44.00	47.64	0	4				
<b>Rational Culture</b>	<b>1997</b>	23.41	23.72	0	2				
	<b>1998</b>	23.96	23.70	0	0	0	0	0	0
	<b>2000</b>	23.89	24.55	0	1				
<b>QSS Score</b>	<b>1997</b>	3.48	3.44	0	0				
	<b>1998</b>	3.44	3.39	2	0	0	0	0	0
	<b>2000</b>	3.38	3.34	0	0				
<b>Leadership</b>	<b>1997</b>	3.53	3.57	2	3				
	<b>1998</b>	3.58	3.45	3	2	3	0	2	0
	<b>2000</b>	3.34	3.40	1	2				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.61	0	1				
	<b>1998</b>	3.61	3.62	1	2	1	0	0	0
	<b>2000</b>	3.67	3.63	0	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.38	0	0				
	<b>1998</b>	3.39	3.41	1	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.81	3	0				
	<b>1998</b>	2.77	2.73	2	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 4 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=4  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WILMINGTON DE	11.68	SD-	12.84		11.66		- 1.18		- 0.02	
ALTOONA PA	14.01		14.66		9.16	SD-	- 5.50	SC-	- 4.85	SC-
BUTLER PA	14.40		16.01		11.70		- 4.31	SC-	- 2.70	
CLARKSBURG WV	15.79		13.56		10.98		- 2.58		- 4.82	SC-
COATESVILLE PA	10.88	SD-	13.61		12.62		- 0.99		1.74	
ERIE PA	16.91		15.97		13.73		- 2.24		- 3.18	
LEBANON PA	12.41	SD-	15.18		15.11		- 0.07		2.70	
PHILADELPHIA PA	17.65		13.87		12.99		- 0.88		- 4.66	SC-
PITTSBURGH(HD) PA	14.02		.		.		.	NA	.	NA
PITTSBURGH(UD) PA	10.31	SD-	12.69		10.86		- 1.84		.	NA
WILKES BARRE PA	12.66		12.87		12.79		- 0.08		0.13	
VISN Average	13.70		14.12		12.16	SD-	- 1.97	SC-	- 1.54	
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=4  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WILMINGTON DE	16.32	SD-	21.34		16.24		- 5.10		- 0.08	
ALTOONA PA	22.01		20.64		14.07		- 6.57		- 7.94	SC-
BUTLER PA	22.51		23.25		15.74		- 7.51	SC-	- 6.77	SC-
CLARKSBURG WV	14.18	SD-	15.72		17.40		1.68		3.22	
COATESVILLE PA	13.96	SD-	13.69	SD-	9.35	SD-	- 4.34		- 4.61	
ERIE PA	20.68		21.08		18.67		- 2.41		- 2.01	
LEBANON PA	21.64		21.61		18.02		- 3.60		- 3.63	
PHILADELPHIA PA	20.26		16.16		17.35		1.19		- 2.90	
PITTSBURGH(HD) PA	18.50		.		.		.	NA	.	NA
PITTSBURGH(UD) PA	12.51	SD-	13.43	SD-	17.58		4.15		.	NA
WILKES BARRE PA	16.95		17.67		13.92		- 3.75		- 3.03	
VISN Average	18.14	SD-	18.46		15.83	SD-	- 2.62		- 2.30	
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=4

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WILMINGTON DE	44.65		39.41		46.56		7.16		1.92	
ALTOONA PA	42.03		38.04		52.05	SD+	14.02	SC+	10.03	SC+
BUTLER PA	41.80		35.37	SD-	48.90		13.53	SC+	7.10	
CLARKSBURG WV	47.32		47.60	SD+	48.70		1.11		1.39	
COATESVILLE PA	50.60	SD+	48.41	SD+	49.83	SD+	1.42		-0.76	
ERIE PA	37.05		38.37		41.42		3.06		4.37	
LEBANON PA	42.90		40.11		41.14		1.02		-1.76	
PHILADELPHIA PA	34.59	SD-	46.84		43.97		-2.87		9.38	SC+
PITTSBURGH(HD) PA	44.85		.		.		.	NA	.	NA
PITTSBURGH(UD) PA	54.44	SD+	46.46		49.33		2.86		.	NA
WILKES BARRE PA	48.64	SD+	49.71	SD+	54.50	SD+	4.80		5.86	
VISN Average	44.44		43.03		47.64	SD+	4.61	SC+	3.20	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=4  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WILMINGTON DE	27.36	SD+	26.06		24.64		- 1.42		- 2.72	
ALTOONA PA	21.96		24.34		23.55		- 0.80		1.59	
BUTLER PA	21.29		24.78		23.09		- 1.69		1.80	
CLARKSBURG WV	22.71		22.39		25.03		2.64		2.32	
COATESVILLE PA	24.56		24.27		28.40	SD+	4.13		3.84	
ERIE PA	25.36		24.49		24.98		0.48		- 0.38	
LEBANON PA	23.04		22.56		25.67		3.12		2.63	
PHILADELPHIA PA	27.50	SD+	22.34		24.44		2.10		- 3.06	
PITTSBURGH(HD) PA	22.64		.		.		.	NA	.	NA
PITTSBURGH(UD) PA	22.74		24.76		23.64		- 1.12		.	NA
WILKES BARRE PA	21.74		21.04		22.08		1.04		0.34	
VISN Average	23.72		23.70		24.55		0.85		0.83	
VHA National Average	23.41		23.96		23.89		- 0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=4  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WILMINGTON DE	3.44		3.52		3.38		-0.14		-0.06	
ALTOONA PA	3.63		3.54		3.43		-0.11		-0.20	
BUTLER PA	3.51		3.48		3.55		0.07		0.04	
CLARKSBURG WV	3.26		3.22	SD-	3.17		-0.05		-0.08	
COATESVILLE PA	3.23		3.43		3.45		0.02		0.22	
ERIE PA	3.56		3.61		3.30		-0.31		-0.26	
LEBANON PA	3.56		3.50		3.33		-0.16		-0.23	
PHILADELPHIA PA	3.39		3.12	SD-	3.33		0.21		-0.06	
PITTSBURGH(HD) PA	3.35		.		.		.	NA	.	NA
PITTSBURGH(UD) PA	3.42		3.28		3.24		-0.04		.	NA
WILKES BARRE PA	3.51		3.25		3.24		-0.01		-0.27	
VISN Average	3.44		3.39		3.34		-0.05		-0.10	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=4  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WILMINGTON DE	3.54		4.16	SD+	3.52		-0.64	SC-	-0.02	
ALTOONA PA	3.69		3.75		3.23		-0.52		-0.46	SC-
BUTLER PA	3.80	SD+	3.44		3.68	SD+	0.24		-0.13	
CLARKSBURG WV	3.62		3.14		3.43	SD+	0.29		-0.18	
COATESVILLE PA	3.58		4.03	SD+	3.50		-0.53	SC-	-0.08	
ERIE PA	4.03	SD+	4.00		3.32		-0.68	SC-	-0.71	SC-
LEBANON PA	4.03	SD+	3.24		3.63		0.39		-0.40	
PHILADELPHIA PA	2.96	SD-	2.77	SD-	3.15		0.38		0.19	
PITTSBURGH(HD) PA	3.55		.		.		.	NA	.	NA
PITTSBURGH(UD) PA	3.21	SD-	3.10	SD-	3.48		0.38		.	NA
WILKES BARRE PA	3.29		2.88	SD-	3.03	SD-	0.15		-0.26	
VISN Average	3.57		3.45		3.40		-0.05		-0.17	
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=4  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WILMINGTON DE	3.63		3.80		3.52		-0.28		-0.12	
ALTOONA PA	3.98	SD+	3.59		3.65		0.06		-0.33	
BUTLER PA	3.50		3.55		3.61		0.06		0.11	
CLARKSBURG W	3.46		3.34	SD-	3.56		0.22		0.10	
COATESVILLE PA	3.48		3.68		3.73		0.05		0.25	
ERIE PA	3.65		4.01	SD+	3.57		-0.44	SC-	-0.08	
LEBANON PA	3.56		3.58		3.64		0.06		0.08	
PHILADELPHIA PA	3.89		3.64		3.63		-0.00		-0.25	
PITTSBURGH(HD) PA	3.54		.		.		.	NA	.	NA
PITTSBURGH(UD) PA	3.56		3.42		3.74		0.32		.	NA
WILKES BARRE PA	3.47		3.58		3.63		0.04		0.16	
VISN Average	3.61		3.62		3.63	SD-	0.01		0.02	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 5 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 5 Summary

- **Overview:** From 1997 to 2000, VISN 5 scores declined significantly on three scales: Risk Taking Culture, Group Culture, and Leadership. Most of this decline occurred early, however, and VISN 5 scores have been statistically stable on all measures since 1998.
- **Weaknesses:** From 1997 to 2000, Washington's Group Culture and Leadership scores dropped significantly. During this same time period, Martinsburg's Performance Goals score decreased significantly. From 1998 to 2000, Washington's scores on Risk Taking Culture and Group Culture dropped significantly. On the latter dimension Washington ended up below the VHA average in 2000. The Leadership score also dropped significantly at Washington from 1998 to 2000, but the 2000 level was still significantly *better* than the national average despite the decline. Baltimore's Leadership score was below the VHA average in 2000.
- **Strengths:** When looking at changes over time, none of the facilities in VISN 5 improved significantly from either 1997 to 2000 or 1998 to 2000. In 2000, Washington scored higher than the VHA national average on the Leadership scale despite a significant decline since 1998 on this dimension, as noted above.

## VISN 5 Overview Table

Number of facilities surveyed: five in 1997, three in 1998, three in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	14.76	0	0				
	<b>1998</b>	14.64	13.93	0	0	1	0	0	0
	<b>2000</b>	13.20	12.11	0	0				
<b>Group Culture</b>	<b>1997</b>	20.61	23.71	0	1				
	<b>1998</b>	19.32	18.74	0	0	1	0	1	0
	<b>2000</b>	18.57	16.93	1	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	37.50	2	0				
	<b>1998</b>	41.45	41.82	0	0	0	1	0	1
	<b>2000</b>	44.00	45.34	0	0				
<b>Rational Culture</b>	<b>1997</b>	23.41	24.28	0	1				
	<b>1998</b>	23.96	24.83	0	0	0	0	0	0
	<b>2000</b>	23.89	24.42	0	1				
<b>QSS Score</b>	<b>1997</b>	3.48	3.49	0	1				
	<b>1998</b>	3.44	3.50	0	1	0	0	0	0
	<b>2000</b>	3.38	3.39	0	0				
<b>Leadership</b>	<b>1997</b>	3.53	3.70	0	1				
	<b>1998</b>	3.58	3.43	1	0	1	0	1	0
	<b>2000</b>	3.34	3.29	1	1				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.71	0	1				
	<b>1998</b>	3.61	3.79	0	1	0	0	1	0
	<b>2000</b>	3.67	3.72	0	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.46	0	0				
	<b>1998</b>	3.39	3.45	0	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	3.00	0	1				
	<b>1998</b>	2.77	2.85	1	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

## VISN 5 Facility-Specific Breakdown Tables

### National VA Quality Improvement Survey (NQIS) Results

#### VISN=5 Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BALTIMORE MD	13.19		12.20		12.75		0.54		.	NA
FORT HOWARD MD	15.12		.		.		.	NA	.	NA
MARTINSBURG WV	16.14		14.53		12.79		-1.74		-3.35	
PERRY POINT MD	14.66		.		.		.	NA	.	NA
WASHINGTON DC	14.72		15.04		10.81		-4.24	SC-	-3.92	
VISN Average	14.76		13.93		12.11		-1.81		-2.65	SC-
VHA National Average	14.90		14.64		13.20		-1.44	SC-	-1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=5  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BALTIMORE MD	19.49		17.52		18.24		0.72		.	NA
FORT HOWARD MD	32.85	SD+	.		.		.	NA	.	NA
MARTINSBURG WV	23.02		19.07		20.33		1.26		-2.69	
PERRY POINT MD	23.56		.		.		.	NA	.	NA
WASHINGTON DC	19.66		19.64		12.22	SD-	-7.42	SC-	-7.44	SC-
VISN Average	23.71		18.74		16.93		-1.81		-6.78	SC-
VHA National Average	20.61		19.32		18.57		-0.75		-2.05	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=5  
Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BALTIMORE MD	43.47		45.78		44.26		- 1.52		.	NA
FORT HOWARD MD	30.16	SD-	.		.		.	NA	.	NA
MARTINSBURG W	35.88	SD-	42.51		42.13		- 0.38		6.25	
PERRY POINT MD	40.07		.		.		.	NA	.	NA
WASHINGTON DC	37.93		37.17		49.64		12.47	SC+	11.71	SC+
VISN Average	37.50		41.82		45.34		3.52		7.84	SC+
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=5  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BALTIMORE MD	25.14		24.62		24.20		- 0.42		.	NA
FORT HOWARD MD	21.87		.		.		.	NA	.	NA
MARTINSBURG WV	24.97		22.82		24.57		1.75		-0.40	
PERRY POINT MD	21.71		.		.		.	NA	.	NA
WASHINGTON DC	27.69	SD+	27.06		24.48		- 2.58		-3.21	
VISN Average	24.28		24.83		24.42	SD+	- 0.42		0.14	
VHA National Average	23.41		23.96		23.89		- 0.07		0.48	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)
  - SD+ = Significantly above national average
  - SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)
  - SC+ = Significant improvement
  - SC- = Significant decline
  - NA = Not appropriate: integration occurred between the two data collections involved, or Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=5  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BALTIMORE MD	3.29		3.27		3.32		0.05		.	NA
FORT HOWARD MD	3.58		.		.		.	NA	.	NA
MARTINSBURG WV	3.68	SD+	3.54		3.47		-0.07		-0.21	
PERRY POINT MD	3.31		.		.		.	NA	.	NA
WASHINGTON DC	3.60		3.69	SD+	3.39		-0.30		-0.21	
VISN Average	3.49		3.50		3.39		-0.11		-0.10	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)
  - SD+ = Significantly above national average
  - SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)
  - SC+ = Significant improvement
  - SC- = Significant decline
  - NA = Not appropriate: integration occurred between the two data collections involved, or Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=5  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BALTIMORE MD	3.33		3.37		3.05	SD-	- 0.33		.	NA
MARTINSBURG WV	3.64		3.03	SD-	3.33		0.30		- 0.31	
WASHINGTON DC	4.14	SD+	3.88		3.48		- 0.40	SC-	- 0.66	SC-
VISN Average	3.70		3.43		3.29		- 0.14		- 0.42	
VHA National Average	3.53		3.58		3.34		- 0.24	SC-	- 0.20	SC-

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=5  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BALTIMORE MD	3.54		3.71		3.84		0.13		.	NA
FORT HOWARD MD	3.49		.		.		.	NA	.	NA
MARTINSBURG WV	3.88	SD+	3.72		3.55		-0.17		-0.33	SC-
PERRY POINT MD	3.71		.		.		.	NA	.	NA
WASHINGTON DC	3.81		3.92	SD+	3.77		-0.14		-0.04	
VISN Average	3.69		3.78	SD+	3.72		-0.06		0.04	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
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# National VA Quality Improvement Survey 2000 Report

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 6 Summary

- **Overview:** Overall, VISN 6 scores declined from 1997 to 2000 as well as from 1998 to 2000. The only dimension on which VISN 6 scores remained stable over both time periods was Performance Goals.
- **Weaknesses:** From 1997 to 2000, scores on Risk Taking Culture declined for Fayetteville and Salisbury. Salisbury's Group Culture and QSS Score declined during this time as well, and Beckley, Durham, Asheville, Richmond, and Salisbury declined on their Leadership scores. From 1998 to 2000, Beckley and Salisbury declined on Group Culture and QSS Score. Beckley also declined significantly on Leadership and Risk Taking Culture from 1998 to 2000. In 2000, more VISN 6 facilities scored below the VHA national average than above average: Beckley, Fayetteville, and Salisbury scored below the Risk Taking Culture average, Salisbury scored below the Group Culture average, Fayetteville and Salisbury scored below average on QSS Score, and Beckley scored lower than the 2000 average on Leadership.
- **Strengths:** There were no significant improvements over time at the VISN level. There was one significant long-term (1997 to 2000) improvement at the facility level: Risk Taking Culture improved at Hampton over this period. From 1998 to 2000, however, facilities in VISN 6 remained statistically stable on all measures. No VISN 6 facility scored above the VHA national average in 2000.

## VISN 6 Overview Table

Number of facilities surveyed: eight in 1997, eight in 1998, eight in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	13.80	2	0				
	<b>1998</b>	14.64	14.35	1	1	1	0	2	1
	<b>2000</b>	13.20	12.45	3	0				
<b>Group Culture</b>	<b>1997</b>	20.61	19.22	1	0				
	<b>1998</b>	19.32	20.33	0	0	2	0	1	0
	<b>2000</b>	18.57	16.54	1	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	43.21	0	1				
	<b>1998</b>	41.45	40.55	2	0	0	2	0	2
	<b>2000</b>	44.00	46.25	1	2				
<b>Rational Culture</b>	<b>1997</b>	23.41	23.76	0	0				
	<b>1998</b>	23.96	23.71	0	0	0	0	0	0
	<b>2000</b>	23.89	24.22	0	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.48	0	1				
	<b>1998</b>	3.44	3.42	1	2	2	0	1	0
	<b>2000</b>	3.38	3.28	2	0				
<b>Leadership</b>	<b>1997</b>	3.53	3.58	1	1				
	<b>1998</b>	3.58	3.59	0	0	1	0	5	0
	<b>2000</b>	3.34	3.19	1	0				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.61	0	0				
	<b>1998</b>	3.61	3.55	1	0	0	0	1	0
	<b>2000</b>	3.67	3.65	0	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.41	0	0				
	<b>1998</b>	3.39	3.42	0	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.80	3	0				
	<b>1998</b>	2.77	2.77	0	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 6 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=6  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BECKLEY WV	13.20		16.18		9.77	SD-	-6.41	SC-	-3.43	
DURHAM NC	14.28		12.48		14.45		1.97		0.17	
FAYETTEVILLE NC	14.26		11.95	SD-	9.98	SD-	-1.97		-4.28	SC-
HAMPTON VA	10.19	SD-	12.82		14.83		2.01		4.65	SC+
ASHEVILLE NC	14.55		14.69		11.98		-2.71		-2.58	
RICHMOND VA	17.61		18.18	SD+	14.97		-3.21		-2.64	
SALEM VA	12.10	SD-	14.48		12.62		-1.86		0.52	
SALISBURY NC	14.24		13.97		10.97		-3.01		-3.27	SC-
VISN Average	13.80		14.35		12.45		-1.90		-1.36	
VHA National Average	14.90		14.64		13.20		-1.44	SC-	-1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=6  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BECKLEY WW	19.87		24.23		14.45		- 9.78	SC-	- 5.42	
DURHAM NC	18.88		18.83		18.21		- 0.62		- 0.67	
FAYETTEVILLE NC	15.89	SD-	19.36		14.55		- 4.81		- 1.34	
HAMPTON VA	18.94		17.13		19.98		2.85		1.04	
ASHEVILLE NC	18.75		19.56		14.82		- 4.74		- 3.94	
RICHMOND VA	20.03		22.70		20.20		- 2.49		0.18	
SALEM VA	21.31		19.44		16.24		- 3.20		- 5.07	
SALISBURY NC	20.08		21.38		13.89	SD-	- 7.49	SC-	- 6.19	SC-
VISN Average	19.22	SD-	20.33		16.54	SD-	- 3.79	SC-	- 2.68	SC-
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=6

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BECKLEY WV	40.33		35.12	SD-	52.20	SD+	17.08	SC+	11.87	SC+
DURHAM NC	43.88		43.67		38.19	SD-	- 5.48		- 5.69	
FAYETTEVILLE NC	44.38		40.82		46.02		5.20		1.64	
HAMPTON VA	45.29		44.59		42.12		- 2.48		- 3.17	
ASHEVILLE NC	44.34		43.69		53.68	SD+	9.99	SC+	9.33	SC+
RICHMOND VA	40.28		33.96	SD-	42.35		8.38		2.06	
SALEM VA	44.81		40.39		47.30		6.91		2.49	
SALISBURY NC	42.40		42.19		48.20		6.01		5.80	
VISN Average	43.21	SD+	40.55		46.25		5.70	SC+	3.04	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=6  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BECKLEY WW	26.60		25.78		23.01		- 2.76		- 3.59	
DURHAM NC	22.96		23.23		25.84		2.61		2.88	
FAYETTEVILLE NC	25.46		23.40		24.35		0.94		- 1.12	
HAMPTON VA	25.59		25.04		22.18		- 2.87		- 3.41	
ASHEVILLE NC	22.35		23.32		22.03		- 1.29		- 0.32	
RICHMOND VA	22.07		21.86		24.86		3.00		2.78	
SALEM VA	21.78		23.03		24.57		1.54		2.79	
SALISBURY NC	23.29		24.05		26.92		2.87		3.64	
VISN Average	23.76		23.71		24.22		0.51		0.46	
VHA National Average	23.41		23.96		23.89		- 0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=6  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BECKLEY WW	3.50		3.75	SD+	3.21		-0.54	SC-	-0.29	
DURHAM NC	3.53		3.51		3.39		-0.12		-0.15	
FAYETTEVILLE NC	3.33		3.33		3.09	SD-	-0.24		-0.24	
HAMPTON VA	3.42		3.30		3.42		0.12		-0.00	
ASHEVILLE NC	3.46		3.22	SD-	3.29		0.07		-0.16	
RICHMOND VA	3.43		3.34		3.42		0.08		-0.02	
SALEM VA	3.51		3.33		3.32		-0.01		-0.19	
SALISBURY NC	3.63	SD+	3.59	SD+	3.12	SD-	-0.47	SC-	-0.51	SC-
VISN Average	3.48		3.42		3.28	SD-	-0.14		-0.19	SC-
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

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National VA Quality Improvement Survey (NQIS) Results

VISN=6  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BECKLEY WW	3.83		3.92		3.30	SD-	-0.62	NA	-0.53	NA
DURHAM NC	4.10	SD+	3.60		3.38		-0.22		-0.72	SC-
FAYETTEVILLE NC	3.02		4.05		3.54		-0.51		0.52	
HAMPTON VA	3.04	SD-	3.36		2.80		-0.56		-0.24	
ASHEVILLE NC	3.68		3.14		2.77		-0.37		-0.92	SC-
RICHMOND VA	3.88		3.77		3.30		-0.47		-0.58	SC-
SALEM VA	3.36		3.40		3.16		-0.24		-0.20	
SALISBURY NC	3.70		3.51		3.27		-0.24		-0.43	SC-
VISN Average	3.58		3.59		3.19		-0.40	SC-	-0.39	SC-
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

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National VA Quality Improvement Survey (NQIS) Results

VISN=6  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BECKLEY WW	3.82		3.74		3.54		-0.20		-0.28	
DURHAM NC	3.67		3.50		3.80		0.30		0.13	
FAYETTEVILLE NC	3.61		3.40		3.59		0.19		-0.02	
HAMPTON VA	3.53		3.50		3.79		0.29		0.26	
ASHEVILLE NC	3.45		3.43		3.58		0.15		0.13	
RICHMOND VA	3.50		3.61		3.74		0.12		0.24	
SALEM VA	3.65		3.58		3.48		-0.10		-0.16	
SALISBURY NC	3.68		3.62		3.68		0.05		-0.01	
VISN Average	3.61		3.55		3.65		0.10		0.03	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

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2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 7 Summary

- **Overview:** From 1997 to 2000, VISN 7 declined on Risk Taking Culture, QSS Scale, and Leadership. From 1998 to 2000, VISN 7 scores on the QSS Scale and Leadership scores declined, while Risk Taking Culture, Group Culture, and Performance Goals remained stable. Few facilities differed from the VHA mean on any measure in 2000.
- **Weaknesses:** From 1997 to 2000, Tuscaloosa declined significantly on Risk Taking Culture, Augusta declined on Group Culture (2<sup>nd</sup> largest decline of any facility nation-wide) and QSS Score (3<sup>rd</sup> largest decline of any facility nation-wide), and Augusta and Charleston declined on Leadership. From 1998 to 2000, Augusta declined on Risk Taking Culture, Tuscaloosa and Augusta declined on Group Culture, Augusta declined on QSS Score, and Decatur, Augusta, Birmingham and Columbia declined on Leadership. Although it did not technically achieve statistical significance, a noteworthy decline in Group Culture also occurred at Dublin between 1998 and 2000 – among the 15 largest decreases at any facility nation-wide on that dimension for that period. This may be an early indication of a culture shift at that facility. In 2000, Decatur and Augusta scored below the VHA national average on Group Culture, and Augusta and Columbia scored below the VHA average on both the QSS and Leadership measures.
- **Strengths:** There were no significant improvements in VISN 7 facility scores either between 1997 and 2000 or between 1998 and 2000. However, in 2000 Montgomery scored above the national VHA average on Group Culture and QSS Score, and Birmingham and Montgomery scored higher than the VHA average on Performance Goals.

## VISN 7 Overview Table

Number of facilities surveyed: nine in 1997, eight in 1998, eight in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
Risk Taking Culture	1997	14.90	14.82	1	1				
	1998	14.64	14.28	1	0	1	0	1	0
	2000	13.20	12.98	0	0				
Group Culture	1997	20.61	18.81	3	0				
	1998	19.32	18.62	0	1	2	0	1	0
	2000	18.57	16.94	2	1				
Hierarchical Culture <sup>1</sup>	1997	41.13	42.28	1	1				
	1998	41.45	41.70	1	0	0	2	0	2
	2000	44.00	44.55	0	1				
Rational Culture	1997	23.41	24.30	0	1				
	1998	23.96	23.67	1	2	1	1	0	0
	2000	23.89	24.87	0	1				
QSS Score	1997	3.48	3.46	1	0				
	1998	3.44	3.47	0	1	1	0	1	0
	2000	3.38	3.34	2	1				
Leadership	1997	3.53	3.61	0	1				
	1998	3.58	3.73	0	2	4	0	2	0
	2000	3.34	3.34	2	0				
Performance Goals	1997	3.65	3.63	0	0				
	1998	3.61	3.67	0	0	0	0	0	0
	2000	3.67	3.68	0	2				
Evaluation and Feedback	1997	3.43	3.33	1	0				
	1998	3.39	3.42	0	0	NA	NA	NA	NA
	2000	NA	NA	NA	NA				
Reward and Recognition	1997	2.95	2.94	1	1				
	1998	2.77	2.83	0	2	NA	NA	NA	NA
	2000	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 7 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=7  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DECATUR GA	15.58		12.55		14.48		1.93		-1.10	
AUGUSTA GA	13.63		14.68		10.50		-4.18	SC-	-3.13	
BIRMINGHAM AL	11.84	SD-	13.11		12.80		-0.32		0.95	
CHARLESTON SC	15.62		14.42		12.34		-2.08		-3.28	
COLUMBIA SC	14.20		14.77		12.00		-2.77		-2.20	
DUBLIN GA	15.58		11.85	SD-	14.02		2.17		-1.55	
MONTGOMERY AL	13.17		16.40		13.90		-2.50		.	NA
TUSCALOOSA AL	18.31	SD+	16.47		13.80		-2.67		-4.51	SC-
TUSKEGEE AL	15.41		.		.		.	NA	.	NA
VISN Average	14.82		14.28		12.98		-1.30		-1.84	SC-
VHA National Average	14.90		14.64		13.20		-1.44	SC-	-1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=7  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DECATUR GA	17.32		16.10		12.38	SD-	- 3.73		- 4.94	
AUGUSTA GA	24.46		20.54		12.47	SD-	- 8.07	SC-	- 12.0	SC-
BIRMINGHAM AL	14.96	SD-	16.81		20.47		3.66		5.51	
CHARLESTON SC	15.13	SD-	17.47		16.51		- 0.96		1.38	
COLUMBIA SC	14.61	SD-	17.43		16.46		- 0.97		1.84	
DUBLIN GA	19.54		19.59		14.58		- 5.01		- 4.96	
MONTGOMERY AL	17.63		16.10		25.20	SD+	9.10	SC+	.	NA
TUSCALOOSA AL	24.47		24.94	SD+	17.44		- 7.50	SC-	- 7.03	
TUSKEGEE AL	21.19		.		.		.	NA	.	NA
VISN Average	18.81		18.62		16.94		- 1.69		- 1.87	
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=7

**Hierarchical Culture**

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DECATUR GA	38.93		48.09		45.03		- 3.06		6.10	
AUGUSTA GA	40.59		42.28		51.83	SD+	9.56	SC+	11.24	SC+
BIRMINGHAM AL	49.54	SD+	42.45		43.89		1.44		-5.65	
CHARLESTON SC	43.48		45.09		45.18		0.09		1.70	
COLUMBIA SC	45.86		40.77		43.66		2.89		-2.19	
DUBLIN GA	42.91		43.17		46.51		3.34		3.60	
MONTGOMERY AL	47.72		44.44		37.82		- 6.62		.	NA
TUSCALOOSA AL	32.37	SD-	27.34	SD-	42.49		15.14	SC+	10.11	SC+
TUSKEGEE AL	39.15		.		.		.	NA	.	NA
VISN Average	42.28		41.70		44.55		2.85		2.27	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=7  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DECATUR GA	30.09	SD+	20.61	SD-	26.83		6.22	SC+	-3.26	
AUGUSTA GA	21.31		21.60		24.83		3.23		3.52	
BIRMINGHAM AL	23.66		27.51	SD+	21.85		-5.66	SC-	-1.81	
CHARLESTON SC	25.77		21.77		25.75		3.98		-0.03	
COLUMBIA SC	25.33		27.54	SD+	29.26	SD+	1.72		3.93	
DUBLIN GA	21.97		23.01		23.66		0.65		1.68	
MONTGOMERY AL	21.48		22.00		20.88		-1.12		.	NA
TUSCALOOSA AL	24.85		25.29		25.93		0.64		1.08	
TUSKEGEE AL	24.25		.		.		.	NA	.	NA
VISN Average	24.30		23.67		24.87		1.21		0.57	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=7  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DECATUR GA	3.18	SD-	3.55		3.33		-0.22		0.15	
AUGUSTA GA	3.59		3.57		3.08	SD-	-0.49	SC-	-0.51	SC-
BIRMINGHAM AL	3.43		3.42		3.48		0.06		0.04	
CHARLESTON SC	3.46		3.38		3.30		-0.08		-0.16	
COLUMBIA SC	3.42		3.33		3.13	SD-	-0.20		-0.29	
DUBLIN GA	3.35		3.40		3.18		-0.21		-0.17	
MONTGOMERY AL	3.51		3.42		3.66	SD+	0.24		.	NA
TUSCALOOSA AL	3.55		3.68	SD+	3.52		-0.16		-0.03	
TUSKEGEE AL	3.64		.		.		.	NA	.	NA
VISN Average	3.46		3.47		3.34		-0.13		-0.12	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



**National VA Quality Improvement Survey (NQIS) Results**

**VISN=7  
Leadership**

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DECATUR GA	3.86		4.16	SD+	3.48		-0.67	SC-	-0.38	
AUGUSTA GA	3.71		3.88	SD+	3.07	SD-	-0.81	SC-	-0.64	SC-
BIRMINGHAM AL	3.48		3.75		3.34		-0.41	SC-	-0.14	
CHARLESTON SC	3.93	SD+	3.40		3.22		-0.17		-0.70	SC-
COLUMBIA SC	3.42		3.93		3.12	SD-	-0.81	SC-	-0.29	
DUBLIN GA	3.70		3.41		3.40		-0.01		-0.30	
MONTGOMERY AL	3.18		3.77		3.44		-0.33		.	NA
TUSCALOOSA AL	3.70		3.53		3.65		0.12		-0.05	
TUSKEGEE AL	3.55		.		.		.	NA	.	NA
VISN Average	3.61		3.73		3.34		-0.39	SC-	-0.27	SC-
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=7  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DECATUR GA	3.49		3.61		3.47		-0.14		-0.02	
AUGUSTA GA	3.66		3.57		3.62		0.05		-0.04	
BIRMINGHAM AL	3.64		3.83		3.92	SD+	0.09		0.28	
CHARLESTON SC	3.52		3.51		3.64		0.13		0.12	
COLUMBIA SC	3.54		3.66		3.64		-0.02		0.10	
DUBLIN GA	3.46		3.69		3.46		-0.22		0.00	
MONTGOMERY AL	3.75		3.82		3.97	SD+	0.15		.	NA
TUSCALOOSA AL	3.68		3.75		3.74		-0.01		0.05	
TUSKEGEE AL	3.85		.		.		.	NA	.	NA
VISN Average	3.62		3.68		3.68		0.00		0.06	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or

Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 8 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 8 Summary

- **Overview:** From 1997 to 2000, VISN 8 scores declined significantly on four of the five NQIS measures: Risk Taking Culture, Group Culture, QSS Score, and Leadership. From 1998 to 2000, VISN 8 scores declined significantly on Risk Taking Culture and Leadership. In 2000 most VISN 8 facility scores were similar statistically to VHA national averages.
- **Weaknesses:** From 1997 to 2000, West Palm Beach declined significantly on Risk Taking Culture and Group Culture. For both of these dimensions, the declines at West Palm were the largest observed at any facility nation-wide. Over the same period Miami and West Palm Beach declined on the Leadership scale, with the decreases at Miami being the largest observed at any facility for that time period. From 1998 to 2000, West Palm Beach declined significantly on both Risk Taking Culture and Group Culture -- the first and third largest declines at any facility for those dimensions, respectively -- and Miami and Tampa declined on the Leadership scale. Despite the large declines at some facilities, the scores at most VISN 8 facilities were statistically equivalent to VHA national averages in 2000. The exceptions were West Palm Beach, which scored significantly below the national average for Group Culture, and Miami, which scored significantly below the national average for Leadership.
- **Strengths:** None of the facilities in VISN 8 improved significantly from 1997 to 2000, and only one VISN 8 facility improved significantly from 1998 to 2000. Specifically, Tampa scored significantly better on Performance Goals in 2000 than in 1998. In addition, Tampa scored above the VHA national average on Leadership in 2000, while Miami scored above average on Performance Goals.

## VISN 8 Overview Table

Number of facilities surveyed: six in 1997, seven in 1998, six in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	16.65	0	1				
	<b>1998</b>	14.64	14.52	1	1	1	0	1	0
	<b>2000</b>	13.20	12.23	0	0				
<b>Group Culture</b>	<b>1997</b>	20.61	22.49	0	0				
	<b>1998</b>	19.32	19.09	0	0	1	0	1	0
	<b>2000</b>	18.57	16.32	1	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	37.41	2	0				
	<b>1998</b>	41.45	42.23	0	0	0	1	0	1
	<b>2000</b>	44.00	44.44	0	0				
<b>Rational Culture</b>	<b>1997</b>	23.41	23.45	1	0				
	<b>1998</b>	23.96	24.11	0	1	0	1	0	1
	<b>2000</b>	23.89	26.09	0	3				
<b>QSS Score</b>	<b>1997</b>	3.48	3.61	0	2				
	<b>1998</b>	3.44	3.50	0	2	0	0	0	0
	<b>2000</b>	3.38	3.45	0	0				
<b>Leadership</b>	<b>1997</b>	3.53	3.88	0	3				
	<b>1998</b>	3.58	3.59	0	1	2	0	2	0
	<b>2000</b>	3.34	3.34	1	1				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.80	0	1				
	<b>1998</b>	3.61	3.71	0	2	0	1	0	0
	<b>2000</b>	3.67	3.73	0	1				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.53	0	2				
	<b>1998</b>	3.39	3.47	0	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	3.20	0	3				
	<b>1998</b>	2.77	2.85	1	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 8 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=8  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BAY PINES FL	16.93		16.41		14.06		- 2.35		- 2.87	
MIAMI FL	13.40		13.68		11.13		- 2.55		- 2.27	
W PALM BEACH FL	24.43	SD+	18.67	SD+	10.81		- 7.85	SC-	- 13.6	SC-
GAINESVILLE FL	15.55		13.73		11.12		.	NA	.	NA
LAKE CITY FL	15.81		12.76		.		.	NA	.	NA
SAN JUAN PR	.		11.88	SD-	11.39		- 0.49		.	NA
TAMPA FL	13.78		14.49		14.85		0.36		1.07	
VISN Average	16.65		14.52		12.23		- 2.29	SC-	- 4.42	SC-
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=8  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BAY PINES FL	21.58		23.92		20.60		- 3.32		- 0.98	
MIAMI FL	17.88		17.54		17.22		- 0.32		- 0.66	
W PALM BEACH FL	25.20		17.86		9.19	SD-	- 8.66	SC-	- 16.0	SC-
GAINESVILLE FL	23.55		17.10		18.02		.	NA	.	NA
LAKE CITY FL	26.22		23.72		.		.	NA	.	NA
SAN JUAN PR	.		17.19		17.74		0.55		.	NA
TAMPA FL	20.53		16.30		15.18		- 1.12		- 5.35	
VISN Average	22.49		19.09		16.32		- 2.77		- 6.17	SC-
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=8  
Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BAY PINES FL	37.27		37.82		42.84		5.01		5.56	
MIAMI FL	44.38		46.40		46.00		-0.41		1.62	
W PALM BEACH FL	27.57	SD-	38.82		47.84		9.02	SC+	20.27	SC+
GAINESVILLE FL	35.32	SD-	45.09		44.75		.	NA	.	NA
LAKE CITY FL	37.35		38.79		.		.	NA	.	NA
SAN JUAN PR	.		40.42		43.05		2.63		.	NA
TAMPA FL	42.57		48.24		42.17		-6.08		-0.40	
VISN Average	37.41		42.23		44.44		2.21		7.03	SC+
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=8  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BAY PINES FL	24.21		22.12		24.10		1.97		-0.12	
MIAMI FL	24.34		21.80		23.03		1.23		-1.31	
W PALM BEACH FL	22.80		26.44		27.94	SD+	1.50		5.14	SC+
GAINESVILLE FL	25.58		24.71		26.57		.	NA	.	NA
LAKE CITY FL	20.62	SD-	22.95		.		.	NA	.	NA
SAN JUAN PR	.		28.87	SD+	27.28		-1.59		.	NA
TAMPA FL	23.13		21.91		27.64	SD+	5.73	SC+	4.51	
VISN Average	23.45		24.11		26.09	SD+	1.98		2.64	SC+
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=8  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BAY PINES FL	3.65		3.69	SD+	3.50		-0.18		-0.14	
MIAMI FL	3.55		3.42		3.47		0.05		-0.08	
W PALM BEACH FL	3.49		3.49		3.25		-0.24		-0.24	
GAINESVILLE FL	3.65	SD+	3.45		3.47		.	NA	.	NA
LAKE CITY FL	3.77	SD+	3.51		.		.	NA	.	NA
SAN JUAN PR	.		3.61	SD+	3.45		-0.16		.	NA
TAMPA FL	3.56		3.36		3.53		0.16		-0.03	
VISN Average	3.61	SD+	3.50		3.45		-0.06		-0.17	SC-
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)
  - SD+ = Significantly above national average
  - SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)
  - SC+ = Significant improvement
  - SC- = Significant decline
  - NA = Not appropriate: integration occurred between the two data collections involved, or Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=8  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BAY PINES FL	3.65		3.48		3.43		-0.06		-0.22	
MIAMI FL	4.12	SD+	3.68		3.02	SD-	-0.67	SC-	-1.10	SC-
W PALM BEACH FL	.	SD-	3.33		3.48		0.15		.	NA
GAINESVILLE FL	4.04	SD+	3.72		3.18		.	NA	.	NA
LAKE CITY FL	3.72		.	SD-	.		.	NA	.	NA
SAN JUAN PR	.		3.33		3.35		0.02		.	NA
TAMPA FL	3.89	SD+	4.00	SD+	3.59	SD+	-0.41	SC-	-0.31	
VISN Average	3.88	SD+	3.59		3.34		-0.25		-0.54	SC-
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
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National VA Quality Improvement Survey (NQIS) Results

VISN=8  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BAY PINES FL	3.79		3.84		3.73		-0.11		-0.07	
MIAMI FL	3.59		3.72		3.88	SD+	0.16		0.28	
W PALM BEACH FL	3.72		3.76		3.49		-0.27		-0.23	
GAINESVILLE FL	3.96	SD+	3.60		3.79		.	NA	.	NA
LAKE CITY FL	3.89		3.71		.		.	NA	.	NA
SAN JUAN PR	.		3.98	SD+	3.72		-0.26		.	NA
TAMPA FL	3.84		3.39		3.80		0.42	SC+	-0.03	
VISN Average	3.80	SD+	3.71		3.73		0.02		-0.06	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

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(c) Significant change (SC) over time (95% confidence interval)

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# National VA Quality Improvement Survey 2000 Report

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 9 Summary

- **Overview:** From 1997 to 2000, VISN 9 scores decreased on Risk Taking Culture, QSS Score, and Leadership. From 1998 to 2000, VISN 9 scores decreased on Risk Taking Culture, but remained stable on Group Culture, QSS Score, Leadership, and Performance Goals. In 2000, VISN 9 facility scores were generally consistent with VHA national averages.
- **Weaknesses:** From 1997 to 2000, Louisville and Mountain Home significantly declined on the Risk Taking Culture scale, and Leadership declined significantly at Memphis. From 1998 to 2000, Memphis decreased on its Risk Taking Culture score. Huntington and Memphis declined significantly on Leadership from 1998 to 2000. In 2000, Louisville scored below the national VHA average on Risk Taking Culture.
- **Strengths:** There were no significant improvements among VISN 9 facilities on NQIS measures either long-term (1997 to 2000) or short-term (1998 to 2000). In 2000, however, Huntington was above the VHA national average on Risk Taking Culture and Group Culture, and Huntington and Mountain Home were above the national average on QSS Score and Leadership.

## VISN 9 Overview Table

Number of facilities surveyed: seven in 1997, seven in 1998, seven in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	15.53	1	1				
	<b>1998</b>	14.64	14.94	1	1	1	0	2	0
	<b>2000</b>	13.20	12.29	1	1				
<b>Group Culture</b>	<b>1997</b>	20.61	20.55	1	1				
	<b>1998</b>	19.32	18.80	3	1	0	0	0	0
	<b>2000</b>	18.57	19.17	0	1				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	42.01	0	1				
	<b>1998</b>	41.45	42.62	2	2	0	1	0	2
	<b>2000</b>	44.00	46.15	1	2				
<b>Rational Culture</b>	<b>1997</b>	23.41	21.97	2	0				
	<b>1998</b>	23.96	23.99	0	0	1	0	0	0
	<b>2000</b>	23.89	21.93	3	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.53	2	2				
	<b>1998</b>	3.44	3.46	0	1	0	0	0	0
	<b>2000</b>	3.38	3.39	0	2				
<b>Leadership</b>	<b>1997</b>	3.53	3.60	0	1				
	<b>1998</b>	3.58	3.45	1	1	2	0	1	0
	<b>2000</b>	3.34	3.32	0	2				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.58	1	1				
	<b>1998</b>	3.61	3.54	2	1	0	0	0	0
	<b>2000</b>	3.67	3.64	0	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.44	0	0				
	<b>1998</b>	3.39	3.37	1	2	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	3.04	1	1				
	<b>1998</b>	2.77	2.75	2	2	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 9 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=9  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HUNTINGTON WV	15.54		18.91	SD+	17.02	SD+	- 1.89		1.47	
LEXINGTON KY	12.26	SD-	11.82	SD-	10.82		- 1.00		- 1.44	
LOUISVILLE KY	16.16		12.64		10.32	SD-	- 2.32		- 5.84	SC-
MEMPHIS TN	15.85		16.47		12.21		- 4.26	SC-	- 3.64	
MOUNTAIN HOME TN	15.71		15.50		11.71		- 3.79		- 4.00	SC-
MURFREESBORO TN	15.57		13.42		13.06		.	NA	.	NA
NASHVILLE TN	17.62	SD+	15.80		10.93		- 4.87	SC-	- 6.69	SC-
VISN Average	15.53		14.94		12.29		- 2.64	SC-	- 3.24	SC-
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=9  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HUNTINGTON WV	26.03	SD+	25.68	SD+	24.80	SD+	- 0.88		- 1.23	
LEXINGTON KY	13.07	SD-	17.00		15.40		- 1.60		2.33	
LOUISVILLE KY	18.21		15.03	SD-	16.46		1.43		- 1.75	
MEMPHIS TN	19.59		15.62	SD-	15.77		0.14		- 3.83	
MOUNTAIN HOME TN	24.22		22.00		22.76		0.76		- 1.46	
MURFREESBORO TN	20.13		14.59	SD-	20.63		.	NA	.	NA
NASHVILLE TN	22.61		21.69		18.36		- 3.33		- 4.25	
VISN Average	20.55		18.80		19.17		0.36		- 1.38	
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=9  
Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HUNTINGTON WV	40.07		34.01	SD-	37.22	SD-	3.22		-2.85	
LEXINGTON KY	51.36	SD+	49.38	SD+	49.52		0.14		-1.84	
LOUISVILLE KY	42.35		45.11		51.50	SD+	6.38		9.15	SC+
MEMPHIS TN	42.22		45.57		49.32	SD+	3.75		7.10	
MOUNTAIN HOME TN	39.13		40.77		43.35		2.58		4.22	
MURFREESBORO TN	42.39		47.35	SD+	44.27		.	NA	.	NA
NASHVILLE TN	36.57		36.13	SD-	47.88		11.74	SC+	11.31	SC+
VISN Average	42.01		42.62		46.15		3.53		4.14	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=9  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HUNTINGTON WV	18.36	SD-	22.59		19.91	SD-	-2.68		1.55	
LEXINGTON KY	23.31		21.83		25.27		3.44		1.96	
LOUISVILLE KY	23.75		25.91		20.69	SD-	-5.22	SC-	-3.06	
MEMPHIS TN	22.34		26.45		23.35		-3.10		1.01	
MOUNTAIN HOME TN	20.94		22.31		22.31		-0.00		1.37	
MURFREESBORO TN	21.92		22.77		20.16		.	NA	.	NA
NASHVILLE TN	23.20		26.04		21.85		-4.19		-1.35	
VISN Average	21.97	SD-	23.99		21.93	SD-	-2.05		-0.04	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
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National VA Quality Improvement Survey (NQIS) Results

VISN=9  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HUNTINGTON WV	3.73	SD+	3.63		3.62	SD+	-0.01		-0.11	
LEXINGTON KY	3.19	SD-	3.38		3.25		-0.13		0.05	
LOUISVILLE KY	3.32	SD-	3.27		3.25		-0.02		-0.08	
MEMPHIS TN	3.59		3.43		3.45		0.02		-0.14	
MOUNTAIN HOME TN	3.74	SD+	3.66	SD+	3.60	SD+	-0.06		-0.14	
MURFREESBORO TN	3.51		3.36		3.21		.	NA	.	NA
NASHVILLE TN	3.60		3.46		3.38		-0.08		-0.22	
VISN Average	3.53		3.46		3.39		-0.06		-0.13	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

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SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

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National VA Quality Improvement Survey (NQIS) Results

VISN=9  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HUNTINGTON WV	3.69		3.95	SD+	3.55	SD+	- 0.41	SC-	- 0.15	
LEXINGTON KY	3.31		2.97	SD-	3.17		0.20		- 0.14	
LOUISVILLE KY	3.37		3.16		3.15		- 0.01		- 0.22	
MEMPHIS TN	3.82		3.86		3.36		- 0.51	SC-	- 0.47	SC-
MOUNTAIN HOME TN	3.58		3.53		3.65	SD+	0.13		0.07	
MURFREESBORO TN	3.45		3.14		3.07	SD-	.	NA	.	NA
NASHVILLE TN	3.96	SD+	3.52		3.26		- 0.26		- 0.70	SC-
VISN Average	3.60		3.45		3.32		- 0.13		- 0.28	SC-
VHA National Average	3.53		3.58		3.34		- 0.24	SC-	- 0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

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National VA Quality Improvement Survey (NQIS) Results

VISN=9  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HUNTINGTON WV	3.55		3.59		3.81		0.22		0.26	
LEXINGTON KY	3.35	SD-	3.32	SD-	3.63		0.30		0.27	
LOUISVILLE KY	3.40	SD-	3.25	SD-	3.53		0.28		0.12	
MEMPHIS TN	3.75		3.62		3.55		-0.07		-0.20	
MOUNTAIN HOME TN	3.67		3.64		3.79		0.15		0.12	
MURFREESBORO TN	3.49		3.44		3.64		.	NA	.	NA
NASHVILLE TN	3.90	SD+	3.81	SD+	3.55		-0.26		-0.36	SC-
VISN Average	3.59		3.52		3.64		0.12		0.05	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

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SD- = Significantly below national average

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3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 10 Summary

- **Overview:** From 1997 to 2000, VISN 10 scores declined significantly on Group Culture, QSS Scale, and Leadership. From 1998 to 2000, VISN 10 scores on the QSS Scale and Leadership declined significantly. All other scores remained stable. In 2000, facility scores in VISN 10 were not significantly different from the VHA national averages.
- **Weaknesses:** From 1997 to 2000, Chillicothe and Dayton declined significantly on Risk Taking Culture, Chillicothe declined significantly on Group Culture, Dayton declined on QSS Score, and Chillicothe and Cincinnati declined significantly on Leadership. From 1998 to 2000, Dayton declined on the QSS Score, and Chillicothe, Cincinnati, and Columbus declined on Leadership. In 2000, Dayton fell below the national VHA average on Risk Taking Culture. Cincinnati and Cleveland fell below the 2000 average on Group Culture, and Dayton scored below the 2000 national average on QSS Score and Performance Goals.
- **Strengths:** Following national trends, none of the facilities in VISN 10 improved significantly on any of the measures from 1997 to 2000. Cleveland improved significantly from 1998 to 2000 on Performance Goals. In 2000, Chillicothe and Columbus scored above the national VHA average on the Leadership scale despite significant declines on that dimension at both facilities since 1998.

## VISN 10 Overview Table

Number of facilities surveyed: five in 1997, five in 1998, five in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	13.80	1	0				
	<b>1998</b>	14.64	13.28	1	0	0	0	2	0
	<b>2000</b>	13.20	12.47	1	0				
<b>Group Culture</b>	<b>1997</b>	20.61	18.92	1	1				
	<b>1998</b>	19.32	16.37	2	0	0	0	1	0
	<b>2000</b>	18.57	14.99	2	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	44.06	1	1				
	<b>1998</b>	41.45	44.18	0	1	0	1	0	1
	<b>2000</b>	44.00	48.02	0	2				
<b>Rational Culture</b>	<b>1997</b>	23.41	23.23	0	0				
	<b>1998</b>	23.96	25.04	0	0	0	0	0	0
	<b>2000</b>	23.89	24.02	0	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.46	0	1				
	<b>1998</b>	3.44	3.42	1	1	1	0	1	0
	<b>2000</b>	3.38	3.29	1	0				
<b>Leadership</b>	<b>1997</b>	3.53	3.77	0	2				
	<b>1998</b>	3.58	3.81	1	3	3	0	2	0
	<b>2000</b>	3.34	3.47	0	2				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.56	0	0				
	<b>1998</b>	3.61	3.55	0	0	0	1	0	0
	<b>2000</b>	3.67	3.56	1	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.36	0	0				
	<b>1998</b>	3.39	3.35	0	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.81	1	0				
	<b>1998</b>	2.77	2.56	2	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 10 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=10  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHILLICOTHE OH	17.00		14.97		12.13		- 2.85		- 4.87	SC-
CINCINNATI OH	13.34		12.71		11.42		- 1.29		- 1.92	
CLEVELAND OH	11.25	SD-	13.81		14.31		0.51		3.07	
DAYTON OH	14.07		13.56		10.42	SD-	- 3.14		- 3.65	SC-
COLUMBUS (IOC) OH	13.34		11.36	SD-	14.06		2.70		0.72	
VISN Average	13.80		13.28	SD-	12.47		- 0.81		- 1.33	
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=10  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHILLICOTHE OH	25.31	SD+	20.96		16.42		-4.54		-8.89	SC-
CINCINNATI OH	15.46	SD-	16.70		13.29	SD-	-3.41		-2.17	
CLEVELAND OH	18.26		12.82	SD-	14.97	SD-	2.15		-3.30	
DAYTON OH	18.26		17.26		14.80		-2.46		-3.46	
COLUMBUS (IOC) OH	17.30		14.10	SD-	15.47		1.37		-1.83	
VISN Average	18.92		16.37	SD-	14.99	SD-	-1.38		-3.93	SC-
VHA National Average	20.61		19.32		18.57		-0.75		-2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=10

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHILLICOTHE OH	35.84	SD-	39.65		47.70		8.05	SC+	11.86	SC+
CINCINNATI OH	48.13	SD+	44.79		51.34	SD+	6.55		3.21	
CLEVELAND OH	46.90		47.06		46.04		-1.02		-0.86	
DAYTON OH	45.30		43.56		49.40		5.84		4.10	
COLUMBUS (IOC) OH	44.10		45.82		45.61		-0.20		1.51	
VISN Average	44.06		44.18	SD+	48.02	SD+	3.84	SC+	3.96	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=10  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHILLICOTHE OH	21.85		23.48		22.99		-0.49		1.14	
CINCINNATI OH	23.07		25.00		23.31		-1.70		0.24	
CLEVELAND OH	23.59		23.80		24.01		0.21		0.42	
DAYTON OH	22.37		25.13		24.56		-0.57		2.19	
COLUMBUS (IOC) OH	25.26		27.79		25.21		-2.58		-0.04	
VISN Average	23.23		25.04		24.02		-1.02		0.79	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=10  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHILLCOTHE OH	3.65	SD+	3.60	SD+	3.48		-0.12		-0.17	
CINCINNATI OH	3.39		3.40		3.29		-0.11		-0.10	
CLEVELAND OH	3.39		3.15	SD-	3.32		0.17		-0.07	
DAYTON OH	3.44		3.42		2.97	SD-	-0.45	SC-	-0.48	SC-
COLUMBUS (IOC) OH	3.46		3.52		3.39		-0.12		-0.06	
VISN Average	3.46		3.42		3.29		-0.13		-0.17	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=10  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHILLICOTHE OH	4.38	SD+	3.95	SD+	3.56	SD+	- 0.39	SC-	- 0.82	SC-
CINCINNATI OH	3.87	SD+	3.93	SD+	3.42		- 0.51	SC-	- 0.45	SC-
CLEVELAND OH	3.19		3.29	SD-	3.31		0.03		0.13	
DAYTON OH	3.71		3.76		3.41		- 0.35		- 0.30	
COLUMBUS (IOC) OH	3.69		4.11	SD+	3.63	SD+	- 0.48	SC-	- 0.06	
VISN Average	3.77		3.81		3.47	SD+	- 0.34	SC-	- 0.30	
VHA National Average	3.53		3.58		3.34		- 0.24	SC-	- 0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=10  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHILLICOTHE OH	3.59		3.72		3.61		- 0.11		0.02	
CINCINNATI OH	3.57		3.66		3.56		- 0.10		- 0.01	
CLEVELAND OH	3.59		3.31	SD-	3.71		0.40	SC+	0.12	
DAYTON OH	3.44		3.47		3.23	SD-	- 0.24		- 0.21	
COLUMBUS (IOC) OH	3.57		3.47		3.71		0.24		0.14	
VISN Average	3.55	SD-	3.53		3.56		0.04		0.01	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 11 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 11 Summary

- **Overview:** From 1997 to 2000, VISN 11 scores on Risk Taking Culture, QSS Scale, and Leadership declined significantly. From 1998 to 2000, VISN 11 scores on Risk Taking Culture and Leadership declined significantly. In 2000, VISN 11 facility scores were similar to the VHA national averages.
- **Weaknesses:** From 1997 to 2000, Risk Taking Culture scores for Ann Arbor and Indianapolis declined significantly. The change at Indianapolis was the second largest decline observed at any facility for that period on the Risk Taking Culture measure. The QSS score at Indianapolis, and the Leadership scores at Battle Creek, Danville, Indianapolis and Saginaw, also declined from 1997 to 2000. From 1998 to 2000, Risk Taking Culture declined at Battle Creek and Indianapolis, as did Leadership at Danville.
- **Strengths:** Battle Creek improved significantly on Performance Goals in the short term (comparing 1998 to 2000) and the long term (comparing 1997 to 2000). In 2000, only Battle Creek scored above the national VHA average -- on both QSS Score and Performance Goals. On the other hand, no VISN 11 facility scored significantly below the national VHA average on any dimension in 2000.

## VISN 11 Overview Table

Number of facilities surveyed: eight in 1997, seven in 1998, seven in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	15.83	1	2				
	<b>1998</b>	14.64	14.17	1	1	2	0	2	0
	<b>2000</b>	13.20	12.80	0	0				
<b>Group Culture</b>	<b>1997</b>	20.61	19.91	1	1				
	<b>1998</b>	19.32	17.50	2	0	0	0	0	0
	<b>2000</b>	18.57	17.98	0	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	40.78	2	2				
	<b>1998</b>	41.45	43.50	0	2	0	1	0	1
	<b>2000</b>	44.00	46.63	0	1				
<b>Rational Culture</b>	<b>1997</b>	23.41	23.93	1	1				
	<b>1998</b>	23.96	24.42	0	0	1	0	1	0
	<b>2000</b>	23.89	22.26	2	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.51	1	1				
	<b>1998</b>	3.44	3.42	2	1	1	0	4	0
	<b>2000</b>	3.38	3.38	0	1				
<b>Leadership</b>	<b>1997</b>	3.53	3.66	0	2				
	<b>1998</b>	3.58	3.65	1	0	1	0	4	0
	<b>2000</b>	3.34	3.34	0	0				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.65	0	0				
	<b>1998</b>	3.61	3.55	2	1	0	1	0	1
	<b>2000</b>	3.67	3.66	0	1				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.47	0	1				
	<b>1998</b>	3.39	3.31	1	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.95	0	1				
	<b>1998</b>	2.77	2.68	1	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 11 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=11  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANN ARBOR MI	15.83		13.44		11.62		- 1.82		- 4.21	SC-
BATTLE CREEK MI	13.48		15.69		11.65		- 4.04	SC-	- 1.83	
DANVILLE IL	15.21		15.41		13.92		- 1.49		- 1.29	
ALLEN PARK MI	14.03		13.63		13.66		0.04		- 0.37	
FORT WAYNE IN	19.56	SD+	.	.	.	.	.	NA	.	NA
INDIANAPOLIS IN	21.58	SD+	17.91	SD+	12.55		- 5.35	SC-	- 9.02	SC-
MARION IN	8.87	SD-	10.71	SD-	11.88		1.17		3.00	
SAGINAW MI	14.50		14.49		14.28		- 0.22		- 0.22	
VISN Average	15.38		14.47		12.80		- 1.67		- 2.59	
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=11  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANN ARBOR MI	17.74		18.44		16.24		- 2.20		- 1.50	
BATTLE CREEK MI	20.80		17.21		18.99		1.78		- 1.81	
DANVILLE IL	17.75		21.10		18.51		- 2.59		0.76	
ALLEN PARK MI	16.85		13.55	SD-	16.84		3.29		- 0.01	
FORT WAYNE IN	29.13	SD+	.		.		.	NA	.	NA
INDIANAPOLIS IN	19.56		18.67		15.92		- 2.75		- 3.65	
MARION IN	14.37	SD-	13.80	SD-	17.01		3.20		2.64	
SAGINAW MI	23.06		19.72		22.32		2.60		- 0.74	
VISN Average	19.91		17.50		17.98		0.48		- 1.93	
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=11

**Hierarchical Culture**

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANN ARBOR MI	41.56		44.13		45.85		1.73		4.30	
BATTLE CREEK MI	41.00		42.83		48.88		6.05		7.89	
DANVILLE IL	43.90		40.64		41.71		1.07		-2.19	
ALLEN PARK MI	47.40	SD+	46.90	SD+	49.37		2.48		1.98	
FORT WAYNE IN	31.71	SD-	.		.		.	NA	.	NA
INDIANAPOLIS IN	28.78	SD-	38.16		50.37	SD+	12.21	SC+	21.59	SC+
MARION IN	52.27	SD+	49.67	SD+	50.35		0.68		-1.92	
SAGINAW MI	39.61		42.17		39.91		-2.26		0.30	
VISN Average	40.78		43.50		46.63		3.14		5.86	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=11  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANN ARBOR MI	24.87		24.13		24.65		0.52		-0.22	
BATTLE CREEK MI	24.72		25.69		21.87		-3.82		-2.85	
DANVILLE IL	23.14		23.41		22.38		-1.03		-0.76	
ALLEN PARK MI	21.72		25.53		20.35	SD-	-5.18	SC-	-1.37	
FORT WAYNE IN	19.60	SD-	.	.	.	.	.	NA	.	NA
INDIANAPOLIS IN	30.09	SD+	25.49		23.11		-2.38		-6.97	SC-
MARION IN	24.49		24.08		19.99		-4.08		-4.49	
SAGINAW MI	22.83		22.64		23.45		0.81		0.62	
VISN Average	23.93		24.42		22.26	SD-	-2.17	SC-	-1.67	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=11  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANN ARBOR MI	3.44		3.25	SD-	3.21		- 0.03		- 0.23	
BATTLE CREEK MI	3.41		3.53		3.58	SD+	0.05		0.17	
DANVILLE IL	3.60		3.66	SD+	3.40		- 0.26		- 0.20	
ALLEN PARK MI	3.41		3.48		3.42		- 0.06		0.00	
FORT WAYNE IN	3.60		.		.		.	NA	.	NA
INDIANAPOLIS IN	3.77	SD+	3.38		3.29		- 0.09		- 0.47	SC-
MARION IN	3.23	SD-	3.16	SD-	3.21		0.05		- 0.02	
SAGINAW MI	3.62		3.52		3.55		0.03		- 0.07	
VISN Average	3.51		3.42		3.38		- 0.04		- 0.13	
VHA National Average	3.48		3.44		3.38		- 0.06		- 0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=11  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANN ARBOR MI	3.14		3.33	SD-	3.33		0.00		0.20	
BATTLE CREEK MI	3.83	SD+	3.58		3.33		-0.25		-0.50	SC-
DANVILLE IL	3.77		3.96		3.33		-0.63	SC-	-0.44	SC-
ALLEN PARK MI	3.79		3.69		3.34		-0.35		-0.44	
INDIANAPOLIS IN	3.63		3.69		3.31		-0.37		-0.31	SC-
MARION IN	3.40		3.46		3.20		-0.26		-0.20	
SAGINAW MI	4.07	SD+	3.82		3.52		-0.30		-0.55	SC-
VISN Average	3.66		3.65		3.34		-0.31	SC-	-0.32	SC-
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=11  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANN ARBOR MI	3.57		3.33	SD-	3.48		0.15		-0.08	
BATTLE CREEK MI	3.46		3.51		3.92	SD+	0.41	SC+	0.46	SC+
DANVILLE IL	3.74		3.77		3.72		-0.05		-0.03	
ALLEN PARK MI	3.70		3.55		3.59		0.04		-0.11	
FORT WAYNE IN	3.72		.		.		.	NA	.	NA
INDIANAPOLIS IN	3.78		3.59		3.62		0.03		-0.16	
MARION IN	3.39		3.29	SD-	3.50		0.21		0.11	
SAGINAW MI	3.78		3.71		3.82		0.11		0.03	
VISN Average	3.64		3.54		3.66		0.13		0.02	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 12 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 12 Summary

- **Overview:** VISN 12 scores remained statistically stable from 1997 to 2000 as well as from 1998 to 2000; no significant changes were observed.
- **Weaknesses:** From 1997 to 2000, Hines and Iron Mountain declined significantly on Risk Taking Culture. Hines also declined significantly from 1997 to 2000 on Leadership. From 1998 to 2000, Hines declined significantly on Risk Taking Culture, Hines and Tomah declined significantly on QSS Score, and Hines and Milwaukee declined significantly on Leadership. In 2000, Hines and Tomah scored below the national VHA average on Risk Taking Culture. Tomah also scored below the national average on QSS and Performance Goals while Hines scored below average on Leadership.
- **Strengths:** From 1997 to 2000, North Chicago improved significantly on QSS Score and Performance Goals. Indeed, the magnitude of improvement on these two scales place North Chicago among the four most improved facilities in the country on each of these dimensions. From 1998 to 2000, North Chicago improved significantly on QSS Score. In 2000, North Chicago scored above the national VHA average on QSS Score, and Chicago (WS) and North Chicago scored significantly above the national average on Performance Goals.

## VISN 12 Overview Table

Number of facilities surveyed: eight in 1997, seven in 1998, seven in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	14.85	1	2				
	<b>1998</b>	14.64	14.79	1	0	1	0	2	0
	<b>2000</b>	13.20	13.40	2	0				
<b>Group Culture</b>	<b>1997</b>	20.61	19.38	1	1				
	<b>1998</b>	19.32	19.53	0	0	0	0	0	1
	<b>2000</b>	18.57	20.33	0	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	42.33	0	1				
	<b>1998</b>	41.45	40.57	0	0	0	2	0	1
	<b>2000</b>	44.00	43.51	2	1				
<b>Rational Culture</b>	<b>1997</b>	23.41	23.44	1	2				
	<b>1998</b>	23.96	24.80	2	2	1	0	1	0
	<b>2000</b>	23.89	22.56	2	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.45	1	1				
	<b>1998</b>	3.44	3.46	0	1	2	1	0	1
	<b>2000</b>	3.38	3.38	1	1				
<b>Leadership</b>	<b>1997</b>	3.53	3.17	4	0				
	<b>1998</b>	3.58	3.41	1	0	2	0	1	0
	<b>2000</b>	3.34	3.21	1	0				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.65	0	1				
	<b>1998</b>	3.61	3.73	0	1	0	0	0	1
	<b>2000</b>	3.67	3.67	1	2				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.44	0	1				
	<b>1998</b>	3.39	3.46	0	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.94	1	1				
	<b>1998</b>	2.77	2.76	1	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 12 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=12  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHICAGO (LS) IL	14.95		.		.		.	NA	.	NA
CHICAGO (WS) IL	13.28		14.67		13.78		- 0.89		.	NA
NORTH CHICAGO IL	16.41		15.20		14.36		- 0.83		- 2.05	
HINES IL	13.71		13.94		10.32	SD-	- 3.63	SC-	- 3.39	SC-
IRON MOUNTAIN MI	18.04	SD+	17.04		12.88		- 4.17		- 5.16	SC-
MADISON WI	14.46		13.81		14.82		1.01		0.36	
TOMAH WI	10.53	SD-	12.31	SD-	9.63	SD-	- 2.68		- 0.90	
MILWAUKEE WI	17.41	SD+	16.55		15.71		- 0.83		- 1.70	
VISN Average	14.85		14.79		13.07		- 1.72		- 1.78	
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=12  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHICAGO (LS) IL	19.53		.		.		.	NA	.	NA
CHICAGO (WS) IL	20.56		19.76		22.60		2.85		.	NA
NORTH CHICAGO IL	15.33	SD-	16.67		22.53		5.86		7.19	SC+
HINES IL	19.60		18.55		16.91		-1.64		-2.68	
IRON MOUNTAIN MI	19.87		22.51		21.43		-1.07		1.56	
MADISON WI	24.75	SD+	20.94		22.52		1.59		-2.23	
TOMAH WI	17.22		20.84		18.74		-2.10		1.51	
MILWAUKEE WI	18.20		17.49		17.11		-0.37		-1.09	
VISN Average	19.38		19.53		20.26		0.73		0.88	
VHA National Average	20.61		19.32		18.57		-0.75		-2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=12

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHICAGO (LS) IL	41.56		.		.			NA	.	NA
CHICAGO (WS) IL	44.00		39.38		38.16	SD-	- 1.22		.	NA
NORTH CHICAGO IL	41.52		42.07		37.58	SD-	- 4.49		-3.93	
HINES IL	42.11		39.10		49.60		10.50	SC+	7.49	
IRON MOUNTAIN MI	39.12		40.02		45.32		5.30		6.20	
MADISON WI	39.03		43.54		39.49		- 4.04		0.46	
TOMAH WI	53.41	SD+	42.80		53.60	SD+	10.79	SC+	0.19	
MILWAUKEE WI	37.85		37.05		40.79		3.75		2.94	
VISN Average	42.33		40.57		43.51		2.94		1.18	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=12  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHICAGO (LS) IL	23.96		.		.		.	NA	.	NA
CHICAGO (WS) IL	22.16		25.22		23.90		- 1.32		.	NA
NORTH CHICAGO IL	26.74	SD+	26.52		23.88		- 2.64		- 2.86	
HINES IL	24.58		27.88	SD+	23.32		- 4.56	SC-	- 1.26	
IRON MOUNTAIN MI	22.97		22.91		19.44	SD-	- 3.47		- 3.53	
MADISON WI	21.75		20.79	SD-	19.98	SD-	- 0.81		- 1.77	
TOMAH WI	18.84	SD-	21.11	SD-	20.20		- 0.91		1.36	
MILWAUKEE WI	26.53	SD+	29.15	SD+	27.17		- 1.99		0.64	
VISN Average	23.44		24.80		22.56		- 2.24		- 0.89	
VHA National Average	23.41		23.96		23.89		- 0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=12  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHICAGO (LS) IL	3.71	SD+	.	.	.	.	.	NA	.	NA
CHICAGO (WS) IL	3.44		3.50		3.46		-0.04		.	NA
NORTH CHICAGO IL	3.49		3.54		3.84	SD+	0.30	SC+	0.35	SC+
HINES IL	3.48		3.53		3.24		-0.29	SC-	-0.24	
IRON MOUNTAIN MI	3.44		3.32		3.35		0.03		-0.10	
MADISON WI	3.51		3.40		3.29		-0.11		-0.22	
TOMAH WI	3.04	SD-	3.39		3.11	SD-	-0.28	SC-	0.06	
MILWAUKEE WI	3.45		3.57	SD+	3.42		-0.15		-0.03	
VISN Average	3.45		3.46		3.39		-0.08		-0.06	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=12  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHICAGO (LS) IL	3.54		.		.		.	NA	.	NA
CHICAGO (WS) IL	2.93	SD-	3.20		3.30		0.10		.	NA
NORTH CHICAGO IL	3.25		3.50		3.53		0.03		0.28	
HINES IL	3.16		3.27		2.58	SD-	-0.69	SC-	-0.58	SC-
IRON MOUNTAIN MI	3.46		3.84		3.49		-0.35		0.03	
MADISON WI	2.86	SD-	3.21		3.22		0.01		0.36	
TOMAH WI	2.93	SD-	2.91	SD-	3.38		0.47		0.45	
MILWAUKEE WI	3.20	SD-	3.92		3.34		-0.58	SC-	0.14	
VISN Average	3.17	SD-	3.41		3.26		-0.14		0.10	
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=12  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
CHICAGO (LS) IL	3.98	SD+	.	.	.	.	.	NA	.	NA
CHICAGO (WS) IL	3.56		3.80		3.95	SD+	0.16		.	NA
NORTH CHICAGO IL	3.68		3.92	SD+	4.06	SD+	0.14		0.38	SC+
HINES IL	3.66		3.74		3.75		0.01		0.09	
IRON MOUNTAIN MI	3.45		3.54		3.45		-0.08		0.00	
MADISON WI	3.74		3.57		3.48		-0.09		-0.26	
TOMAH WI	3.39		3.62		3.29	SD-	-0.33		-0.09	
MILWAUKEE WI	3.59		3.82		3.72		-0.09		0.14	
VISN Average	3.63		3.71		3.67		-0.04		0.04	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 13 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 13 Summary

- **Overview:** VISN 13 scores were generally stable from 1998 to 2000. The two exceptions were Leadership, which declined significantly, and Performance Goals, which improved significantly. However, on both of these scales the 2000 scores represented a return to the baseline levels observed on the first NQIS in 1997. In the long term, then, VISN 13 scores were stable on all NQIS dimensions.

It should be noted that VISN 13 achieved the second highest response rate (62.3%) of any VISN on the NQIS in 2000, more than 10% above the VHA national average (51.5%).

- **Weaknesses:** No significant declines were observed on any scale at any facility in VISN 13 between 1998 and 2000. Comparing 2000 to the 1997 baseline, however, revealed a significant decline on the Leadership scale at Fargo. Indeed, Fargo's score in 2000 was significantly below the VHA national Leadership average for that year.
- **Strengths:** Most VISN 13 facility scores remained stable over the long term (1997 to 2000). The exception was a significant improvement in Performance Goals at St. Cloud – the largest improvement observed on that dimension at any facility nationwide during that time period. When looking at facility changes in the near term (1998 to 2000), St. Cloud improved significantly on both the QSS Score and on the Performance Goals scale. The QSS improvement was sufficient to put St. Cloud significantly above the national average on that dimension for 2000. Sioux Falls also improved significantly regarding Performance Goals.

## VISN 13 Overview Table

Number of facilities surveyed: six in 1997, five in 1998, five in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	14.79	1	1				
	<b>1998</b>	14.64	13.23	2	0	0	0	0	0
	<b>2000</b>	13.20	13.40	0	0				
<b>Group Culture</b>	<b>1997</b>	20.61	21.03	0	1				
	<b>1998</b>	19.32	19.45	1	1	0	0	0	0
	<b>2000</b>	18.57	19.33	0	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	41.70	1	0				
	<b>1998</b>	41.45	42.82	0	1	0	0	0	0
	<b>2000</b>	44.00	43.23	1	1				
<b>Rational Culture</b>	<b>1997</b>	23.41	22.48	0	0				
	<b>1998</b>	23.96	24.51	1	1	1	0	0	1
	<b>2000</b>	23.89	23.38	1	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.46	0	0				
	<b>1998</b>	3.44	3.39	0	0	0	1	0	0
	<b>2000</b>	3.38	3.38	0	1				
<b>Leadership</b>	<b>1997</b>	3.53	3.35	1	0				
	<b>1998</b>	3.58	3.47	0	0	0	0	1	0
	<b>2000</b>	3.34	3.21	1	0				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.59	1	1				
	<b>1998</b>	3.61	3.49	1	0	0	2	0	1
	<b>2000</b>	3.67	3.64	0	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.38	0	1				
	<b>1998</b>	3.39	3.29	1	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.92	0	0				
	<b>1998</b>	2.77	2.66	0	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 13 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=13  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FARGO ND	12.12	SD-	11.01	SD-	12.21		1.19		0.09	
SIOUX FALLS SD	14.40		12.27	SD-	13.97		1.70		-0.43	
FORT MEADE SD	18.30	SD+	14.60		13.46		-1.14		.	NA
HOT SPRINGS SD	16.36		.		.		.	NA	.	NA
MINNEAPOLIS MN	12.71		13.98		12.76		-1.21		0.05	
ST CLOUD MN	14.85		14.27		14.58		0.31		-0.27	
VISN Average	14.79		13.23	SD-	13.40		0.17		-1.39	
VHA National Average	14.90		14.64		13.20		-1.44	SC-	-1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=13  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FARGO ND	23.52		22.30		21.17		- 1.12		- 2.35	
SIoux FALLS SD	18.52		14.50	SD-	17.36		2.86		- 1.16	
FORT MEADE SD	26.00	SD+	25.44	SD+	22.63		- 2.81		.	NA
HOT SPRINGS SD	21.25		.		.		.	NA	.	NA
MINNEAPOLIS MN	17.40		17.65		16.24		- 1.41		- 1.16	
ST CLOUD MN	19.51		17.38		19.26		1.88		- 0.25	
VISN Average	21.03		19.45		19.33		- 0.12		- 1.70	
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=13

**Hierarchical Culture**

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FARGO ND	40.75		43.66		44.71		1.05		3.96	
SIoux FALLS SD	44.82		47.12	SD+	44.06		-3.06		-0.76	
FORT MEADE SD	33.73	SD-	38.81		39.95		1.14		.	NA
HOT SPRINGS SD	41.24		.		.		.	NA	.	NA
MINNEAPOLIS MN	45.73		43.94		48.92	SD+	4.99		3.19	
ST CLOUD MN	43.95		40.59		38.49	SD-	-2.10		-5.46	
VISN Average	41.70		42.82		43.23		0.40		1.53	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=13  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FARGO ND	23.62		23.83		22.19		- 1.64		- 1.43	
SIoux FALLS SD	22.26		25.69		23.52		- 2.17		1.25	
FORT MEADE SD	21.97		21.29	SD-	23.60		2.31		.	NA
HOT SPRINGS SD	21.16		.		.		.	NA	.	NA
MINNEAPOLIS MN	24.16		24.80		20.73	SD-	- 4.07	SC-	-3.43	
ST CLOUD MN	21.69		26.92	SD+	26.88		- 0.04		5.19	SC+
VISN Average	22.48		24.51		23.38		- 1.12		0.91	
VHA National Average	23.41		23.96		23.89		- 0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=13  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FARGO ND	3.42		3.41		3.31		-0.10		-0.11	
SIOUX FALLS SD	3.44		3.34		3.35		0.01		-0.09	
FORT MEADE SD	3.57		3.38		3.34		-0.03		.	NA
HOT SPRINGS SD	3.44		.		.		.	NA	.	NA
MINNEAPOLIS MN	3.51		3.40		3.29		-0.11		-0.22	
ST CLOUD MN	3.41		3.40		3.62	SD+	0.22	SC+	0.21	
VISN Average	3.46		3.39	SD-	3.38		-0.00		-0.08	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=13  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FARGO ND	3.48		3.31		2.84	SD-	-0.47		-0.64	SC-
SIOUX FALLS SD	3.62		3.43		3.28		-0.15		-0.33	
FORT MEADE SD	3.26		3.34		3.22		-0.12		.	NA
HOT SPRINGS SD	3.23		.		.		.	NA	.	NA
MINNEAPOLIS MN	3.28	SD-	3.52		3.26		-0.26		-0.02	
ST CLOUD MN	3.26		3.77		3.45		-0.32		0.19	
VISN Average	3.35	SD-	3.47		3.21		-0.26	SC-	-0.14	
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
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 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=13  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FARGO ND	3.66		3.52		3.54		0.03		-0.12	
SIoux FALLS SD	3.44		3.33	SD-	3.69		0.36	SC+	0.25	
FORT MEADE SD	3.83		3.53		3.65		0.12		.	NA
HOT SPRINGS SD	3.50		.		.		.	NA	.	NA
MINNEAPOLIS MN	3.76		3.58		3.53		-0.05		-0.23	
ST CLOUD MN	3.29	SD-	3.46		3.79		0.33	SC+	0.50	SC+
VISN Average	3.58		3.48	SD-	3.64		0.16	SC+	0.06	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 14 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

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2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 14 Summary

- **Overview:** With one exception, VISN 14 scores have been stable both in the near term (1998 to 2000) and in the long run (1997 to 2000). The exception was the QSS Scale, which declined in 1998 and again in 2000. The cumulative overall decline from 1997 to 2000 on this measure was statistically significant.
- **Weaknesses:** In 2000, Des Moines and Iowa City scored below the VHA national average on Performance Goals, and Des Moines also scored below the VHA national average on the QSS scale.
- **Strengths:** Iowa City significantly improved on the Group Culture scale from 1997 to 2000. Indeed, Iowa City's increase on this dimension was the 7<sup>th</sup> largest improvement at any facility nation-wide over that time period. All other facilities in VISN 14 remained statistically stable on all other dimensions from 1997 to 2000.

From 1998 to 2000, all VISN 14 facility scores remained stable. In 2000, Iowa City scored above the VHA national average on the Leadership scale.

## VISN 14 Overview Table

Number of facilities surveyed: six in 1997, four in 1998, four in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	15.05	1	0				
	<b>1998</b>	14.64	13.90	1	0	0	0	0	0
	<b>2000</b>	13.20	14.13	0	0				
<b>Group Culture</b>	<b>1997</b>	20.61	20.04	1	1				
	<b>1998</b>	19.32	19.38	0	0	0	0	0	1
	<b>2000</b>	18.57	18.70	0	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	43.22	1	1				
	<b>1998</b>	41.45	42.80	0	2	0	0	1	0
	<b>2000</b>	44.00	42.77	0	0				
<b>Rational Culture</b>	<b>1997</b>	23.41	21.70	4	0				
	<b>1998</b>	23.96	22.93	1	0	0	0	0	0
	<b>2000</b>	23.89	24.52	0	1				
<b>QSS Score</b>	<b>1997</b>	3.48	3.46	2	2				
	<b>1998</b>	3.44	3.34	1	0	0	0	0	0
	<b>2000</b>	3.38	3.24	1	0				
<b>Leadership</b>	<b>1997</b>	3.53	3.37	0	0				
	<b>1998</b>	3.58	3.50	0	0	0	0	0	0
	<b>2000</b>	3.34	3.41	0	1				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.59	0	0				
	<b>1998</b>	3.61	3.49	1	0	0	0	0	0
	<b>2000</b>	3.67	3.44	2	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.44	0	0				
	<b>1998</b>	3.39	3.26	2	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.95	0	0				
	<b>1998</b>	2.77	2.63	2	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 14 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=14  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DES MOINES IA	15.07		11.12	SD-	12.45		1.33		.	NA
GRAND ISLAND NE	13.40		.		.		.	NA	.	NA
IOWA CITY IA	17.05		17.20		15.98		-1.21		-1.07	
KNOXVILLE IA	11.91	SD-	.		.		.	NA	.	NA
LINCOLN NE	17.09		12.28		13.25		0.98		-3.83	
OMAHA NE	15.75		14.98		14.85		.	NA	.	NA
VISN Average	15.05		13.90		14.13		0.24		-0.91	
VHA National Average	14.90		14.64		13.20		-1.44	SC-	-1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=14  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DES MOINES IA	17.81		18.79		16.82		- 1.97		.	NA
GRAND ISLAND NE	20.85		.		.		.	NA	.	NA
IOWA CITY IA	14.20	SD-	20.72		21.06		0.33		6.86	SC+
KNOXVILLE IA	22.78		.		.		.	NA	.	NA
LINCOLN NE	27.35	SD+	18.34		20.98		2.65		-6.36	
OMAHA NE	17.26		19.67		15.93		.	NA	.	NA
VISN Average	20.04		19.38		18.70		- 0.68		- 1.34	
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=14  
Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DES MOINES IA	43.48		47.23	SD+	46.68		-0.55		.	NA
GRAND ISLAND NE	45.79		.		.		.	NA	.	NA
IOWA CITY IA	49.33	SD+	38.91		40.08		1.18		-9.24	SC-
KNOXVILLE IA	42.95		.		.		.	NA	.	NA
LINCOLN NE	35.24	SD-	47.42	SD+	42.90		-4.53		7.65	
OMAHA NE	42.50		37.64		41.41		.	NA	.	NA
VISN Average	43.22		42.80		42.77		-0.03		-0.45	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)
  - SD+ = Significantly above national average
  - SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)
  - SC+ = Significant increase
  - SC- = Significant decrease
  - NA = Not appropriate: integration occurred between the two data collections involved, or Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=14  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DES MOINES IA	23.64		21.58		23.64		2.07		.	NA
GRAND ISLAND NE	19.96	SD-	.		.		.	NA	.	NA
IOWA CITY IA	19.42	SD-	26.52		22.97		- 3.55		3.55	
KNOXVILLE IA	22.36		.		.		.	NA	.	NA
LINCOLN NE	20.33	SD-	18.70	SD-	23.69		4.99		3.36	
OMAHA NE	24.48		24.94		27.76	SD+	.	NA	.	NA
VISN Average	21.70	SD-	22.93		24.52		1.58		2.82	SC+
VHA National Average	23.41		23.96		23.89		- 0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=14  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DES MOINES IA	3.36		3.31		3.12	SD-	-0.19		.	NA
GRAND ISLAND NE	3.24	SD-	.		.		.	NA	.	NA
IOWA CITY IA	3.23	SD-	3.29		3.31		0.02		0.08	
KNOXVILLE IA	3.66	SD+	.		.		.	NA	.	NA
LINCOLN NE	3.77	SD+	3.22	SD-	3.20		-0.02		-0.57	SC-
OMAHA NE	3.51		3.52		3.34		.	NA	.	NA
VISN Average	3.46		3.34		3.24	SD-	-0.10		-0.22	SC-
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=14  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DES MOINES IA	3.70		3.65		3.33		-0.32		.	NA
GRAND ISLAND NE	3.26		.		.		.	NA	.	NA
IOWA CITY IA	3.63		3.69		3.59	SD+	-0.10		-0.04	
KNOXVILLE IA	3.21		.		.		.	NA	.	NA
LINCOLN NE	3.14		3.16		3.48		0.32		0.34	
OMAHA NE	3.27		3.50		3.23		.	NA	.	NA
VISN Average	3.37		3.50		3.41		-0.10		0.04	
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=14  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DES MOINES IA	3.42		3.35	SD-	3.28	SD-	-0.07		.	NA
GRAND ISLAND NE	3.48		.		.		.	NA	.	NA
IOWA CITY IA	3.58		3.63		3.41	SD-	-0.22		-0.16	
KNOXVILLE IA	3.74		.		.		.	NA	.	NA
LINCOLN NE	3.81		3.42		3.45		0.03		-0.36	
OMAHA NE	3.57		3.62		3.62		.	NA	.	NA
VISN Average	3.60		3.50		3.44	SD-	-0.06		-0.16	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 15 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 15 Summary

- **Overview:** From 1997 to 2000, VISN 15 scores declined significantly on two dimensions: Group Culture and QSS Scale. From 1998 to 2000, VISN 15 scores declined significantly on Leadership. Note, however, that despite this decline, the VISN 15 Leadership score was still significantly above the VA national average for this dimension.
- **Weaknesses:** From 1997 to 2000, Group Culture scores for Wichita and Columbia declined significantly. Both facilities were among the 25 facilities that declined the most on Group Culture during that time period. St. Louis was also in that group of 25 facilities, although the magnitude of Group Culture change there was not sufficient to achieve formal statistical significance. The same three facilities -- Wichita, Columbia, and St. Louis -- experienced a significant decline in QSS Score during this same time period. From 1998 to 2000, Risk Taking Culture scores declined for Columbia and Marion, Group Culture declined for Columbia, Wichita and Columbia declined on QSS Score, and Columbia declined on Leadership. In 2000, Columbia scored below the VHA national Risk Taking Culture score. Wichita, Columbia, and St. Louis scored below the national average on Group Culture, Columbia and St. Louis scored below average on QSS Score, and Columbia scored below average on Performance Goals.
- **Strengths:** Leadership improved significantly at Kansas City from 1997 to 2000. In fact, Kansas City was the most-improved facility in the VHA on this dimension for that time period. From 1998 to 2000, Poplar Bluff improved its QSS Score, while Kansas City significantly improved its Performance Goals score. In 2000, Kansas City, Poplar Bluff, and Topeka scored above the VHA national average on Leadership.

## VISN 15 Overview Table

Number of facilities surveyed: eight in 1997, eight in 1998, seven in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	13.89	0	0				
	<b>1998</b>	14.64	14.72	2	2	2	0	0	0
	<b>2000</b>	13.20	13.09	1	0				
<b>Group Culture</b>	<b>1997</b>	20.61	20.26	1	0				
	<b>1998</b>	19.32	19.12	1	1	1	0	2	0
	<b>2000</b>	18.57	16.51	3	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	41.42	0	0				
	<b>1998</b>	41.45	40.24	2	1	1	2	0	0
	<b>2000</b>	44.00	44.17	1	1				
<b>Rational Culture</b>	<b>1997</b>	23.41	24.43	0	0				
	<b>1998</b>	23.96	24.62	0	1	0	0	0	1
	<b>2000</b>	23.89	24.92	0	1				
<b>QSS Score</b>	<b>1997</b>	3.48	3.52	0	1				
	<b>1998</b>	3.44	3.42	1	0	2	1	3	0
	<b>2000</b>	3.38	3.29	2	0				
<b>Leadership</b>	<b>1997</b>	3.53	3.44	0	0				
	<b>1998</b>	3.58	3.79	0	2	1	0	0	1
	<b>2000</b>	3.34	3.53	0	3				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.63	0	1				
	<b>1998</b>	3.61	3.55	1	1	0	1	0	0
	<b>2000</b>	3.67	3.70	1	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.46	0	0				
	<b>1998</b>	3.39	3.30	1	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	3.00	0	0				
	<b>1998</b>	2.77	2.82	0	2	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 15 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=15  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WICHITA KS	13.15		15.80		14.25		- 1.55		1.10	
COLUMBIA MD	13.07		15.42		10.23	SD-	- 5.19	SC-	- 2.83	
KANSAS CITY MD	15.21		14.68		12.05		- 2.63		- 3.16	
MARION IL	13.46		17.90	SD+	13.81		- 4.09	SC-	0.35	
POPLAR BLUFF MD	12.05		15.52		12.94		- 2.58		0.90	
ST LOUIS MD	14.25		9.61	SD-	14.19		4.59		- 0.05	
TOPEKA KS	16.35		18.62	SD+	14.15		.	NA	.	NA
LEAVENWORTH KS	13.56		10.21	SD-	.		.	NA	.	NA
VISN Average	13.89	SD-	14.72		13.09		- 1.63		- 0.80	
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=15  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WICHITA KS	23.15		19.43		14.25	SD-	- 5.18		- 8.90	SC-
COLUMBIA MD	19.83		19.74		11.93	SD-	- 7.81	SC-	- 7.90	SC-
KANSAS CITY MD	15.74	SD-	20.34		16.33		- 4.01		0.59	
MARION IL	21.52		24.35	SD+	20.58		- 3.77		- 0.94	
POPLAR BLUFF MD	22.21		17.21		21.12		3.92		- 1.09	
ST LOUIS MD	17.16		11.56	SD-	12.41	SD-	0.85		- 4.75	
TOPEKA KS	18.58		18.63		18.94		.	NA	.	NA
LEAVENWORTH KS	23.89		21.73		.		.	NA	.	NA
VISN Average	20.26		19.12		16.51		- 2.61		- 3.75	SC-
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=15

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WICHITA KS	40.03		33.56	SD-	41.91		8.35	SC+	1.88	
COLUMBIA MD	44.76		40.83		51.66	SD+	10.83	SC+	6.90	
KANSAS CITY MD	43.34		39.05		46.77		7.72		3.43	
MARION IL	40.51		35.06	SD-	41.06		6.00		0.55	
POPLAR BLUFF MD	43.45		43.04		43.80		0.77		0.35	
ST LOUIS MD	42.49		53.30	SD+	45.40		- 7.89	SC-	2.92	
TOPEKA KS	40.10		36.09		38.56	SD-	.	NA	.	NA
LEAVENWORTH KS	36.70		40.96		.		.	NA	.	NA
VISN Average	41.42		40.24		44.17		3.93		2.75	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=15  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WICHITA KS	23.67		29.62	SD+	29.16	SD+	-0.46		5.49	SC+
COLUMBIA MD	22.34		24.97		26.66		1.69		4.32	
KANSAS CITY MD	25.72		23.68		22.41		-1.27		-3.31	
MARION IL	24.50		21.22		23.76		2.54		-0.74	
POPLAR BLUFF MD	22.29		22.61		21.31		-1.30		-0.98	
ST LOUIS MD	26.11		24.69		24.60		-0.10		-1.51	
TOPEKA KS	24.98		25.77		26.54		.	NA	.	NA
LEAVENWORTH KS	25.85		24.37		.		.	NA	.	NA
VISN Average	24.43		24.62		24.92		0.30		0.49	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=15  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WICHITA KS	3.61		3.62		3.29		- 0.33	SC-	- 0.33	SC-
COLUMBIA MD	3.52		3.53		2.90	SD-	- 0.64	SC-	- 0.63	SC-
KANSAS CITY MD	3.33		3.29		3.26		- 0.03		- 0.06	
MARION IL	3.53		3.51		3.40		- 0.11		- 0.14	
POPLAR BLUFF MD	3.45		3.19	SD-	3.57		0.38	SC+	0.12	
ST LOUIS MD	3.42		3.30		3.10	SD-	- 0.21		- 0.33	SC-
TOPEKA KS	3.65	SD+	3.55		3.50		.	NA	.	NA
LEAVENWORTH KS	3.60		3.40		.		.	NA	.	NA
VISN Average	3.52		3.42		3.29		- 0.14		- 0.23	SC-
VHA National Average	3.48		3.44		3.38		- 0.06		- 0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=15  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WICHITA KS	3.23		3.94	SD+	3.30		-0.64		0.07	
COLUMBIA MD	3.18		4.18	SD+	3.24		-0.94	SC-	0.06	
KANSAS CITY MD	3.27		3.66		3.90	SD+	0.24		0.63	SC+
MARION IL	3.61		3.59		3.55		-0.04		-0.06	
POPLAR BLUFF MD	3.29		3.54		3.66	SD+	0.12		0.37	
ST LOUIS MD	3.61		3.85		3.44		-0.41		-0.17	
TOPEKA KS	3.50		3.81		3.64	SD+	.	NA	.	NA
LEAVENWORTH KS	3.81		.	SD-	.		.	NA	.	NA
VISN Average	3.44		3.79	SD+	3.53	SD+	-0.26	SC-	0.10	
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=15  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
WICHITA KS	3.63		3.83	SD+	3.73		-0.10		0.11	
COLUMBIA MD	3.42		3.59		3.41	SD-	-0.18		-0.01	
KANSAS CITY MD	3.72		3.31	SD-	3.76		0.45	SC+	0.04	
MARION IL	3.65		3.75		3.85		0.10		0.20	
POPLAR BLUFF MD	3.55		3.42		3.80		0.38		0.25	
ST LOUIS MD	3.65		3.56		3.53		-0.04		-0.13	
TOPEKA KS	3.51		3.57		3.81		.	NA	.	NA
LEAVENWORTH KS	3.91	SD+	3.41		.		.	NA	.	NA
VISN Average	3.63		3.56		3.70		0.14		0.07	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
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# National VA Quality Improvement Survey 2000 Report

## 2. Network 16 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 16 Summary

- **Overview:** From 1997 to 2000, VISN 16 declined significantly on the Leadership scale. Significantly above the VA national Leadership average at the time of the baseline survey (1997), VISN 16 is now average on this dimension. Noteworthy declines were also observed in VISN 16 on the Risk Taking Culture and Group Culture dimensions since 1997, but these were not sufficient to achieve statistical significance. From 1998 to 2000, VISN 16 scores were generally stable with the exception of a statistically significant improvement on the Performance Goals scale.
- **Weaknesses:** From 1997 to 2000, Biloxi, Little Rock, and Shreveport experienced a decline in Risk Taking Culture. The decline at Shreveport was the 4<sup>th</sup> largest on this dimension at any facility during that time period. Biloxi also declined on Group Culture and QSS Score. Biloxi, Fayetteville, Jackson, Little Rock, Muskogee, and Oklahoma City all declined on Leadership from 1997 to 2000. From 1998 to 2000, Alexandria, Jackson, and Little Rock declined on the Leadership scale. In 2000, New Orleans scored below the VHA national Risk Taking Culture average.
- **Strengths:** Long-term (from 1997 to 2000), none of the participating facilities in VISN 16 improved significantly on any of the quality measures. In the short term, however, there were some positive developments. From 1998 to 2000, Shreveport's Performance Goals score improved significantly, placing that facility significantly above the VA national average in 2000. In 2000, Fayetteville and Jackson scored above the VHA national average on Group Culture. Fayetteville in particular has been improving in Group Culture consistently and substantially on each NQIS survey and was among the top ten facilities in the country in this regard for the 1998 to 2000 time period, although these changes have not yet been sufficiently large to achieve formal statistical significance. Alexandria, Fayetteville, Jackson and Little Rock scored above the national average in 2000 on the QSS Scale, while Jackson and Oklahoma City exceeded the national average on the Leadership scale. Along with Shreveport (already mentioned), Fayetteville and Jackson had Performance Goals scores that were significantly above average in 2000.

## VISN 16 Overview Table

Number of facilities surveyed: eight in 1997, ten in 1998, ten in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	14.95	1	1				
	<b>1998</b>	14.64	14.48	2	0	0	0	3	0
	<b>2000</b>	13.20	13.13	1	0				
<b>Group Culture</b>	<b>1997</b>	20.61	22.76	0	2				
	<b>1998</b>	19.32	20.03	0	1	0	0	1	0
	<b>2000</b>	18.57	20.08	0	2				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	39.43	4	0				
	<b>1998</b>	41.45	40.80	1	1	0	1	0	1
	<b>2000</b>	44.00	42.46	1	0				
<b>Rational Culture</b>	<b>1997</b>	23.41	22.87	0	0				
	<b>1998</b>	23.96	24.18	0	0	1	0	0	0
	<b>2000</b>	23.89	24.01	0	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.62	0	3				
	<b>1998</b>	3.44	3.56	0	2	0	0	1	0
	<b>2000</b>	3.38	3.53	0	4				
<b>Leadership</b>	<b>1997</b>	3.53	3.87	0	4				
	<b>1998</b>	3.58	3.59	2	2	3	0	6	0
	<b>2000</b>	3.34	3.36	0	2				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.74	0	1				
	<b>1998</b>	3.61	3.68	0	1	0	1	0	0
	<b>2000</b>	3.67	3.80	0	3				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.51	0	1				
	<b>1998</b>	3.39	3.43	0	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	3.11	1	5				
	<b>1998</b>	2.77	2.94	0	3	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 16 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=16  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALEXANDRIA LA	13.23		16.50		14.11		- 2.39		0.88	
BILOXI MS	15.24		13.80		11.54		- 2.26		- 3.70	SC-
FAYETTEVILLE AR	15.93		17.53		15.23		- 2.30		- 0.70	
HOUSTON TX	.		11.96	SD-	14.73		2.77		.	NA
JACKSON MS	15.75		16.13		15.93		- 0.19		0.19	
LITTLE ROCK AR	17.73	SD+	16.40		14.07		- 2.33		- 3.66	SC-
MUSKOGEE OK	9.49	SD-	13.57		11.60		- 1.97		2.11	
NEW ORLEANS LA	.		12.44		9.53	SD-	- 2.90		.	NA
OKLAHOMA CTY OK	14.35		11.81	SD-	13.49		1.68		- 0.86	
SHREVEPORT LA	17.89		14.64		11.04		- 3.60		- 6.85	SC-
VISN Average	14.95		14.48		13.13		- 1.35		- 1.82	
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=16  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALEXANDRIA LA	25.37	SD+	24.08	SD+	20.47		- 3.60		- 4.90	
BILOXI MS	24.83		19.66		18.25		- 1.41		- 6.58	SC-
FAYETTEVILLE AR	18.70		17.81		23.55	SD+	5.74		4.85	
HOUSTON TX	.		19.37		19.70		0.33		.	NA
JACKSON MS	28.12	SD+	21.11		23.04	SD+	1.94		- 5.08	
LITTLE ROCK AR	22.66		20.68		20.32		- 0.36		- 2.34	
MUSKOGEE OK	19.35		19.99		19.17		- 0.82		- 0.18	
NEW ORLEANS LA	.		15.87		14.19		- 1.68		.	NA
OKLAHOMA CTY OK	18.32		19.19		19.82		0.63		1.50	
SHREVEPORT LA	24.72		22.53		22.26		- 0.27		- 2.46	
VISN Average	22.76		20.03		20.08		0.05		- 2.68	
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=16

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALEXANDRIA LA	39.11		35.49	SD-	41.72		6.23		2.61	
BILOXI MS	35.86	SD-	39.94		47.32		7.38	SC+	11.46	SC+
FAYETTEVILLE AR	44.07		41.02		39.35		-1.67		-4.72	
HOUSTON TX	.		44.92		41.44		-3.48		.	NA
JACKSON MS	33.95	SD-	38.12		38.08		-0.04		4.13	
LITTLE ROCK AR	35.54	SD-	37.91		39.79		1.88		4.25	
MUSKOGEE OK	48.04		40.20		45.54		5.33		-2.51	
NEW ORLEANS LA	.		48.11	SD+	50.98		2.87		.	NA
OKLAHOMA CTY OK	45.28		42.99		44.14		1.15		-1.13	
SHREVEPORT LA	33.57	SD-	39.34		36.23	SD-	-3.11		2.66	
VISN Average	39.43		40.80		42.46		1.65		3.03	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or

Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=16  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALEXANDRIA LA	22.29		23.38		24.52		1.14		2.23	
BILOXI MS	24.07		25.62		20.67		-4.95	SC-	-3.39	
FAYETTEVILLE AR	21.31		23.79		21.74		-2.05		0.43	
HOUSTON TX	.		23.13		25.12		1.99		.	NA
JACKSON MS	22.19		24.72		23.41		-1.31		1.22	
LITTLE ROCK AR	24.07		25.36		24.88		-0.48		0.81	
MUSKOGEE OK	23.12		23.96		22.51		-1.45		-0.61	
NEW ORLEANS LA	.		24.07		26.63		2.56		.	NA
OKLAHOMA CTY OK	22.06		24.35		24.25		-0.10		2.19	
SHREVEPORT LA	23.82		23.45		26.32		2.88		2.50	
VISN Average	22.87		24.18		24.01		-0.18		1.14	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
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**National VA Quality Improvement Survey (NQIS) Results**

VISN=16  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALEXANDRIA LA	3.74	SD+	3.60		3.59	SD+	-0.01		-0.15	
BILOXI MS	3.62		3.48		3.27		-0.20		-0.34	SC-
FAYETTEVILLE AR	3.64		3.57		3.76	SD+	0.19		0.12	
HOUSTON TX	.		3.40		3.44		0.03		.	NA
JACKSON MS	3.85	SD+	3.79	SD+	3.80	SD+	0.01		-0.05	
LITTLE ROCK AR	3.74	SD+	3.81	SD+	3.62	SD+	-0.19		-0.13	
MUSKOGEE OK	3.20		3.55		3.47		-0.08		0.27	
NEW ORLEANS LA	.		3.44		3.32		-0.12		.	NA
OKLAHOMA CTY OK	3.51		3.40		3.45		0.05		-0.06	
SHREVEPORT LA	3.69		3.53		3.54		0.00		-0.15	
VISN Average	3.62	SD+	3.56	SD+	3.53	SD+	-0.03		-0.10	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

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National VA Quality Improvement Survey (NQIS) Results

VISN=16  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALEXANDRIA LA	3.54		3.93		3.20		- 0.72	SC-	- 0.34	
BILOXI MS	3.78		2.83	SD-	3.16		0.34		- 0.61	SC-
FAYETTEVILLE AR	3.97	SD+	3.45		3.45		0.00		- 0.52	SC-
HOUSTON TX	.		3.53		3.37		- 0.16		.	NA
JACKSON MS	3.99	SD+	4.05	SD+	3.52	SD+	- 0.54	SC-	- 0.48	SC-
LITTLE ROCK AR	4.19	SD+	4.19	SD+	3.45		- 0.73	SC-	- 0.74	SC-
MUSKOGEE OK	3.80		3.42		3.13		- 0.29		- 0.67	SC-
NEW ORLEANS LA	.		2.91	SD-	3.23		0.32		.	NA
OKLAHOMA CTY OK	3.88	SD+	3.82		3.48	SD+	- 0.33		- 0.40	SC-
SHREVEPORT LA	3.77		3.79		3.63		- 0.16		- 0.14	
VISN Average	3.87	SD+	3.59		3.36		- 0.23		- 0.50	SC-
VHA National Average	3.53		3.58		3.34		- 0.24	SC-	- 0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

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National VA Quality Improvement Survey (NQIS) Results

VISN=16  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALEXANDRIA LA	3.80		3.57		3.81		0.25		0.01	
BILOXI MS	3.80		3.56		3.70		0.13		-0.11	
FAYETTEVILLE AR	3.73		3.65		3.93	SD+	0.28		0.20	
HOUSTON TX	.		3.77		3.87		0.10		.	NA
JACKSON MS	3.91	SD+	3.70		3.94	SD+	0.23		0.02	
LITTLE ROCK AR	3.72		3.88	SD+	3.74		-0.14		0.01	
MUSKOGEE OK	3.49		3.78		3.69		-0.09		0.20	
NEW ORLEANS LA	.		3.80		3.60		-0.20		.	NA
OKLAHOMA CTY OK	3.61		3.38		3.73		0.35		0.13	
SHREVEPORT LA	3.66		3.68		3.94	SD+	0.26	SC+	0.29	
VISN Average	3.72		3.68		3.80	SD+	0.12	SC+	0.08	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

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## National VA Quality Improvement Survey 2000 Report: Network Results

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3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 17 Summary

- **Overview:** Over both the long (1997 to 2000) and near term (1998 to 2000), VISN 17 scores on NQIS measures were generally stable. The only exception was the Leadership scale, which declined each year until the cumulative effect (1997 to 2000) was statistically significant.
- **Weaknesses:** When looking at facility scores in VISN 17, there were no significant declines either from 1998 to 2000 or from 1997 to 2000. All facility scores in VISN 17 remained stable over time. In 2000, none of the facilities in VISN 17 had scores that were below the VHA national average.
- **Strengths:** There were no significant improvements in VISN 17 facility scores from 1998 to 2000 or from 1997 to 2000. All facility scores remained stable over these time periods. As on both previous NQIS surveys, Dallas scored significantly above the VHA national Leadership average in 2000 despite noteworthy declines on this measure at each survey administration. Temple scored above the VHA national Performance Goals average in 2000.

## VISN 17 Overview Table

Number of facilities surveyed: seven in 1997, three in 1998, three in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	14.82	0	0				
	<b>1998</b>	14.64	14.64	0	0	0	0	0	0
	<b>2000</b>	13.20	13.56	0	0				
<b>Group Culture</b>	<b>1997</b>	20.61	24.23	1	3				
	<b>1998</b>	19.32	19.69	0	0	0	0	0	0
	<b>2000</b>	18.57	20.33	0	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	39.45	1	1				
	<b>1998</b>	41.45	41.60	0	1	0	0	0	0
	<b>2000</b>	44.00	40.72	1	0				
<b>Rational Culture</b>	<b>1997</b>	23.41	21.61	1	0				
	<b>1998</b>	23.96	24.58	0	0	1	0	0	0
	<b>2000</b>	23.89	23.87	1	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.47	1	0				
	<b>1998</b>	3.44	3.47	0	0	0	0	0	0
	<b>2000</b>	3.38	3.44	0	0				
<b>Leadership</b>	<b>1997</b>	3.53	3.91	0	2				
	<b>1998</b>	3.58	3.70	0	2	0	0	0	0
	<b>2000</b>	3.34	3.46	0	1				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.68	0	2				
	<b>1998</b>	3.61	3.66	0	0	0	0	0	0
	<b>2000</b>	3.67	3.77	0	1				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.41	0	2				
	<b>1998</b>	3.39	3.48	0	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.96	0	1				
	<b>1998</b>	2.77	2.87	0	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 17 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=17  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BONHAM TX	14.24	.	.	.	.	.	.	NA	.	NA
DALLAS TX	17.35	.	15.98	.	15.11	.	- 0.87	.	.	NA
KERRVILLE TX	15.19	.	.	.	.	.	.	NA	.	NA
MARLIN TX	13.01	.	.	.	.	.	.	NA	.	NA
SAN ANTONIO TX	15.60	.	14.61	.	13.69	.	- 0.92	.	.	NA
TEMPLE TX	14.00	.	13.32	.	11.86	.	- 1.46	.	.	NA
WACO TX	14.32	.	.	.	.	.	.	NA	.	NA
VISN Average	14.82	.	14.64	.	13.56	.	- 1.08	.	- 1.26	.
VHA National Average	14.90	.	14.64	.	13.20	.	- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=17  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BONHAM TX	31.63	SD+	.	.	.	.	.	NA	.	NA
DALLAS TX	18.82		20.83		22.11		1.28		.	NA
KERRVILLE TX	30.54	SD+	.	.	.	.	.	NA	.	NA
MARLIN TX	28.21	SD+	.	.	.	.	.	NA	.	NA
SAN ANTONIO TX	24.13		22.10		21.18		-0.92		.	NA
TEMPLE TX	14.86	SD-	16.15		17.72		1.57		.	NA
WACO TX	21.42		.	.	.	.	.	NA	.	NA
VISN Average	24.23		19.69		20.33		0.64		-3.90	
VHA National Average	20.61		19.32		18.57		-0.75		-2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=17

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BONHAM TX	34.32		.		.		.	NA	.	NA
DALLAS TX	43.70		37.77		41.67		3.90		.	NA
KERRVILLE TX	33.68	SD-	.		.		.	NA	.	NA
MARLIN TX	37.90		.		.		.	NA	.	NA
SAN ANTONIO TX	36.44		39.97		39.08		-0.89		.	NA
TEMPLE TX	47.03	SD+	47.06	SD+	41.42		-5.64		.	NA
WACO TX	43.05		.		.		.	NA	.	NA
VISN Average	39.45		41.60		40.72	SD-	-0.88		1.27	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=17  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BONHAM TX	19.80		.		.		.	NA	.	NA
DALLAS TX	20.84		25.64		20.44	SD-	-5.20	SC-	.	NA
KERRVILLE TX	20.59		.		.		.	NA	.	NA
MARLIN TX	20.88		.		.		.	NA	.	NA
SAN ANTONIO TX	23.82		24.84		25.74		0.91		.	NA
TEMPLE TX	24.10		23.26		25.42		2.16		.	NA
WACO TX	21.20		.		.		.	NA	.	NA
VISN Average	21.61	SD-	24.58		23.87		-0.71		2.26	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=17  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BONHAM TX	3.54	.	.	.	.	.	.	NA	.	NA
DALLAS TX	3.59	.	3.49	.	3.44	.	-0.05	.	.	NA
KERRVILLE TX	3.60	.	.	.	.	.	.	NA	.	NA
MARLIN TX	3.40	.	.	.	.	.	.	NA	.	NA
SAN ANTONIO TX	3.57	.	3.59	.	3.46	.	-0.13	.	.	NA
TEMPLE TX	3.35	.	3.34	.	3.44	.	0.09	.	.	NA
WACO TX	3.26	SD-	.	.	.	.	.	NA	.	NA
VISN Average	3.47	.	3.47	.	3.44	SD+	-0.03	.	-0.03	.
VHA National Average	3.48	.	3.44	.	3.38	.	-0.06	.	-0.10	.

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=17  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
DALLAS TX	4.19	SD+	3.90	SD+	3.58	SD+	- 0.33		.	NA
SAN ANTONIO TX	3.95	SD+	3.85	SD+	3.45		- 0.40	SC-	.	NA
TEMPLE TX	3.57		3.35		3.35		0.01		.	NA
VISN Average	3.91	SD+	3.70		3.46		- 0.24		- 0.45	SC-
VHA National Average	3.53		3.58		3.34		- 0.24	SC-	- 0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=17  
Performance Goal

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
BONHAM TX	3.67		.		.		.	NA	.	NA
DALLAS TX	3.80		3.73		3.67		- 0.06		.	NA
KERRVILLE TX	3.86	SD+	.		.		.	NA	.	NA
MARLIN TX	3.44		.		.		.	NA	.	NA
SAN ANTONIO TX	3.84		3.80		3.75		- 0.05		.	NA
TEMPLE TX	3.55		3.45		3.88	SD+	0.44	SC+	.	NA
WACO TX	3.53		.		.		.	NA	.	NA
VISN Average	3.67		3.66		3.77		0.11		0.10	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)
  - SD+ = Significantly above national average
  - SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)
  - SC+ = Significant improvement
  - SC- = Significant decline
  - NA = Not appropriate: integration occurred between the two data collections involved, or Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 18 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 18 Summary

- **Overview:** In general, VISN 18 scores from 1997 to 2000 and from 1998 to 2000 remained stable. The exception was Risk Taking Culture, which declined significantly over both time periods. By 2000, the cumulative effect of this trend was to place VISN 18 significantly below the VHA national average on Risk Taking for the first time.
- **Weaknesses:** When looking at facility scores from 1997 to 2000, Amarillo and Phoenix declined significantly on Risk Taking Culture. Phoenix and Tucson declined on Risk Taking Culture from 1998 to 2000. In 2000, Albuquerque and El Paso had scores on Risk Taking Culture that were below the VHA national average. As was the case on both prior NQIS surveys, Albuquerque scored significantly below average on Group Culture in 2000. Tucson scored below the national average on Performance Goals in 2000.
- **Strengths:** Over the time periods 1997 to 2000 and 1998 to 2000, there were no significant improvements in VISN 18 facility scores. In 2000, Amarillo and Big Spring scored above the VHA national QSS Score.

## VISN 18 Overview Table

Number of facilities surveyed: seven in 1997, seven in 1998, seven in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	14.08	2	1				
	<b>1998</b>	14.64	14.13	0	0	2	0	2	0
	<b>2000</b>	13.20	11.39	2	0				
<b>Group Culture</b>	<b>1997</b>	20.61	20.37	1	1				
	<b>1998</b>	19.32	18.36	1	1	0	0	0	0
	<b>2000</b>	18.57	18.76	1	0				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	42.03	1	1				
	<b>1998</b>	41.45	42.94	1	2	0	1	0	2
	<b>2000</b>	44.00	47.31	0	1				
<b>Rational Culture</b>	<b>1997</b>	23.41	23.52	0	1				
	<b>1998</b>	23.96	24.17	0	0	0	0	0	0
	<b>2000</b>	23.89	22.71	0	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.44	0	1				
	<b>1998</b>	3.44	3.42	0	1	0	0	0	0
	<b>2000</b>	3.38	3.40	0	2				
<b>Leadership</b>	<b>1997</b>	3.53	3.37	1	0				
	<b>1998</b>	3.58	3.45	0	0	0	0	0	0
	<b>2000</b>	3.34	3.40	0	1				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.55	1	0				
	<b>1998</b>	3.61	3.64	0	0	0	0	0	0
	<b>2000</b>	3.67	3.66	1	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.40	1	1				
	<b>1998</b>	3.39	3.42	0	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	3.01	0	2				
	<b>1998</b>	2.77	2.87	0	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 18 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=18  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBUQUERQUE NM	12.68	SD-	12.63		10.07	SD-	-2.56		-2.61	
AMARILLO TX	18.34	SD+	16.78		13.91		-2.86		-4.43	SC-
BIG SPRING TX	12.56		13.36		10.23		-3.13		-2.33	
PHOENIX AZ	16.48		15.54		11.63		-3.91	SC-	-4.85	SC-
PRESCOTT AZ	12.84		11.97		11.81		-0.17		-1.04	
TUCSON AZ	13.62		15.73		11.74		-3.99	SC-	-1.87	
EL PASO TX	12.04	SD-	12.87		10.37	SD-	-2.50		-1.67	
VISN Average	14.08		14.13		11.39	SD-	-2.73	SC-	-2.69	SC-
VHA National Average	14.90		14.64		13.20		-1.44	SC-	-1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=18  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBUQUERQUE NM	14.56	SD-	12.98	SD-	10.76	SD-	- 2.22		- 3.80	
AMARILLO TX	27.74	SD+	24.42	SD+	22.84		- 1.58		- 4.90	
BIG SPRING TX	23.76		19.44		21.79		2.35		- 1.97	
PHOENIX AZ	18.57		19.88		18.50		- 1.38		- 0.08	
PRESCOTT AZ	19.94		16.85		22.18		5.33		2.25	
TUCSON AZ	19.04		19.28		17.22		- 2.05		- 1.81	
EL PASO TX	18.94		15.65		18.05		2.40		- 0.89	
VISN Average	20.37		18.36		18.76		0.41		- 1.60	
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=18

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBUQUERQUE NM	47.71	SD+	48.77	SD+	57.36	SD+	8.58	SC+	9.65	SC+
AMARILLO TX	31.55	SD-	34.61	SD-	40.62		6.01		9.07	SC+
BIG SPRING TX	41.74		44.99		46.56		1.57		4.82	
PHOENIX AZ	38.10		40.45		45.19		4.74		7.09	
PRESCOTT AZ	45.36		49.34	SD+	46.05		- 3.29		0.70	
TUCSON AZ	43.71		39.16		45.66		6.50		1.95	
EL PASO TX	46.08		43.25		49.72		6.48		3.64	
VISN Average	42.03		42.94		47.31		4.37		5.27	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=18  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBUQUERQUE NM	25.05		24.88		22.21		- 2.67		- 2.85	
AMARILLO TX	22.36		24.00		25.29		1.29		2.93	
BIG SPRING TX	21.94		24.99		23.08		- 1.91		1.14	
PHOENIX AZ	26.85	SD+	23.09		24.42		1.33		- 2.43	
PRESCOTT AZ	21.87		21.25		20.07		- 1.18		- 1.79	
TUCSON AZ	23.64		25.58		22.08		- 3.49		- 1.55	
EL PASO TX	22.93		25.43		21.79		- 3.64		- 1.14	
VISN Average	23.52		24.17		22.71		- 1.47		- 0.81	
VHA National Average	23.41		23.96		23.89		- 0.07		0.48	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=18  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBUQUERQUE NM	3.47		3.39		3.35		-0.04		-0.13	
AMARILLO TX	3.69	SD+	3.66	SD+	3.61	SD+	-0.05		-0.08	
BIG SPRING TX	3.41		3.55		3.65	SD+	0.11		0.24	
PHOENIX AZ	3.42		3.35		3.34		-0.01		-0.08	
PRESCOTT AZ	3.34		3.28		3.30		0.02		-0.04	
TUCSON AZ	3.38		3.38		3.19		-0.19		-0.18	
EL PASO TX	3.40		3.33		3.35		0.02		-0.04	
VISN Average	3.44		3.42		3.40		-0.02		-0.04	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=18  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBUQUERQUE NM	3.47		3.42		3.33		-0.09		-0.14	
AMARILLO TX	3.85		3.81		3.51		-0.30		-0.34	
BIG SPRING TX	3.52		3.16		3.18		0.03		-0.34	
PHOENIX AZ	3.09		3.35		3.33		-0.02		0.24	
PRESCOTT AZ	3.07	SD-	3.30		3.44		0.14		0.37	
TUCSON AZ	3.27		3.84		3.52		-0.32		0.25	
EL PASO TX	3.34		3.31		3.48		0.17		0.14	
VISN Average	3.37		3.45		3.40		-0.06		0.02	
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
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National VA Quality Improvement Survey (NQIS) Results

VISN=18  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ALBUQUERQUE NM	3.55		3.61		3.64		0.03		0.09	
AMARILLO TX	3.67		3.75		3.87		0.12		0.20	
BIG SPRING TX	3.65		3.83		3.74		-0.08		0.09	
PHOENIX AZ	3.47		3.53		3.65		0.11		0.17	
PRESCOTT AZ	3.27	SD-	3.47		3.57		0.10		0.31	
TUCSON AZ	3.64		3.63		3.41	SD-	-0.22		-0.23	
EL PASO TX	3.54		3.61		3.71		0.10		0.17	
VISN Average	3.54		3.63		3.66		0.02		0.11	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
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# National VA Quality Improvement Survey 2000 Report

## 2. Network 19 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 19 Summary

- **Overview:** Scores in VISN 19 generally remained stable over all three administrations of the NQIS and, with one exception, were statistically equivalent to the VHA national average on all dimensions. The exception was Risk Taking Culture, which actually increased in VISN 19 between 1997 and 2000 to the point where VISN 19 was significantly above the national average in 2000. This finding is particularly noteworthy given the significant national trend toward less Risk Taking Culture. Indeed, only one other VISN (VISN 2) demonstrated an increase on this dimension from 1997 to 2000. VISN 19 should also be recognized as the most responsive to the 2000 NQIS survey by far. At 76.3%, the VISN 19 response rate was 14% higher than the next most responsive VISN (62.3%) and was almost 25% above the national average (51.5%).
- **Weaknesses:** From 1997 to 2000, Sheridan declined on Group Culture and QSS Score. Indeed, the declines at Sheridan on these two dimensions were respectively the 6<sup>th</sup> and 15<sup>th</sup> largest observed at any facility during that time period. From 1998 to 2000, Cheyenne's Leadership score declined significantly. In 2000, Sheridan scored below the VHA national Group Culture score, and Salt Lake City scored below the national Leadership score.
- **Strengths:** From 1997 to 2000, Cheyenne and Denver significantly improved on Risk Taking Culture. The increase at Cheyenne was the largest observed at any facility on this dimension for that time period. Also from 1997 to 2000, Grand Junction improved on Group Culture (the largest increase observed at any facility on that dimension) and Sheridan improved on Leadership (2<sup>nd</sup> largest increase of any facility on that dimension). From 1998 to 2000, Grand Junction again improved on Group Culture (3<sup>rd</sup> largest increase observed at any facility on that dimension for that time period) and QSS Score. In 2000, Cheyenne and Grand Junction scored above the VHA national Risk Taking Culture average, Fort Lyon and Grand Junction scored above the national Group Culture average, Cheyenne and Grand Junction scored above average on QSS Score, and Grand Junction scored above average on Leadership.

## VISN 19 Overview Table

Number of facilities surveyed: seven in 1997, eight in 1998, seven in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	14.21	3	0				
	<b>1998</b>	14.64	15.37	0	1	0	0	0	2
	<b>2000</b>	13.20	15.23	0	2				
<b>Group Culture</b>	<b>1997</b>	20.61	21.54	1	1				
	<b>1998</b>	19.32	22.53	0	3	0	1	1	1
	<b>2000</b>	18.57	21.85	1	2				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	41.43	0	1				
	<b>1998</b>	41.45	38.54	2	0	0	0	0	0
	<b>2000</b>	44.00	39.18	4	0				
<b>Rational Culture</b>	<b>1997</b>	23.41	22.82	0	0				
	<b>1998</b>	23.96	23.35	1	0	0	1	0	0
	<b>2000</b>	23.89	23.69	1	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.37	2	0				
	<b>1998</b>	3.44	3.38	1	0	0	1	1	0
	<b>2000</b>	3.38	3.45	0	2				
<b>Leadership</b>	<b>1997</b>	3.53	3.29	1	0				
	<b>1998</b>	3.58	3.56	2	0	1	0	1	1
	<b>2000</b>	3.34	3.36	1	1				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.60	0	0				
	<b>1998</b>	3.61	3.59	0	0	0	0	0	0
	<b>2000</b>	3.67	3.71	0	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.40	0	0				
	<b>1998</b>	3.39	3.36	0	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.94	0	0				
	<b>1998</b>	2.77	2.72	0	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 19 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=19  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FORT HARRISON MI	16.03		16.82		13.93		.	NA	.	NA
CHEYENNE WY	10.57	SD-	18.82	SD+	18.24	SD+	- 0.58		7.67	SC+
DENVER CO	11.91	SD-	12.93		15.88		2.96		3.98	SC+
FORT LYON CO	17.11		14.85		15.51		0.66		- 1.60	
GRAND JUNCTION CO	15.42		15.07		16.42	SD+	1.35		1.00	
MILES CITY MI	16.22		15.59		.		.	NA	.	NA
SALT LAKE CITY UT	.		13.04		13.50		0.46		.	NA
SHERIDAN WY	12.22	SD-	15.83		13.16		- 2.67		0.94	
VISN Average	14.21		15.37		15.23	SD+	- 0.13		1.02	
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=19  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FORT HARRISON MI	18.62		22.14		21.38		.	NA	.	NA
CHEYENNE WY	23.71		24.03	SD+	20.35		- 3.68		- 3.36	
DENVER CO	16.24	SD-	18.63		16.91		- 1.72		0.67	
FORT LYON CO	20.50		24.37		28.30	SD+	3.92		7.79	
GRAND JUNCTION CO	22.14		24.50	SD+	32.61	SD+	8.11	SC+	10.48	SC+
MILES CITY MI	26.76	SD+	24.35	SD+	.		.	NA	.	NA
SALT LAKE CITY UT	.		24.33		19.50		- 4.83		.	NA
SHERIDAN WY	22.77		17.87		13.86	SD-	- 4.01		- 8.91	SC-
VISN Average	21.54		22.53	SD+	21.85		- 0.68		0.31	
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=19

**Hierarchical Culture**

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FORT HARRISON MT	41.25		37.31		42.36		.	NA	.	NA
CHEYENNE WY	45.25		33.63	SD-	37.78	SD-	4.14		-7.48	
DENVER CO	46.98	SD+	40.46		40.04		-0.43		-6.94	
FORT LYON CO	38.68		38.15		32.15	SD-	-6.00		-6.54	
GRAND JUNCTION CO	40.70		39.09		32.05	SD-	-7.03		-8.64	
MILES CITY MT	35.63		37.38		.		.	NA	.	NA
SALT LAKE CITY UT	.		42.26		42.04		-0.22		.	NA
SHERIDAN WY	41.51		40.02		47.83		7.81		6.32	
VISN Average	41.43		38.54	SD-	39.18	SD-	0.64		-2.25	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
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National VA Quality Improvement Survey (NQIS) Results

VISN=19  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FORT HARRISON MT	24.09		24.06		19.95	SD-	.	NA	.	NA
CHEYENNE WY	20.47		24.64		25.85		1.21		5.38	SC+
DENVER CO	24.87		26.66		25.33		-1.33		0.46	
FORT LYON CO	23.70		20.83		26.02		5.20	SC+	2.32	
GRAND JUNCTION CO	21.74		21.35		20.23		-1.11		-1.51	
MILES CITY MT	21.39		22.19		.		.	NA	.	NA
SALT LAKE CITY UT	.		20.95	SD-	23.39		2.44		.	NA
SHERIDAN WY	23.49		26.15		25.08		-1.07		1.59	
VISN Average	22.82		23.35		23.69		0.34		0.87	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

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**National VA Quality Improvement Survey (NQIS) Results**

VISN=19  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FORT HARRISON MT	3.28		3.41		3.49		.	NA	.	NA
CHEYENNE WY	3.44		3.61		3.72	SD+	0.11		0.28	
DENVER CO	3.20	SD-	3.46		3.30		-0.16		0.10	
FORT LYON CO	3.13	SD-	3.15	SD-	3.41		0.26		0.27	
GRAND JUNCTION CO	3.51		3.42		3.70	SD+	0.29	SC+	0.20	
MILES CITY MT	3.53		3.42		.		.	NA	.	NA
SALT LAKE CITY UT	.		3.27		3.35		0.08		.	NA
SHERIDAN WY	3.48		3.27		3.16		-0.12		-0.32	SC-
VISN Average	3.37		3.38		3.45		0.07		0.08	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

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SC- = Significant decline

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National VA Quality Improvement Survey (NQIS) Results

VISN=19  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FORT HARRISON MI	3.29		3.29		3.11		.	NA	.	NA
CHEYENNE WY	3.50		3.89		3.44		- 0.45	SC-	- 0.06	
DENVER CO	3.26		3.70		3.38		- 0.32		0.13	
FORT LYON CO	3.61		3.90		3.41		- 0.49		- 0.19	
GRAND JUNCTION CO	3.07		3.90		3.55	SD+	- 0.35		0.48	
MILES CITY MI	3.06		2.92	SD-	.		.	NA	.	NA
SALT LAKE CITY UT	.		3.03	SD-	3.06	SD-	0.03		.	NA
SHERIDAN WY	3.01	SD-	3.87		3.55		- 0.32		0.54	SC+
VISN Average	3.26	SD-	3.56		3.36		- 0.21		0.10	
VHA National Average	3.53		3.58		3.34		- 0.24	SC-	- 0.20	SC-

(a) Joint values are reported for integrated facilities.

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**National VA Quality Improvement Survey (NQIS) Results**

VISN=19  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
FORT HARRISON MT	3.45		3.48		3.82		.	NA	.	NA
CHEYENNE WY	3.65		3.75		3.83		0.08		0.17	
DENVER CO	3.53		3.77		3.53		-0.24		-0.00	
FORT LYON CO	3.55		3.46		3.79		0.33		0.24	
GRAND JUNCTION CO	3.56		3.57		3.77		0.20		0.21	
MILES CITY MT	3.66		3.77		.		.	NA	.	NA
SALT LAKE CITY UT	.		3.49		3.64		0.14		.	NA
SHERIDAN WY	3.80		3.50		3.60		0.10		-0.19	
VISN Average	3.60		3.60		3.71		0.11		0.11	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

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Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 20 Summary

- **Overview:** When looking at the time periods 1997 to 2000 and 1998 to 2000, VISN 20 scores on Group Culture, QSS Scale, and Performance Goals remained stable. However, after beginning significantly *above* the VHA national average on Risk Taking Culture in 1997, VISN 20 declined on that dimension in 1998 and again in 2000. The overall decline (1997 compared to 2000) was statistically significant. Change was also observed on the Leadership scale. After improving from their 1997 baseline to a level that was significantly above the VHA national average in 1998, VISN 20's Leadership score in 2000 was significantly below both their 1997 and 1998 levels. As was the case on both prior NQIS surveys, VISN 20 was significantly below the VHA national average for Performance Goals in 2000.
- **Weaknesses:** From 1997 to 2000, Spokane and White City experienced a significant decline in Risk Taking Culture. The decline at White City – which began in 1997 as a site that was significantly *above* the VHA national average on Risk Taking Culture – was the third largest point decline observed on that dimension at any facility over that time period. In addition, White City declined significantly on Group Culture and Performance Goals, Spokane and White City declined on the QSS Scale, and Anchorage, Portland, Spokane, Walla Walla and White City all declined on Leadership over this time period. Indeed, Portland, Spokane and White City comprised three of the ten facilities that declined the most on the Leadership scale during that time period. Two of these – Spokane and White City – began the study period in 1997 significantly above the VHA national Leadership average. From 1998 to 2000, Spokane declined on Risk Taking Culture, Portland declined on Group Culture, White City declined on the QSS Scale, and Portland, Spokane, and White City declined on the Leadership scale. In 2000, Portland and White City scored below the VHA national average on Group Culture, Portland and Spokane scored below the national average on the QSS Scale, Portland scored below average on Leadership, and White City scored below the national average on Performance Goals.
- **Strengths:** There were no significant improvements in VISN 20 facility scores either from 1997 to 2000 or from 1998 to 2000. However, Walla Walla scored above the VHA national average for Risk Taking Culture in 2000, as was the case on both prior NQIS surveys. Boise -- a consistent high performer on this dimension -- and Seattle scored above the national average on Group Culture in 2000, and Boise also scored above the national average on Leadership.

## VISN 20 Overview Table

Number of facilities surveyed: nine in 1997, eight in 1998, eight in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	17.02	0	3				
	<b>1998</b>	14.64	15.89	0	1	1	0	2	0
	<b>2000</b>	13.20	14.15	0	1				
<b>Group Culture</b>	<b>1997</b>	20.61	20.95	1	1				
	<b>1998</b>	19.32	20.30	0	1	1	0	1	0
	<b>2000</b>	18.57	19.55	2	2				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	38.50	2	0				
	<b>1998</b>	41.45	38.66	1	0	0	2	0	3
	<b>2000</b>	44.00	42.48	3	0				
<b>Rational Culture</b>	<b>1997</b>	23.41	23.71	2	1				
	<b>1998</b>	23.96	24.24	1	1	0	0	0	1
	<b>2000</b>	23.89	24.90	0	1				
<b>QSS Score</b>	<b>1997</b>	3.48	3.44	1	1				
	<b>1998</b>	3.44	3.41	2	2	1	0	2	0
	<b>2000</b>	3.38	3.36	2	0				
<b>Leadership</b>	<b>1997</b>	3.53	3.62	0	2				
	<b>1998</b>	3.58	3.75	0	3	4	0	5	0
	<b>2000</b>	3.34	3.31	2	1				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.59	0	0				
	<b>1998</b>	3.61	3.52	1	0	0	0	1	0
	<b>2000</b>	3.67	3.55	1	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.41	0	0				
	<b>1998</b>	3.39	3.35	0	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.87	0	0				
	<b>1998</b>	2.77	2.77	0	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 20 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=20  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANCHORAGE AK	18.59	SD+	16.11		15.32		- 0.79		- 3.27	
AMERICAN LAKE WA	14.58		.		.			NA	.	NA
BOISE ID	17.17		16.09		14.47		- 1.62		- 2.70	
PORTLAND OR	15.90		15.77		12.72		- 3.05		- 3.18	
ROSEBURG OR	14.17		14.17		13.46		- 0.71		- 0.71	
SEATTLE WA	17.01		14.33		15.10		0.77		.	NA
SPOKANE WA	15.73		14.87		10.88		- 3.98	SC-	- 4.85	SC-
WALLA WALLA WA	18.42	SD+	20.48	SD+	18.23	SD+	- 2.24		- 0.19	
WHITE CITY OR	21.58	SD+	15.36		12.99		- 2.37		- 8.59	SC-
VISN Average	17.02	SD+	15.89		14.15		- 1.75		- 2.87	SC-
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=20  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANCHORAGE AK	15.69		18.55		18.97		0.42		3.28	
AMERICAN LAKE WA	22.11		.		.		.	NA	.	NA
BOISE ID	29.47	SD+	28.05	SD+	26.68	SD+	-1.36		-2.78	
PORTLAND OR	14.31	SD-	19.34		12.25	SD-	-7.09	SC-	-2.06	
ROSEBURG OR	21.81		21.92		19.34		-2.58		-2.48	
SEATTLE WA	17.67		19.56		24.16	SD+	4.61		.	NA
SPOKANE WA	20.97		17.13		18.94		1.80		-2.03	
WALLA WALLA WA	21.94		20.54		21.95		1.40		0.00	
WHITE CITY OR	24.56		17.31		14.09	SD-	-3.22		-10.5	SC-
VISN Average	20.95		20.30		19.55		-0.75		-1.40	
VHA National Average	20.61		19.32		18.57		-0.75		-2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or

Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=20

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANCHORAGE AK	42.56		38.01		42.48		4.47		-0.08	
AMERICAN LAKE WA	41.29		.		.			NA	.	NA
BOISE ID	33.27	SD-	36.14		36.24	SD-	0.09		2.96	
PORTLAND OR	41.31		41.92		50.41		8.50	SC+	9.11	SC+
ROSEBURG OR	40.40		38.34		42.48		4.14		2.08	
SEATTLE WA	41.07		38.33		36.96	SD-	-1.37		.	NA
SPOKANE WA	38.04		40.66		49.19		8.53		11.15	SC+
WALLA WALLA WA	38.90		36.53		35.31	SD-	-1.23		-3.59	
WHITE CITY OR	29.71	SD-	39.37		46.77		7.40	SC+	17.06	SC+
VISN Average	38.50		38.66	SD-	42.48		3.82		3.97	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=20  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANCHORAGE AK	23.16		25.21		25.06		- 0.15		1.89	
AMERICAN LAKE WA	22.03		.		.			NA	.	NA
BOISE ID	20.09	SD-	18.66	SD-	21.67		3.00		1.58	
PORTLAND OR	28.48	SD+	24.41		23.81		- 0.61		- 4.68	
ROSEBURG OR	23.62		24.20		24.66		0.46		1.04	
SEATTLE WA	24.25		25.77		24.93		- 0.83		.	NA
SPOKANE WA	26.90		24.75		23.12		- 1.63		- 3.78	
WALLA WALLA WA	20.74	SD-	23.63		27.70		4.07		6.96	SC+
WHITE CITY OR	24.16		27.32	SD+	28.29	SD+	0.98		4.13	
VISN Average	23.71		24.24		24.90		0.66		1.19	
VHA National Average	23.41		23.96		23.89		- 0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or

Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=20  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANCHORAGE AK	3.38		3.47		3.57		0.11		0.19	
AMERICAN LAKE WA	3.27	SD-	.		.		.	NA	.	NA
BOISE ID	3.54		3.49		3.49		-0.00		-0.05	
PORTLAND OR	3.29		3.29		3.16	SD-	-0.14		-0.14	
ROSEBURG OR	3.45		3.02	SD-	3.27		0.25		-0.18	
SEATTLE WA	3.51		3.49		3.51		0.02		.	NA
SPOKANE WA	3.42		3.19	SD-	3.12	SD-	-0.06		-0.30	SC-
WALLA WALLA WA	3.40		3.69	SD+	3.53		-0.17		0.12	
WHITE CITY OR	3.67	SD+	3.63	SD+	3.24		-0.39	SC-	-0.43	SC-
VISN Average	3.44		3.41		3.36		-0.05		-0.08	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=20  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANCHORAGE AK	3.07		3.36		3.46		0.10		0.39	
AMERICAN LAKE WA	.	SD-	.		.		.	NA	.	NA
BOISE ID	3.33		3.62		3.55	SD+	-0.07		0.22	
PORTLAND OR	3.85		3.67		3.04	SD-	-0.63	SC-	-0.82	SC-
ROSEBURG OR	3.53		3.73		3.24		-0.49		-0.29	
SEATTLE WA	3.48		3.98	SD+	3.45		-0.53	SC-	.	NA
SPOKANE WA	3.93	SD+	3.73		3.21		-0.52	SC-	-0.72	SC-
WALLA WALLA WA	3.86		4.12	SD+	.	SD-	.	NA	.	NA
WHITE CITY OR	3.95	SD+	3.80	SD+	3.20		-0.60	SC-	-0.75	SC-
VISN Average	3.62		3.75	SD+	3.31		-0.45	SC-	-0.32	SC-
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or

Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=20  
Performance Goal

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
ANCHORAGE AK	3.65		3.55		3.66		0.11		0.01	
AMERICAN LAKE WA	3.61		.		.			NA	.	NA
BOISE ID	3.68		3.60		3.64		0.04		-0.05	
PORTLAND OR	3.58		3.51		3.47		-0.05		-0.12	
ROSEBURG OR	3.47		3.23	SD-	3.51		0.28		0.04	
SEATTLE WA	3.63		3.58		3.70		0.13		.	NA
SPOKANE WA	3.57		3.36		3.51		0.16		-0.05	
WALLA WALLA WA	3.47		3.62		3.64		0.02		0.17	
WHITE CITY OR	3.66		3.56		3.28	SD-	-0.28		-0.39	SC-
VISN Average	3.59	SD-	3.50	SD-	3.55	SD-	0.05		-0.04	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or

Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 21 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 21 Summary

- **Overview:** In general, VISN 21 scores remained stable over the time period covered by the three NQIS surveys. The exception to this pattern was a significant improvement in the Group Culture score. Starting out at a level significantly below the VHA national average for this dimension in 1997, VISN 21 progressed to being average in 1998 and ended up significantly above average in 2000. It should be noted that in general Group Culture declined across VHA during this period. Between 1997 and 2000 only three VISNs improved their Group Culture scores, and of these the increase in VISN 21 was by far the greatest.
- **Weaknesses:** From 1997 to 2000, San Francisco declined significantly on Risk Taking Culture. From 1998 to 2000, Honolulu declined on Risk Taking Culture. In 2000, Reno scored below the VHA national average on Risk Taking Culture, and Honolulu scored below the 2000 national average on Leadership.
- **Strengths:** From 1997 to 2000, Martinez and Reno improved significantly on Group Culture; both were among the five most-improved facilities nation-wide on that dimension for that time period. The improvements at Martinez and Reno appear to be the drivers of the VISN gains made on this dimension as described in the **Overview** section above. (The Group Culture score at Palo Alto also increased substantially from 1997 to 2000, but the significance of that change was not tested because Palo Alto was involved in an integration during that period, making it impossible to distinguish between genuine change and the effect of combining scores from previously separate facilities.) From 1998 to 2000, Fresno significantly improved on Leadership. In 2000, Palo Alto scored above the VHA national average on both Risk Taking Culture and Group Culture, and San Francisco scored above average on the QSS Scale.

## VISN 21 Overview Table

Number of facilities surveyed: six in 1997, six in 1998, six in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
<b>Risk Taking Culture</b>	<b>1997</b>	14.90	14.09	2	0				
	<b>1998</b>	14.64	14.34	1	0	1	0	1	0
	<b>2000</b>	13.20	13.38	1	1				
<b>Group Culture</b>	<b>1997</b>	20.61	18.46	2	0				
	<b>1998</b>	19.32	20.69	0	0	0	0	0	2
	<b>2000</b>	18.57	21.77	0	1				
<b>Hierarchical Culture<sup>1</sup></b>	<b>1997</b>	41.13	43.29	0	2				
	<b>1998</b>	41.45	41.47	1	0	0	0	0	0
	<b>2000</b>	44.00	40.44	2	0				
<b>Rational Culture</b>	<b>1997</b>	23.41	24.35	0	1				
	<b>1998</b>	23.96	24.08	0	0	0	0	1	1
	<b>2000</b>	23.89	23.80	0	0				
<b>QSS Score</b>	<b>1997</b>	3.48	3.37	1	0				
	<b>1998</b>	3.44	3.36	2	0	0	0	0	0
	<b>2000</b>	3.38	3.40	0	1				
<b>Leadership</b>	<b>1997</b>	3.53	3.34	2	0				
	<b>1998</b>	3.58	3.28	2	0	0	1	0	0
	<b>2000</b>	3.34	3.29	1	0				
<b>Performance Goals</b>	<b>1997</b>	3.65	3.61	0	0				
	<b>1998</b>	3.61	3.60	0	0	0	0	0	0
	<b>2000</b>	3.67	3.66	0	0				
<b>Evaluation and Feedback</b>	<b>1997</b>	3.43	3.33	1	0				
	<b>1998</b>	3.39	3.36	0	0	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				
<b>Reward and Recognition</b>	<b>1997</b>	2.95	2.95	0	1				
	<b>1998</b>	2.77	2.84	0	1	NA	NA	NA	NA
	<b>2000</b>	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 21 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=21  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HONOLULU HI	14.97		16.24		11.65		- 4.60	SC-	- 3.32	
FRESNO CA	11.81	SD-	13.26		14.33		1.07		2.52	
MARTINEZ CA	14.77		16.86		15.57		- 1.29		0.80	
PALO ALTO CA	15.95		16.29		16.37	SD+	.	NA	.	NA
RENO NV	11.31	SD-	10.92	SD-	10.46	SD-	- 0.46		- 0.85	
SAN FRANCISCO CA	15.74		12.45		11.91		- 0.54		- 3.83	SC-
VISN Average	14.09		14.34		13.38		- 0.95		- 0.71	
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=21  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HONOLULU HI	21.65		24.81		21.24		- 3.57		-0.42	
FRESNO CA	19.16		20.71		20.34		- 0.37		1.18	
MARTINEZ CA	16.61	SD-	18.34		24.38		6.04		7.77	SC+
PALO ALTO CA	18.53		18.82		25.22	SD+	.	NA	.	NA
RENO NV	15.05	SD-	23.68		22.57		- 1.11		7.52	SC+
SAN FRANCISCO CA	19.73		17.77		16.88		- 0.89		-2.85	
VISN Average	18.46	SD-	20.69		21.77	SD+	1.08		3.32	SC+
VHA National Average	20.61		19.32		18.57		- 0.75		-2.05	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=21

Hierarchical Culture

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HONOLULU HI	38.33		34.19	SD-	40.72		6.52		2.38	
FRESNO CA	49.02	SD+	45.37		42.79		-2.58		-6.23	
MARTINEZ CA	41.15		44.33		37.50		-6.83		-3.66	
PALO ALTO CA	39.33		41.21		35.27	SD-	.	NA	.	NA
RENO NV	49.39	SD+	40.45		42.72		2.27		-6.67	
SAN FRANCISCO CA	42.49		43.24		43.68		0.43		1.18	
VISN Average	43.29		41.47		40.44	SD-	-1.02		-2.84	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=21  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HONOLULU HI	25.05		26.04		26.29		0.26		1.24	
FRESNO CA	21.08		22.94		23.21		0.27		2.13	
MARTINEZ CA	27.47	SD+	23.69		21.25		-2.44		-6.21	SC-
PALO ALTO CA	26.19		22.69		22.04		.	NA	.	NA
RENO NV	24.25		24.30		22.48		-1.82		-1.77	
SAN FRANCISCO CA	22.04		24.84		27.52		2.68		5.48	SC+
VISN Average	24.35		24.08		23.80		-0.28		-0.54	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=21  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HONOLULU HI	3.39		3.33		3.38		0.06		-0.01	
FRESNO CA	3.30		3.19	SD-	3.32		0.13		0.01	
MARTINEZ CA	3.33		3.20	SD-	3.22		0.03		-0.10	
PALO ALTO CA	3.48		3.55		3.48		.	NA	.	NA
RENO NV	3.20	SD-	3.46		3.42		-0.04		0.22	
SAN FRANCISCO CA	3.50		3.43		3.60	SD+	0.17		0.10	
VISN Average	3.37	SD-	3.36		3.40		0.05		0.04	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=21  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HONOLULU HI	2.95	SD-	3.30		3.16	SD-	-0.14		0.21	
FRESNO CA	3.38		2.63	SD-	3.47		0.83	SC+	0.09	
MARTINEZ CA	3.15	SD-	3.37		3.11		-0.26		-0.04	
PALO ALTO CA	3.44		3.85		3.43		.	NA	.	NA
RENO NV	3.78		3.07	SD-	3.33		0.26		-0.45	
SAN FRANCISCO CA	3.35		3.45		3.23		-0.22		-0.13	
VISN Average	3.34		3.28		3.29		0.01		-0.06	
VHA National Average	3.53		3.58		3.34		-0.24	SC-	-0.20	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=21  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
HONOLULU HI	3.61		3.50		3.84		0.34		0.23	
FRESNO CA	3.45		3.58		3.50		-0.08		0.05	
MARTINEZ CA	3.63		3.56		3.63		0.07		0.00	
PALO ALTO CA	3.60		3.65		3.76		.	NA	.	NA
RENO NV	3.44		3.65		3.50		-0.15		0.06	
SAN FRANCISCO CA	3.85		3.64		3.71		0.07		-0.14	
VISN Average	3.59		3.60		3.66		0.06		0.06	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 2. Network 22 Results

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## National VA Quality Improvement Survey 2000 Report: Network Results

### Introduction

This chapter consists of the following:

1. **VISN Summary.** A written overview of the results for your VISN, including a description of the low and high performing facilities.
2. **VISN Overview Table.** A one-page table that reports the VISN average and the VA national average for each measure for each of the three survey administrations (1997, 1998, 2000). This table also reports the number of facilities within your VISN that were significantly different from the national average and the number of facilities that changed significantly over time on each measure.
3. **Facility Breakout Tables.** This section consists of a series of seven tables, one for each of the NQIS measures for which comparable data was available for all three data collections: the four culture dimensions (risk taking, group, hierarchical and rational), plus the QSS, Leadership and Performance Goals scales. For each measure, individual facility scores are reported for the three NQIS administrations. Facility scores that were significantly different from the national average are flagged. The VISN and national averages are included for reference.

Each table also reports for each facility the change in score from 1998 to 2000, and from 1997 to 2000. Changes that were sufficiently large to be statistically significant are flagged.

In the case of facilities that were involved in mergers, separate scores are reported in pre-merger years. After the merger, scores for the combined system are listed under the division whose station number was retained. If the merger occurred between two NQIS survey administrations, change scores across that time period were not computed for the combined system because it would not be possible to distinguish between true change and change due to the aggregation of data across multiple facilities. Such cases are flagged as NA (not applicable) in the change score column.

A small number of facilities opted not to participate in the NQIS survey in one year or another. These facilities are flagged as NA (not available) for the year(s) in question.

Response rate information for your VISN overall and for each facility within the VISN may be found in Appendix A.

## VISN 22 Summary

- **Overview:** Considering the entire period from 1997 to 2000, VISN 22 scores were statistically stable. More recently, however, some changes were observed. From 1998 to 2000, Risk Taking Culture and QSS Scale scores declined in VISN 22. On both of these dimensions, VISN 22 was average at the time of the first NQIS survey in 1997, improved to a level significantly above average in 1998, then returned to being average in 2000. This pattern accounts for the finding of long-term statistical stability combined with shorter-term change. Some caution should be exercised when interpreting this pattern. The changes may simply reflect random fluctuation if the changes in Risk Taking Culture and QSS do not correspond to known policy or process changes in VISN 22.
- **Weaknesses:** From 1997 to 2000, Las Vegas declined significantly on Risk Taking Culture. From 1998 to 2000, San Diego declined on Risk Taking Culture. In 2000, Long Beach scored below the VHA national average on Leadership.
- **Strengths:** From 1997 to 2000 and from 1998 to 2000, there were no statistically significant improvements in VISN 22 facility scores. However, in 2000, Wadsworth scored above the VHA national average on Risk Taking Culture, Loma Linda and San Diego scored above the national average on Leadership, and Long Beach and San Diego scored above the national average on Performance Goals.

## VISN 22 Overview Table

Number of facilities surveyed: seven in 1997, six in 1998, five in 2000

Scale	Year	VA National Average	VISN Average	Number of Facilities					
				Significantly Different from VA National Average		Changed Significantly from 1998 to 2000		Changed Significantly from 1997 to 2000	
				Below	Above	Decreased	Increased	Decreased	Increased
Risk Taking Culture	1997	14.90	15.51	1	1				
	1998	14.64	16.67	0	1	1	0	1	0
	2000	13.20	13.92	0	1				
Group Culture	1997	20.61	20.56	2	1				
	1998	19.32	19.78	0	0	0	0	0	0
	2000	18.57	18.74	0	0				
Hierarchical Culture <sup>1</sup>	1997	41.13	40.02	0	1				
	1998	41.45	39.75	0	0	0	0	0	0
	2000	44.00	42.22	0	0				
Rational Culture	1997	23.41	24.19	1	0				
	1998	23.96	23.29	1	0	0	1	0	0
	2000	23.89	24.45	0	0				
QSS Score	1997	3.48	3.53	0	2				
	1998	3.44	3.57	0	3	0	0	0	0
	2000	3.38	3.35	0	0				
Leadership	1997	3.53	3.47	1	1				
	1998	3.58	3.59	0	0	0	0	0	0
	2000	3.34	3.38	1	2				
Performance Goals	1997	3.65	3.79	0	2				
	1998	3.61	3.81	0	3	0	0	0	0
	2000	3.67	3.86	0	2				
Evaluation and Feedback	1997	3.43	3.53	0	0				
	1998	3.39	3.51	0	2	NA	NA	NA	NA
	2000	NA	NA	NA	NA				
Reward and Recognition	1997	2.95	3.04	1	1				
	1998	2.77	2.96	0	2	NA	NA	NA	NA
	2000	NA	NA	NA	NA				

<sup>1</sup>For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

**VISN 22 Facility-Specific Breakdown Tables**

National VA Quality Improvement Survey (NQIS) Results

VISN=22  
Risk Taking Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
LAS VEGAS NV	17.30		14.33		11.58		- 2.75		- 5.72	SC-
LONG BEACH CA	11.33	SD-	14.20		12.55		- 1.64		1.23	
LOMA LINDA CA	15.97		16.57		14.33		- 2.24		- 1.64	
SAN DIEGO CA	16.52		20.55	SD+	14.58		- 5.97	SC-	- 1.94	
SEPULVEDA CA	15.09		18.26		.		.	NA	.	NA
WADSWORTH CA	18.80	SD+	16.12		16.53	SD+	.	NA	.	NA
LOS ANGELES (IOC) CA	13.55		.		.		.	NA	.	NA
VISN Average	15.51		16.67	SD+	13.92		- 2.76	SC-	- 1.59	
VHA National Average	14.90		14.64		13.20		- 1.44	SC-	- 1.70	SC-

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant improvement

SC- = Significant decline

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections



National VA Quality Improvement Survey (NQIS) Results

VISN=22  
Group Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
LAS VEGAS NV	21.80		18.74		16.83		- 1.92		- 4.98	
LONG BEACH CA	15.90	SD-	18.70		20.97		2.27		5.06	
LOMA LINDA CA	19.81		19.97		19.28		- 0.69		- 0.53	
SAN DIEGO CA	21.19		20.30		17.96		- 2.34		- 3.23	
SEPULVEDA CA	29.79	SD+	21.81		.		.	NA	.	NA
WADSWORTH CA	20.22		19.14		18.68		.	NA	.	NA
LOS ANGLS(IOC) CA	15.18	SD-	.		.		.	NA	.	NA
VISN Average	20.56		19.78		18.74		- 1.04		- 1.82	
VHA National Average	20.61		19.32		18.57		- 0.75		- 2.05	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=22

**Hierarchical Culture**

Note. For hierarchical culture, lower scores/declining scores would generally be regarded as more favorable.

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
LAS VEGAS NV	35.82		40.16		45.10		4.95		9.28	
LONG BEACH CA	46.27		45.84		43.23		-2.61		-3.04	
LOMA LINDA CA	39.93		40.74		39.50		-1.25		-0.43	
SAN DIEGO CA	36.17		36.06		43.57		7.51		7.40	
SEPULVEDA CA	36.12		35.69		.		.	NA	.	NA
WADSWORTH CA	36.01		40.02		39.71		.	NA	.	NA
LOS ANGLS(IOC) CA	49.79	SD+	.		.		.	NA	.	NA
VISN Average	40.02		39.75		42.22		2.47		2.21	
VHA National Average	41.13		41.45		44.00		2.55	SC+	2.87	SC+

(a) Joint values are reported for integrated facilities.

(b) Significant difference (SD) compared to VHA national average (95% confidence interval)

SD+ = Significantly above national average

SD- = Significantly below national average

(c) Significant change (SC) over time (95% confidence interval)

SC+ = Significant increase

SC- = Significant decrease

NA = Not appropriate: integration occurred between the two data collections involved, or  
Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=22  
Rational Culture

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
LAS VEGAS NV	25.07		23.14		24.85		1.71		-0.22	
LONG BEACH CA	26.50		20.67	SD-	21.67		1.00		-4.83	
LOMA LINDA CA	24.29		21.78		25.77		4.00	SC+	1.48	
SAN DIEGO CA	26.12		23.74		22.77		-0.97		-3.35	
SEPULVEDA CA	19.00	SD-	24.23		.		.	NA	.	NA
WADSWORTH CA	24.97		26.16		27.17		.	NA	.	NA
LOS ANGLS(IOC) CA	23.36		.		.		.	NA	.	NA
VISN Average	24.19		23.29		24.45		1.16		0.26	
VHA National Average	23.41		23.96		23.89		-0.07		0.48	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=22  
QSS Score

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
LAS VEGAS NV	3.46		3.42		3.08		-0.34		-0.39	
LONG BEACH CA	3.45		3.61	SD+	3.27		-0.34		-0.18	
LOMA LINDA CA	3.55		3.44		3.53		0.08		-0.03	
SAN DIEGO CA	3.71	SD+	3.60		3.52		-0.08		-0.19	
SEPULVEDA CA	3.45		3.69	SD+	.		.	NA	.	NA
WADSWORTH CA	3.80	SD+	3.67	SD+	3.37		.	NA	.	NA
LOS ANGLS(IOC) CA	3.27		.		.		.	NA	.	NA
VISN Average	3.53		3.57	SD+	3.35		-0.22	SC-	-0.18	
VHA National Average	3.48		3.44		3.38		-0.06		-0.10	

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

National VA Quality Improvement Survey (NQIS) Results

VISN=22  
Leadership

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
LAS VEGAS NV	3.80		3.37		3.29		- 0.08		- 0.51	
LONG BEACH CA	3.32		3.45		3.14	SD-	- 0.32		- 0.18	
LOMA LINDA CA	3.35		3.77		3.59	SD+	- 0.18		0.24	
SAN DIEGO CA	3.80		3.87		3.59	SD+	- 0.27		- 0.21	
SEPULVEDA CA	3.54		.	SD-	.		.	NA	.	NA
WADSWORTH CA	3.88	SD+	3.48		3.28		.	NA	.	NA
LOS ANGLS(IOC) CA	2.58	SD-	.		.		.	NA	.	NA
VISN Average	3.47		3.59		3.38		- 0.21		- 0.09	
VHA National Average	3.53		3.58		3.34		- 0.24	SC-	- 0.20	SC-

- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)
  - SD+ = Significantly above national average
  - SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)
  - SC+ = Significant improvement
  - SC- = Significant decline
  - NA = Not appropriate: integration occurred between the two data collections involved, or Not available: non-participating facility for one or both data collections

**National VA Quality Improvement Survey (NQIS) Results**

VISN=22  
Performance Goals

Name of Facility	FY97 Score (a)	FY97 Sig Diff(b)	FY98 Score (a)	FY98 Sig Diff(b)	FY00 Score (a)	FY00 Sig Diff(b)	FY98- FY00 Change	FY98- FY00 Sig Change(c)	FY97- FY00 Change	FY97- FY00 Sig Change(c)
LAS VEGAS NV	3.90		3.81		3.60		- 0.21		- 0.30	
LONG BEACH CA	3.59		3.94	SD+	3.98	SD+	0.04		0.38	
LOMA LINDA CA	3.96	SD+	3.59		3.88		0.28		- 0.08	
SAN DIEGO CA	3.71		3.83		4.02	SD+	0.19		0.31	
SEPULVEDA CA	3.78		3.94	SD+	.		.	NA	.	NA
WADSWORTH CA	4.21	SD+	3.87	SD+	3.81		.	NA	.	NA
LOS ANGLS(IOC) CA	3.47		.		.		.	NA	.	NA
VISN Average	3.80		3.83	SD+	3.86	SD+	0.03		0.05	
VHA National Average	3.65		3.61		3.67		0.06		0.02	

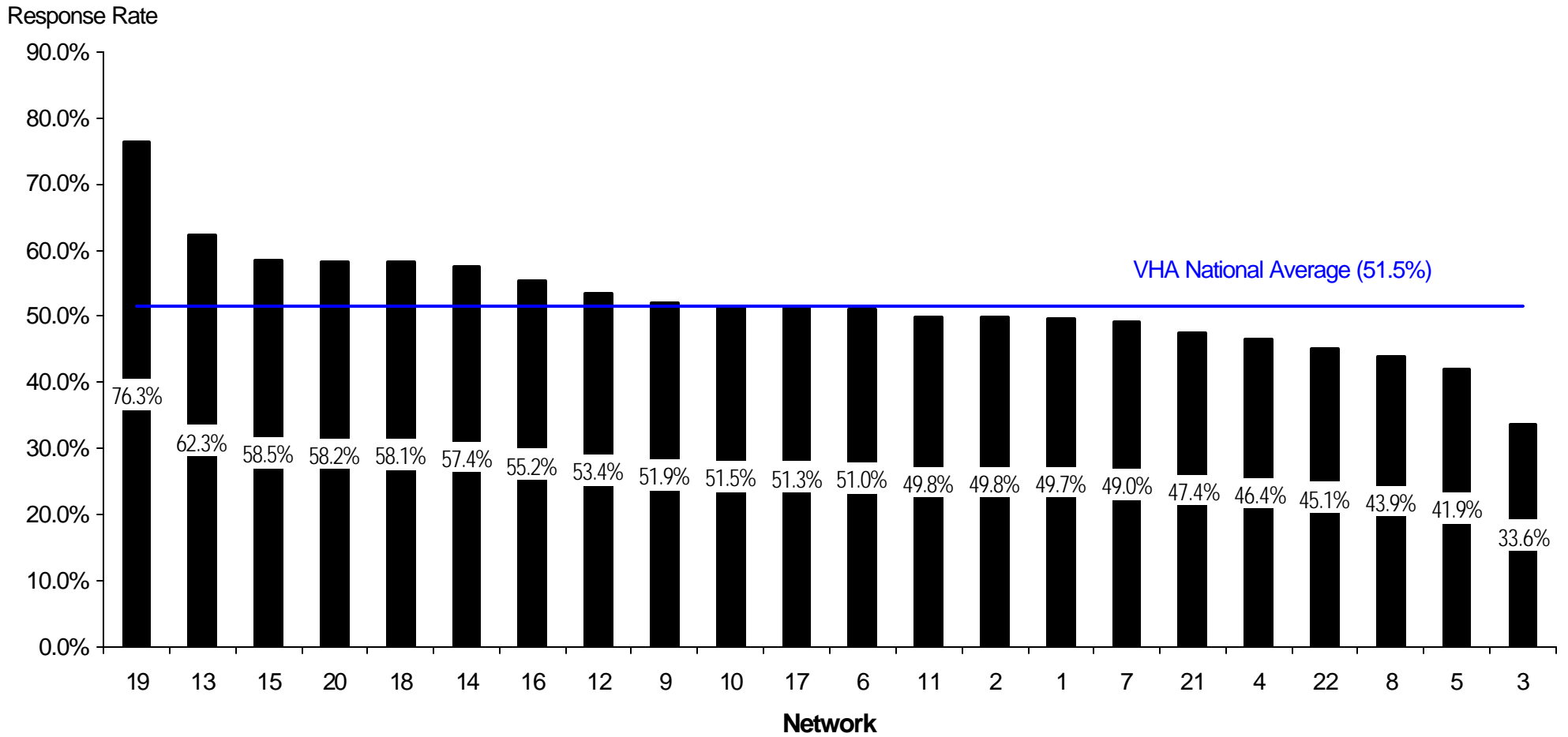
- (a) Joint values are reported for integrated facilities.
- (b) Significant difference (SD) compared to VHA national average (95% confidence interval)  
 SD+ = Significantly above national average  
 SD- = Significantly below national average
- (c) Significant change (SC) over time (95% confidence interval)  
 SC+ = Significant improvement  
 SC- = Significant decline  
 NA = Not appropriate: integration occurred between the two data collections involved, or  
 Not available: non-participating facility for one or both data collections

# National VA Quality Improvement Survey 2000 Report

## 3. Appendices

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**Appendix A, Figure 1**  
**Response Rates by VISN**  
**National VA Quality Improvement Survey (NQIS) 2000**  
 Response Rate = (N Respondents/N Contacted) x 100  
 Sample: All Respondents (Managers and General Staff Combined)





Appendix A, Table 1  
Response Rates by Facility by VISN  
National VA Quality Improvement Survey (NQIS) 2000

VISN	STA3N	Facility Name	General Staff				Managers				Total						
			Selected	Unable to Contact <sup>1</sup>	Contact- ed	Responded Count Pct <sup>2</sup>	Selected	Unable to Contact <sup>1</sup>	Contact- ed	Responded Count Pct <sup>2</sup>	Selected	Unable to Contact <sup>1</sup>	Contact- ed	Responded Count Pct <sup>2</sup>			
1	518	BEDFORD MA	98	10	88	32	36.4%	21	1	20	9	45.0%	119	11	108	41	38.0%
1	523	BOSTON MA	128	17	111	47	42.3%	26	3	23	7	30.4%	154	20	134	54	40.3%
1	608	MANCHESTER NH	80	7	73	41	56.2%	15	0	15	11	73.3%	95	7	88	52	59.1%
1	631	NORTHAMPTON MA	100	8	92	37	40.2%	18	2	16	8	50.0%	118	10	108	45	41.7%
1	650	PROVIDENCE RI	100	8	92	49	53.3%	17	0	17	13	76.5%	117	8	109	62	56.9%
1	402	TOGUS ME	101	13	88	61	69.3%	20	1	19	12	63.2%	121	14	107	73	68.2%
1	689	WEST HAVEN CT	125	10	115	52	45.2%	24	1	23	10	43.5%	149	11	138	62	44.9%
1	405	WHITE RIVER JT VT	81	7	74	42	56.8%	22	0	22	10	45.5%	103	7	96	52	54.2%
1	ALL	VISN TOTAL	813	80	733	361	49.2%	163	8	155	80	51.6%	976	88	888	441	49.7%
2	500	ALBANY NY	127	0	127	52	40.9%	22	0	22	7	31.8%	149	0	149	59	39.6%
2	514	BATH NY	80	4	76	51	67.1%	18	8	10	5	50.0%	98	12	86	56	65.1%
2	528	BUFFALO NY	124	5	119	62	52.1%	23	0	23	12	52.2%	147	5	142	74	52.1%
2	532	CANANDAIGUA NY	102	7	95	52	54.7%	20	1	19	10	52.6%	122	8	114	62	54.4%
2	670	SYRACUSE NY	126	29	97	41	42.3%	21	0	21	11	52.4%	147	29	118	52	44.1%
2	ALL	VISN TOTAL	559	45	514	258	50.2%	104	9	95	45	47.4%	663	54	609	303	49.8%
3	526	BRONX NY	124	18	106	32	30.2%	17	2	15	5	33.3%	141	20	121	37	30.6%
3	527	NewYork Harbor HCS	148	13	135	28	20.7%	23	0	23	9	39.1%	171	13	158	37	23.4%
3	561	EAST ORANGE NJ	127	25	102	34	33.3%	28	0	28	13	46.4%	155	25	130	47	36.2%
3	620	MONTROSE NY	126	8	118	49	41.5%	23	1	22	7	31.8%	149	9	140	56	40.0%
3	632	NORTHPORT LI NY	124	0	124	46	37.1%	23	0	23	11	47.8%	147	0	147	57	38.8%
3	ALL	VISN TOTAL	649	64	585	189	32.3%	114	3	111	45	40.5%	763	67	696	234	33.6%
ALL	ALL	VHA TOTAL	15086	1201	13885	7057	50.8%	2675	155	2520	1397	55.4%	17761	1356	16405	8454	51.5%

<sup>1</sup>Survey returned as undeliverable

<sup>2</sup>Respondents as a percent of the number contacted

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						Count	Pct <sup>2</sup>				Count	Pct <sup>2</sup>				Count	Pct <sup>2</sup>
4	503	ALTOONA PA	78	9	69	35	50.7%	9	1	8	4	50.0%	87	10	77	39	50.6%
4	529	BUTLER PA	78	8	70	35	50.0%	9	0	9	4	44.4%	87	8	79	39	49.4%
4	540	CLARKSBURG WV	80	4	76	42	55.3%	19	14	5	3	60.0%	99	18	81	45	55.6%
4	542	COATESVILLE PA	124	7	117	48	41.0%	10	0	10	6	60.0%	134	7	127	54	42.5%
4	562	ERIE PA	79	10	69	36	52.2%	27	2	25	14	56.0%	106	12	94	50	53.2%
4	595	LEBANON PA	98	13	85	49	57.6%	9	1	8	3	37.5%	107	14	93	52	55.9%
4	642	PHILADELPHIA PA	130	3	127	52	40.9%	30	0	30	8	26.7%	160	3	157	60	38.2%
4	646	PITTSBURGH(UD) PA	122	5	117	46	39.3%	17	0	17	13	76.5%	139	5	134	59	44.0%
4	693	WILKES BARRE PA	98	7	91	36	39.6%	21	1	20	10	50.0%	119	8	111	46	41.4%
4	460	WILMINGTON DE	76	4	72	31	43.1%	9	0	9	5	55.6%	85	4	81	36	44.4%
4	ALL	VISN TOTAL	963	70	893	410	45.9%	160	19	141	70	49.6%	1123	89	1034	480	46.4%
5	512	BALTIMORE MD	132	6	126	45	35.7%	36	0	36	19	52.8%	168	6	162	64	39.5%
5	613	MARTINSBURG WV	122	17	105	56	53.3%	22	3	19	10	52.6%	144	20	124	66	53.2%
5	688	WASHINGTON DC	124	9	115	38	33.0%	26	0	26	11	42.3%	150	9	141	49	34.8%
5	ALL	VISN TOTAL	378	32	346	139	40.2%	84	3	81	40	49.4%	462	35	427	179	41.9%
6	637	ASHEVILLE NC	124	18	106	52	49.1%	9	0	9	3	33.3%	133	18	115	55	47.8%
6	517	BECKLEY WV	77	4	73	37	50.7%	9	1	8	1	12.5%	86	5	81	38	46.9%
6	558	DURHAM NC	123	25	98	44	44.9%	8	0	8	5	62.5%	131	25	106	49	46.2%
6	565	FAYETTEVILLE NC	98	6	92	47	51.1%	10	1	9	7	77.8%	108	7	101	54	53.5%
6	590	HAMPTON VA	121	9	112	49	43.8%	11	1	10	4	40.0%	132	10	122	53	43.4%
6	652	RICHMOND VA	125	33	92	39	42.4%	13	0	13	10	76.9%	138	33	105	49	46.7%
6	658	SALEM VA	127	12	115	55	47.8%	12	0	12	5	41.7%	139	12	127	60	47.2%
6	659	SALISBURY NC	123	15	108	80	74.1%	8	0	8	7	87.5%	131	15	116	87	75.0%
6	ALL	VISN TOTAL	918	122	796	403	50.6%	80	3	77	42	54.5%	998	125	873	445	51.0%
ALL	ALL	VHA TOTAL	15086	1201	13885	7057	50.8%	2675	155	2520	1397	55.4%	17761	1356	16405	8454	51.5%

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						Count	Pct <sup>2</sup>				Count	Pct <sup>2</sup>				Count	Pct <sup>2</sup>
7	509	AUGUSTA GA	120	8	112	46	41.1%	15	1	14	9	64.3%	135	9	126	55	43.7%
7	521	BIRMINGHAM AL	125	3	122	62	50.8%	24	1	23	17	73.9%	149	4	145	79	54.5%
7	534	CHARLESTON SC	97	14	83	49	59.0%	20	0	20	17	85.0%	117	14	103	66	64.1%
7	544	COLUMBIA SC	125	13	112	57	50.9%	22	0	22	15	68.2%	147	13	134	72	53.7%
7	508	DECATUR GA	124	0	124	47	37.9%	10	0	10	6	60.0%	134	0	134	53	39.6%
7	557	DUBLIN GA	97	15	82	43	52.4%	8	0	8	5	62.5%	105	15	90	48	53.3%
7	619	MONTGOMERY AL	126	4	122	51	41.8%	16	1	15	9	60.0%	142	5	137	60	43.8%
7	679	TUSCALOOSA AL	98	3	95	38	40.0%	5	0	5	4	80.0%	103	3	100	42	42.0%
7	ALL	VISN TOTAL	912	60	852	393	46.1%	120	3	117	82	70.1%	1032	63	969	475	49.0%
8	516	BAY PINES FL	125	6	119	60	50.4%	27	2	25	14	56.0%	152	8	144	74	51.4%
8	573	GAINESVILLE FL	127	15	112	56	50.0%	25	1	24	11	45.8%	152	16	136	67	49.3%
8	546	MIAMI FL	125	0	125	48	38.4%	26	0	26	13	50.0%	151	0	151	61	40.4%
8	672	SAN JUAN PR	125	5	120	37	30.8%	24	0	24	12	50.0%	149	5	144	49	34.0%
8	673	TAMPA FL	128	15	113	53	46.9%	27	2	25	8	32.0%	155	17	138	61	44.2%
8	548	W PALM BEACH FL	125	5	120	50	41.7%	21	0	21	13	61.9%	146	5	141	63	44.7%
8	ALL	VISN TOTAL	755	46	709	304	42.9%	150	5	145	71	49.0%	905	51	854	375	43.9%
9	581	HUNTINGTON WV	99	9	90	45	50.0%	18	0	18	15	83.3%	117	9	108	60	55.6%
9	596	LEXINGTON KY	121	15	106	52	49.1%	20	1	19	10	52.6%	141	16	125	62	49.6%
9	603	LOUISVILLE KY	124	6	118	60	50.8%	21	0	21	12	57.1%	145	6	139	72	51.8%
9	614	MEMPHIS TN	121	5	116	65	56.0%	21	1	20	13	65.0%	142	6	136	78	57.4%
9	621	MOUNTAIN HOME TN	125	4	121	62	51.2%	23	0	23	11	47.8%	148	4	144	73	50.7%
9	622	MURFREESBORO TN	100	11	89	31	34.8%	21	2	19	12	63.2%	121	13	108	43	39.8%
9	626	NASHVILLE TN	124	7	117	63	53.8%	25	1	24	17	70.8%	149	8	141	80	56.7%
9	ALL	VISN TOTAL	814	57	757	378	49.9%	149	5	144	90	62.5%	963	62	901	468	51.9%
ALL	ALL	VHA TOTAL	15086	1201	13885	7057	50.8%	2675	155	2520	1397	55.4%	17761	1356	16405	8454	51.5%

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10	538	CHILLICOTHE OH	99	10	89	55	61.8%	17	0	17	14	82.4%	116	10	106	69	65.1%
10	539	CINCINNATI OH	122	4	118	58	49.2%	18	0	18	11	61.1%	140	4	136	69	50.7%
10	541	CLEVELAND OH	129	12	117	56	47.9%	27	1	26	15	57.7%	156	13	143	71	49.7%
10	757	COLUMBUS (IOC) OH	77	4	73	47	64.4%	13	4	9	4	44.4%	90	8	82	51	62.2%
10	552	DAYTON OH	127	3	124	48	38.7%	27	2	25	9	36.0%	154	5	149	57	38.3%
10	ALL	VISN TOTAL	554	33	521	264	50.7%	102	7	95	53	55.8%	656	40	616	317	51.5%
11	553	ALLEN PARK MI	123	20	103	57	55.3%	13	0	13	8	61.5%	136	20	116	65	56.0%
11	506	ANN ARBOR MI	122	0	122	58	47.5%	23	0	23	13	56.5%	145	0	145	71	49.0%
11	515	BATTLE CREEK MI	99	5	94	39	41.5%	18	0	18	9	50.0%	117	5	112	48	42.9%
11	550	DANVILLE IL	121	7	114	51	44.7%	21	0	21	10	47.6%	142	7	135	61	45.2%
11	583	INDIANAPOLIS IN	124	13	111	47	42.3%	22	0	22	14	63.6%	146	13	133	61	45.9%
11	610	MARION IN	102	7	95	45	47.4%	20	3	17	6	35.3%	122	10	112	51	45.5%
11	655	SAGINAW MI	79	10	69	47	68.1%	15	1	14	12	85.7%	94	11	83	59	71.1%
11	ALL	VISN TOTAL	770	62	708	344	48.6%	132	4	128	72	56.3%	902	66	836	416	49.8%
12	537	CHICAGO (WS) IL	126	4	122	65	53.3%	26	0	26	14	53.8%	152	4	148	79	53.4%
12	578	HINES IL	126	3	123	58	47.2%	27	0	27	11	40.7%	153	3	150	69	46.0%
12	585	IRON MOUNTAIN MI	81	7	74	44	59.5%	13	2	11	8	72.7%	94	9	85	52	61.2%
12	607	MADISON WI	99	7	92	56	60.9%	21	0	21	12	57.1%	120	7	113	68	60.2%
12	695	MILWAUKEE WI	124	1	123	70	56.9%	13	0	13	9	69.2%	137	1	136	79	58.1%
12	556	NORTH CHICAGO IL	123	0	123	49	39.8%	10	0	10	6	60.0%	133	0	133	55	41.4%
12	676	TOMAH WI	97	7	90	53	58.9%	8	1	7	5	71.4%	105	8	97	58	59.8%
12	ALL	VISN TOTAL	776	29	747	395	52.9%	118	3	115	65	56.5%	894	32	862	460	53.4%
ALL	ALL	VHA TOTAL	15086	1201	13885	7057	50.8%	2675	155	2520	1397	55.4%	17761	1356	16405	8454	51.5%

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13	437	FARGO ND	81	4	77	45	58.4%	17	0	17	12	70.6%	98	4	94	57	60.6%
13	568	FORT MEADE SD	99	1	98	65	66.3%	13	1	12	10	83.3%	112	2	110	75	68.2%
13	618	MINNEAPOLIS MN	124	8	116	68	58.6%	23	1	22	12	54.5%	147	9	138	80	58.0%
13	438	SIOUX FALLS SD	80	2	78	45	57.7%	17	0	17	12	70.6%	97	2	95	57	60.0%
13	656	ST CLOUD MN	96	3	93	61	65.6%	7	1	6	4	66.7%	103	4	99	65	65.7%
13	ALL	VISN TOTAL	480	18	462	284	61.5%	77	3	74	50	67.6%	557	21	536	334	62.3%
14	555	DES MOINES IA	125	7	118	61	51.7%	19	0	19	10	52.6%	144	7	137	71	51.8%
14	584	IOWA CITY IA	99	4	95	56	58.9%	19	0	19	9	47.4%	118	4	114	65	57.0%
14	597	LINCOLN NE	80	7	73	39	53.4%	20	3	17	9	52.9%	100	10	90	48	53.3%
14	636	OMAHA NE	100	11	89	61	68.5%	21	3	18	12	66.7%	121	14	107	73	68.2%
14	ALL	VISN TOTAL	404	29	375	217	57.9%	79	6	73	40	54.8%	483	35	448	257	57.4%
15	543	COLUMBIA MO	99	5	94	65	69.1%	9	0	9	8	88.9%	108	5	103	73	70.9%
15	589	KANSAS CITY MO	122	12	110	55	50.0%	9	0	9	6	66.7%	131	12	119	61	51.3%
15	609	MARION IL	100	10	90	48	53.3%	7	1	6	2	33.3%	107	11	96	50	52.1%
15	647	POPLAR BLUFF MO	78	1	77	52	67.5%	10	0	10	7	70.0%	88	1	87	59	67.8%
15	657	ST LOUIS MO	124	14	110	52	47.3%	11	0	11	5	45.5%	135	14	121	57	47.1%
15	677	TOPEKA KS	122	11	111	65	58.6%	21	3	18	9	50.0%	143	14	129	74	57.4%
15	452	WICHITA KS	80	6	74	52	70.3%	18	14	4	3	75.0%	98	20	78	55	70.5%
15	ALL	VISN TOTAL	725	59	666	389	58.4%	85	18	67	40	59.7%	810	77	733	429	58.5%
16	502	ALEXANDRIA LA	97	9	88	54	61.4%	10	0	10	6	60.0%	107	9	98	60	61.2%
16	520	BILOXI MS	124	18	106	56	52.8%	28	0	28	15	53.6%	152	18	134	71	53.0%
16	564	FAYETTEVILLE AR	79	6	73	58	79.5%	15	1	14	11	78.6%	94	7	87	69	79.3%
16	580	HOUSTON TX	128	3	125	57	45.6%	29	0	29	15	51.7%	157	3	154	72	46.8%
16	586	JACKSON MS	123	8	115	57	49.6%	25	1	24	20	83.3%	148	9	139	77	55.4%
16	598	LITTLE ROCK AR	127	6	121	75	62.0%	28	0	28	11	39.3%	155	6	149	86	57.7%
16	623	MUSKOGEE OK	80	7	73	51	69.9%	17	0	17	14	82.4%	97	7	90	65	72.2%
16	629	NEW ORLEANS LA	124	9	115	44	38.3%	20	0	20	13	65.0%	144	9	135	57	42.2%
16	635	OKLAHOMA CTY OK	124	3	121	58	47.9%	26	0	26	12	46.2%	150	3	147	70	47.6%
16	667	SHREVEPORT LA	99	0	99	54	54.5%	21	0	21	11	52.4%	120	0	120	65	54.2%
16	ALL	VISN TOTAL	1105	69	1036	564	54.4%	219	2	217	128	59.0%	1324	71	1253	692	55.2%
All	All	VHA Overall	15086	1201	13885	7057	50.8%	2675	155	2520	1397	55.4%	17761	1356	16405	8454	51.5%

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17	549	DALLAS TX	128	12	116	60	51.7%	29	0	29	13	44.8%	157	12	145	73	50.3%
17	671	SAN ANTONIO TX	126	14	112	57	50.9%	32	0	32	14	43.8%	158	14	144	71	49.3%
17	674	TEMPLE TX	129	13	116	57	49.1%	30	4	26	20	76.9%	159	17	142	77	54.2%
17	ALL	VISN TOTAL	383	39	344	174	50.6%	91	4	87	47	54.0%	474	43	431	221	51.3%
18	501	ALBUQUERQUE NM	124	11	113	83	73.5%	25	0	25	17	68.0%	149	11	138	100	72.5%
18	504	AMARILLO TX	99	11	88	51	58.0%	16	1	15	14	93.3%	115	12	103	65	63.1%
18	519	BIG SPRING TX	79	7	72	33	45.8%	17	0	17	12	70.6%	96	7	89	45	50.6%
18	756	EL PASO TX	77	5	72	38	52.8%	14	1	13	8	61.5%	91	6	85	46	54.1%
18	644	PHOENIX AZ	126	16	110	63	57.3%	24	0	24	14	58.3%	150	16	134	77	57.5%
18	649	PRESCOTT AZ	78	9	69	34	49.3%	7	0	7	5	71.4%	85	9	76	39	51.3%
18	678	TUCSON AZ	122	7	115	58	50.4%	9	0	9	5	55.6%	131	7	124	63	50.8%
18	ALL	VISN TOTAL	705	66	639	360	56.3%	112	2	110	75	68.2%	817	68	749	435	58.1%
19	442	CHEYENNE WY	80	3	77	41	53.2%	19	1	18	10	55.6%	99	4	95	51	53.7%
19	554	DENVER CO	0:00	20	102	57	55.9%	21	0	21	11	52.4%	143	20	123	68	55.3%
19	436	FORT HARRISON MT	82	0	82	38	46.3%	20	0	20	10	50.0%	102	0	102	48	47.1%
19	567	FORT LYON CO	82	5	77	41	53.2%	15	0	15	7	46.7%	97	5	92	48	52.2%
19	575	GRAND JUNCTION CO	78	4	74	55	74.3%	17	1	16	11	68.8%	95	5	90	66	73.3%
19	660	SALT LAKE CITY UT	122	14	108	49	45.4%	18	0	18	9	50.0%	140	14	126	58	46.0%
19	666	SHERIDAN WY	81	6	75	44	58.7%	15	6	9	6	66.7%	96	12	84	50	59.5%
19	ALL	VISN TOTAL	445	52	393	325	82.7%	125	8	117	64	54.7%	570	60	510	389	76.3%
ALL	ALL	VHA TOTAL	15086	1201	13885	7057	50.8%	2675	155	2520	1397	55.4%	17761	1356	16405	8454	51.5%

<sup>1</sup>Survey returned as undeliverable

<sup>2</sup>Respondents as a percent of the number contacted

VISN	STA3N	Facility Name	General Staff					Managers					Total				
			Selected	Unable to Contact <sup>1</sup>	Contacted	Responded		Selected	Unable to Contact <sup>1</sup>	Contacted	Responded		Selected	Unable to Contact <sup>1</sup>	Contacted	Responded	
						Count	Pct <sup>2</sup>				Count	Pct <sup>2</sup>				Count	Pct <sup>2</sup>
20	463	ANCHORAGE AK	79	9	70	42	60.0%	18	0	18	10	55.6%	97	9	88	52	59.1%
20	531	BOISE ID	80	2	78	55	70.5%	22	0	22	13	59.1%	102	2	100	68	68.0%
20	648	PORTLAND OR	127	9	118	58	49.2%	30	0	30	14	46.7%	157	9	148	72	48.6%
20	653	ROSEBURG OR	78	8	70	35	50.0%	17	4	13	5	38.5%	95	12	83	40	48.2%
20	663	SEATTLE WA	131	18	113	61	54.0%	28	10	18	11	61.1%	159	28	131	72	55.0%
20	668	SPOKANE WA	78	5	73	40	54.8%	16	0	16	13	81.3%	94	5	89	53	59.6%
20	687	WALLA WALLA WA	78	17	61	35	57.4%	6	4	2	0	0.0%	84	21	63	35	55.6%
20	692	WHITE CITY OR	79	5	74	56	75.7%	20	6	14	12	85.7%	99	11	88	68	77.3%
20	ALL	VISN TOTAL	730	73	657	382	58.1%	157	24	133	78	58.6%	887	97	790	460	58.2%
21	570	FRESNO CA	100	12	88	51	58.0%	19	4	15	9	60.0%	119	16	103	60	58.3%
21	459	HONOLULU HI	79	6	73	42	57.5%	16	0	16	10	62.5%	95	6	89	52	58.4%
21	612	MARTINEZ CA	124	9	115	54	47.0%	20	1	19	9	47.4%	144	10	134	63	47.0%
21	640	PALO ALTO CA	128	0	128	51	39.8%	32	0	32	10	31.3%	160	0	160	61	38.1%
21	654	RENO NV	101	11	90	50	55.6%	17	0	17	8	47.1%	118	11	107	58	54.2%
21	662	SAN FRANCISCO CA	123	3	120	42	35.0%	21	0	21	12	57.1%	144	3	141	54	38.3%
21	ALL	VISN TOTAL	655	41	614	290	47.2%	125	5	120	58	48.3%	780	46	734	348	47.4%
22	593	LAS VEGAS NV	80	0	80	36	45.0%	18	0	18	10	55.6%	98	0	98	46	46.9%
22	605	LOMA LINDA CA	124	10	114	52	45.6%	22	0	22	15	68.2%	146	10	136	67	49.3%
22	600	LONG BEACH CA	126	12	114	41	36.0%	16	1	15	8	53.3%	142	13	129	49	38.0%
22	664	SAN DIEGO CA	126	8	118	53	44.9%	26	0	26	17	65.4%	152	8	144	70	48.6%
22	691	WADSWORTH CA	137	25	112	52	46.4%	47	10	37	12	32.4%	184	35	149	64	43.0%
22	ALL	VISN TOTAL	593	55	538	234	43.5%	129	11	118	62	52.5%	722	66	656	296	45.1%
ALL	ALL	VHA TOTAL	15086	1201	13885	7057	50.8%	2675	155	2520	1397	55.4%	17761	1356	16405	8454	51.5%

<sup>1</sup>Survey returned as undeliverable

<sup>2</sup>Respondents as a percent of the number contacted

**Appendix B  
National VA Quality Improvement Survey 2000  
Item-to-Scale Listing**

The following table lists the component items for each of the summary scales derived from the NQIS instrument and analyzed for this report.

With the exception of background information questions, all items utilized a 5-point Likert response scale as follows:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Agree nor Disagree
- 4 = Agree
- 5 = Strongly Agree

<b>Scale: QSS Scale</b>	
<b>Subscale: Management Role</b>	
<b>Sample: General staff</b>	
1.	The director of my facility works hard to promote an image of "quality first" to the facility community.
2.	My immediate supervisor makes quality a priority.
3.	Senior managers take an active part in promoting quality throughout my facility.
4.	My supervisor actively promotes quality throughout our service.
5.	People in this facility feel that quality is everyone's responsibility.
6.	Goals and objectives related to improving the quality of work in this facility are clearly spelled out.
7.	When employees attempt to improve quality, senior management is supportive and provides resources (such as time, money, etc.).
8.	In this facility, managers from all levels get involved in promoting quality.
9.	Senior managers have a thorough understanding of how to improve the quality of services.
10.	Senior management encourages all employees to think of the "customer" first, even if the "customer" happens to be another employee from a different part of the facility.
11.	The managers in my service take advantage of every opportunity to promote quality awareness among our external suppliers and vendors.



<b>Scale: QSS Scale</b> <b>Subscale: Information and Analysis</b> <b>Sample: General Staff</b>	
1.	In my service, we routinely collect quality data related to most of our important work.
2.	Whenever I need information on a quality issue, I can count on getting the data promptly.
3.	In my service, we try to use data about quality to prevent problems, not just fix them once they have occurred.
4.	In my service, when we discover a defect or problem in work, we set aside time to study the problem in order to find its cause.
5.	The right kinds of training on problem-solving techniques for improving quality have been made available to my service.
6.	In my service, we continually try to improve the use of data and information on quality.
7.	In my service, when we take action to improve quality we always follow up to see how successful our ideas are.

<b>Scale: QSS Scale</b> <b>Subscale: Planning for Quality</b> <b>Sample: General Staff</b>	
1.	I have a clear understanding of my service's goals and objectives for improving quality.
2.	My facility's long-range goal is to be the "quality leader" in health care.
3.	In my facility, non-managerial employees are playing a key role in setting priorities for quality improvement.
4.	In my service, the specific behaviors and actions required to meet service quality objectives are clear to employees.
5.	In my facility, we believe it is important to compare the quality of our work to that of similar facilities.
6.	In my service, we use the data we collect on the quality of our work for planning purposes.
7.	In my service, when we undertake an effort to improve the quality of our work we first look at successful strategies both inside and outside our facility.

<b>Scale: QSS Scale</b> <b>Subscale: Human Resources Utilization</b> <b>Sample: General Staff</b>	
1.	My supervisor is usually responsive to feedback from employees.
2.	In my facility, we are encouraged to take necessary risks to improve the quality of services.
3.	Senior management believes that people are the key to good quality.
4.	In my service, we are encouraged to participate as members of quality improvement teams.
5.	Senior management gives serious consideration to employee suggestions for improving quality.
6.	Employees in my service have control over their quality of work.
7.	Employees in my service serve or have served on quality improvement teams with employees from other services and/or other facilities.
8.	In my service, we are given sufficient training on how to evaluate and improve quality.
9.	In my service, the service chief makes an effort to recognize the employee for his/her contribution when the employee suggests a way to improve quality.
10.	Senior management provides employees with feedback related to how well the facility is doing in accomplishing its quality objectives.

<b>Scale: QSS Scale</b> <b>Subscale: Quality Assurance of Products &amp; Services</b> <b>Sample: General Staff</b>	
1.	The quality management staff effectively coordinate their efforts with other employees to improve the quality of services the facility provides.
2.	In my facility, we use information on patient preferences and desires as a basis for decisions about design of new programs and services.
3.	In my facility, we view quality as the joint responsibility of all services.
4.	In my facility, we have policies and guidelines designed to promote quality throughout the entire facility.
5.	In my facility, we view quality assurance as a continuing search for ways to improve.
6.	In my facility, we are always searching for better indicators of quality.
7.	In my service, we are encouraged to keep records of our quality measurements.

<b>Scale: Performance Goals</b> <b>Sample: General Staff and Managers</b>	
1.	My performance is evaluated against my progress toward accomplishing specific performance goals.
2.	My performance goals focus on my contribution to improving service quality.

<b>Scale: Evaluation and Feedback</b> <b>Sample: General Staff and Managers, 1997 &amp; 1998 Only</b>	
1.	My performance is evaluated against my progress toward accomplishing specific performance goals.
2.	I have access to the information I need to assess my own progress toward accomplishing my performance goals.
3.	My supervisor provides me with timely feedback about my progress toward accomplishing my performance goals.
4.	My supervisor provides me with constructive feedback about my progress toward accomplishing my performance goals.
5.	In developing my performance appraisal, my supervisor obtains feedback about my work from the employees with whom I work.
6.	My supervisor understands when errors or defects are outside my individual control.

<b>Scale: Reward and Recognition</b> <b>Sample: General Staff and Managers, 1997 &amp; 1998 Only</b>	
1.	Efforts to improve one's job skills are given recognition.
2.	Financial rewards are tied to individual and team contributions concerning improvements in service quality.
3.	Financial rewards for good work are distributed fairly among employees.
4.	Participation in teams is given recognition.

<b>Scales: Risk Taking Culture, Group Culture, Hierarchical Culture, Rational Culture</b> <b>Sample: General Staff</b>	
<p>This set of questions relates to your facility's culture. The following items contain four descriptions of health care facilities. Please distribute 100 points among the four descriptions depending on how similar each description is to your facility. None of the descriptions is any better than the others; they are just different.</p> <p><i>For example: In question 1, if Facility A seems very similar to mine, B seems somewhat similar, and C and D do not seem similar at all, I might give 70 points to A and the remaining 30 points to B.</i></p> <p><b>Facility Character (Please distribute 100 points)</b></p> <p>4. 70 2. 30 3. 0 4. 0</p> <p>Each should total 100 points.</p>	

1.	<p><b>Facility Character (Please distribute 100 points)</b></p> <p>A. _____ Facility A is a very personal place. It is a lot like an extended family. People seem to share a lot of themselves.</p> <p>B. _____ Facility B is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.</p> <p>C. _____ Facility C is a very formalized and structured place. Bureaucratic procedures generally govern what people do.</p> <p>D. _____ Facility D is very production oriented. A major concern is with getting the job done. People aren't very personally involved.</p> <p>Total = 100</p>
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2.	<p><b>Facility Managers</b> (Please distribute 100 points)</p> <p>A. _____ Managers in Facility A are warm and caring. They seek to develop employees' full potential and act as their mentors or guides.</p> <p>B. _____ Managers in Facility B are risk-takers. They encourage employees to take risks and be innovative.</p> <p>C. _____ Managers in Facility C are rule-enforcers. They expect employees to follow established rules, policies, and procedures.</p> <p>D. _____ Managers in Facility D are coordinators and coaches. They help employees meet the facility's goals and objectives.</p> <p>Total = 100</p>
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3.	<p><b>Facility Cohesion</b> (Please distribute 100 points)</p> <p>A. _____ The glue that holds Facility A together is loyalty and tradition. Commitment to this facility runs high.</p> <p>B. _____ The glue that holds Facility B together is commitment to innovation and development. There is an emphasis on being first.</p> <p>C. _____ The glue that holds Facility C together is formal rules and policies. Maintaining a smooth running operation is important here.</p> <p>D. _____ The glue that holds Facility D together is the emphasis on tasks and goal accomplishment. A production orientation is commonly shared.</p> <p>Total = 100</p>
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4.	<p><b>Facility Emphases</b> (Please distribute 100 points)</p> <p>A. _____ Facility A emphasizes human resources. High cohesion and morale in the organization are important.</p> <p>B. _____ Facility B emphasizes growth and acquiring new resources. Readiness to meet new challenges is important.</p> <p>C. _____ Facility C emphasizes permanence and stability. Efficient, smooth operations are important.</p> <p>D. _____ Facility D emphasizes competitive actions and achievement. Measurable goals are important.</p> <p>Total = 100</p>
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5.	<p><b>Facility Rewards</b> (Please distribute 100 points)</p> <p>A. _____ Facility A distributes its rewards fairly equally among its members. It's important that everyone from top to bottom be treated as equally as possible.</p> <p>B. _____ Facility B distributes its rewards based on individual initiative. Those with innovative ideas and actions are most rewarded.</p> <p>C. _____ Facility C distributes rewards based on rank. The higher you are, the more you get.</p> <p>D. _____ Facility D distributes rewards based on the achievement of objectives. Individuals who provide leadership and contribute to attaining the facility's goals are rewarded.</p> <p>Total = 100</p>
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Scale: Leadership Sample: Managers Only	
1.	The top management team is personally involved in setting quality assurance/improvement goals, objectives and plans.
2.	The top management team personally participates in quality assurance/improvement activities.
3.	The facility director is the biggest promoter of quality assurance/improvement values.
4.	The top management team is not as involved as it might be in teaching quality assurance/improvement to others.
5.	The top management team regularly reviews quality assurance/improvement principles and methods.
6.	The top management team is not as educated as it might be in quality assurance/improvement principles and methods.
7.	The top management team does not do as good a job as it might in establishing quality standards for suppliers of products and services needed by the facility.
8.	The top management team has a good understanding of physician needs.
9.	The top management team has a good understanding of external community needs.
10.	The facility at large looks to the top management team as a role model for implementing quality assurance/improvement values.

Background Information	
The versions in which each background question appeared are indicated as follows:  <b>GS</b> = General staff <b>MGR</b> = Managers <b>ALL</b> = Both general staff and managers	
1. GS	Which statement best describes your function at your facility? (Please select one.)  <input type="checkbox"/> Section Chief <input type="checkbox"/> Other Type of Manager/Supervisor <input type="checkbox"/> Non-Managerial Employee
2. GS	Do you work in a service line (also known as a product line, care line, patient care center, etc.)?  <input type="checkbox"/> Yes <input type="checkbox"/> No  If you answered "Yes" to Question #2, please proceed to Question #3. If you answered "No" to Question #2, please proceed to Question #6.
3. GS	In which service line (product line, care line, patient care center, etc.) do you work?  <input type="checkbox"/> Primary Care <input type="checkbox"/> Mental Health <input type="checkbox"/> Extended Care <input type="checkbox"/> Other _____ (Please specify.)

4. MGR	<p>Which statement best describes your function at your facility? (Please select one.)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Service Chief/ Department Head</li> <li><input type="checkbox"/> Associate Chief of Staff (ACOS)</li> <li><input type="checkbox"/> Service Line/ Care Line/ Product Line Manager</li> <li><input type="checkbox"/> Other _____</li> </ul> <p>(Please specify.)</p>
5. MGR	<p>If you checked the third box for question #4, is this full-time or collateral duty (i.e., do you serve dual functions)? (Please select one.)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Full-Time</li> <li><input type="checkbox"/> Collateral</li> <li><input type="checkbox"/> Not Applicable</li> </ul>
6. ALL	<p>Is your service area clinical or administrative? (Please select one.)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Clinical</li> <li><input type="checkbox"/> Administrative</li> </ul>
7. GS	<p>If clinical, are you a: (Please select one.)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Physician</li> <li><input type="checkbox"/> Registered Nurse</li> <li><input type="checkbox"/> Licensed Practical Nurse</li> <li><input type="checkbox"/> Social Worker</li> <li><input type="checkbox"/> Psychologist</li> <li><input type="checkbox"/> Other _____</li> </ul> <p>(Please specify.)</p>
8. ALL	<p>How long have you worked at this facility? (Please select one.)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Less than one year</li> <li><input type="checkbox"/> One to two years</li> <li><input type="checkbox"/> Two to five years</li> <li><input type="checkbox"/> Five to ten years</li> <li><input type="checkbox"/> More than ten years</li> </ul>

9. ALL	<p>In what type of facility are you employed? (Please select one.)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Medical Center</li> <li><input type="checkbox"/> Freestanding Outpatient Clinic/CBOC</li> <li><input type="checkbox"/> Satellite Outpatient Clinic</li> <li><input type="checkbox"/> Freestanding Domiciliary</li> <li><input type="checkbox"/> Other _____</li> </ul> <p>(Please specify.)</p>
10. ALL	<p>If you selected "Medical Center" in Question #9, do you spend the <b>majority</b> of your time in any of the following components?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Nursing Home</li> <li><input type="checkbox"/> Domiciliary</li> <li><input type="checkbox"/> Other _____</li> </ul> <p>(Please specify.)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Did not select "Medical Center" in Question #9.</li> </ul>
<b>End of NQIS Question Listing</b>	

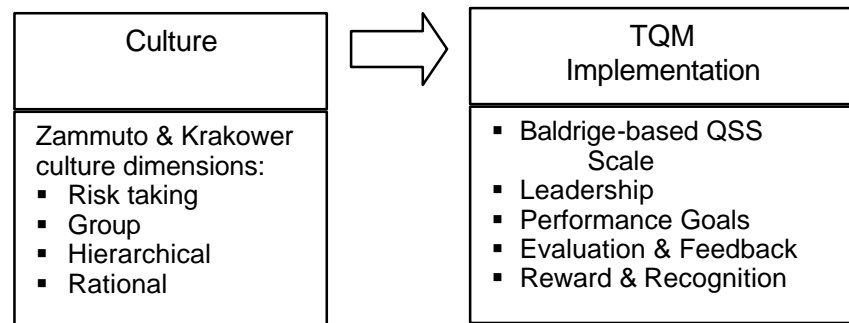
## Appendix C Significance of Findings: Background Information

The importance of the VA National Quality Improvement Survey (NQIS) findings rests on the connections between culture, quality improvement, and performance. In a study of 61 hospitals involving data collected from over 7000 staff, Shortell, O'Brien and colleagues (1995) found a significant relationship between a participative, flexible, risk-taking culture and the implementation of continuous improvement/total quality management (CQI/TQM). CQI/TQM was, in turn, positively associated with better perceived patient outcomes and greater perceived human resource development.

In that same study, Shortell and colleagues also analyzed the relationship between quality improvement and clinical efficiency as objectively measured by length of stay and charge data for six high-cost/high-volume conditions: acute myocardial infarction, chronic obstructive pulmonary disease, congestive heart failure, pneumonia, stroke, and total hip replacement. They did not find a meaningful pattern of significant relationships between CQI/TQM implementation and these objective outcomes. However, Shortell did find that larger hospitals were less likely to have cultures that emphasized teamwork, empowerment, and risk-taking. Furthermore, when hospital size was *not* included in the prediction equation, CQI/TQM implementation was significantly associated with shorter LOS and lower charges in 11 of the 12 possible models (2 outcomes x 6 conditions). Taken together, Shortell interpreted this pattern of relationships between culture, CQI/TQM, bed size and outcomes to mean that larger hospitals experienced lower clinical efficiency (higher charges, longer LOS) in part because they tended toward more bureaucratic and hierarchical cultures that made the implementation of CQI/TQM more difficult.

An organizational culture that emphasized empowerment, autonomy and risk taking was also found to be associated with higher efficiency of utilization, lower nurse turnover, and better perceived outcomes within intensive care units (Shortell, Zimmerman et al., 1994), and with the staff satisfaction within VA long-term care facilities (Berlowitz, Young et al., under review).

The NQIS incorporated the same measure of culture (Zammuto and Krakower, 1991) used by Shortell. Also following Shortell, the QSS component of the NQIS was based on the Baldrige Award dimensions of leadership, information and analysis, human resource utilization, quality management, and strategic quality planning. The leadership, performance goals, evaluation and feedback, and reward and recognition scales of the NQIS also measured the extent to which an ethic of customer service and a focus on process improvement have permeated the VHA value system. These relationships between key constructs and contents of the NQIS may be summarized as follows:



The studies discussed above suggest that TQM implementation, in turn, has an impact on delivery system performance and outcomes.

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