

2005 Inventory of VHA Organizational Characteristics

Profile of Medical Centers in VISN 18 March 2006

Medical Center Profile:

The Inventory of VHA Organizational Characteristics was conducted in late summer and fall of 2005 by the Center for Organization, Leadership & Management Research and its Collaborating Partners Council. The Inventory was designed to collect data on a range of structural and process characteristics, both administrative and clinical, that are expected to affect clinical practice and care to veterans. Data were collected by means of a web-based survey sent to VISN and medical center directors. All VISNs and 136 medical centers completed the Inventory. One Inventory was submitted per organization.

This summary profile presents the *Inventory* results for the medical centers in your VISN. Most but not all information provided by medical centers is included in these reports; information such as organization charts is not easily presented in this format.

Results for each facility are presented by survey item or variable, and organized under four content categories. Frequency distributions are shown for the VISN and nationally. Distributions are based on the number of facilities who responded to that question, unless otherwise noted on the report.

Contents:

- I. Organizational Structures
- II. Organizational Structures: Integrated VA Health Care Systems Only
- III. Decision-Making and Leadership Activities
- IV. Performance and Quality

Additional Information:

A sample of the original web-based *Inventory* instrument is available on our website at <u>http://www.colmr.research.med.va.gov/publications/reports/</u>. Additional questions for COLMR regarding the 2005 *Inventory* may be directed to Zoë LeVan at <u>zoe.levan@va.org</u>.

> Center for Organization, Leadership and Management Research (COLMR) Health Services Research and Development Service

I. ORGANIZATIONAL STRUCTURES

1. List up to 6 clinical areas for which there are integrating structures or processes within the Medical Center.

Free-text response categories. Presented as received.

Clinical Areas	
Multi-disciplinary Committees	
Behavioral Health Clinical Servi	ice Line
Care Group	Executive Committee of Medical Staff
MedSmart Committee	Pharmacy & Therapeutics Committee
Vista Imaging Committee	Ethics Committee
Clinical Executive Board	Medicine and Specialty Care Section
Interdisciplinary Treatment Tea	m Pharmacy & Therapeutics Committee
Inpatient Care	Mental Health
Ambulatory Care	Geriatric & Extended Care
Primary Care	Mental Health
Specialty Care	Clinical Support Services
Long Term care	
Surgical Care Line	Geriatrics & Rehabilitation Care Line
Medicine & Primary Care Line	Diagnostics Care Line
Mental Health Care Line	
Leadership Quality Board	Performance Improvement Committee
Medical Records Committee	Resource Management Committee
	Multi-disciplinary Committees Behavioral Health Clinical Servit Care Group MedSmart Committee Vista Imaging Committee Vista Imaging Committee Clinical Executive Board Interdisciplinary Treatment Teal Inpatient Care Ambulatory Care Primary Care Specialty Care Long Term care Surgical Care Line Medicine & Primary Care Line Mental Health Care Line Leadership Quality Board

1a. For each of the areas listed above, select the category that best describes its integrating/coordinating structure:

Shown as % of clinical areas listed for which each option was selected; each cell represents a distinct variable of 0-100%. Multiple responses could be selected per clinical area.

Facility	n (# areas listed)	Multi-disciplinary committee to set & communicate policy, resolve problems	Multi-disciplinary team for quality improvement	Clinical SL with staff & budget authority, matrixed with dept/discipline leaders	Clinical SL with line authority for staff and budget
501	2	50.0%	50.0%	50.0%	0.0%
504	6	16.7%	66.7%	0.0%	16.7%
519	4	75.0%	50.0%	25.0%	0.0%
644	4	0.0%	0.0%	0.0%	100.0%
649	5	0.0%	0.0%	0.0%	100.0%
678	5	0.0%	0.0%	0.0%	100.0%
756	4	50.0%	50.0%	0.0%	0.0%
VISN 18 DIST	RIBUTION	27.4%	31.0%	10.7%	45.2%
NATIONAL D	ISTRIBUTION	40.3%	33.6%	31.9%	25.1%

2. To which position level(s) in the Medical Center do CBOCs report? Multiple responses could be selected. **Med Center** Primary or Medicine or Second-level Director or Chief Staff to MCD or Ambulatory Care Medical Care Care Line Other Quadrad Other Admin **Other Care Line** Facility of Staff COS Line Lead Line Lead Manager Leader Lead Lead ✓ 501 ✓ 504 ✓ 519 ✓ ✓ \checkmark ✓ 644 649 ✓ 678 \checkmark 756 ✓ \checkmark **VISN 18 DISTRIBUTION** 0.0% 0.0% 42.9% 42.9% 14.3% 0.0% 28.6% 28.6% NATIONAL DISTRIBUTION 12.4% 4.1% 61.2% 14.9% 17.4% 16.5% 7.4% 4.1%

3. Does the Medical Center have one or more primary medical school affiliates?

				At least one affiliate within walking distance of VAMC:
Facility	No affiliates	1 affiliate	2 affiliates	(n=facilities who indicated 1+ affiliates)
501		✓		
504		✓		
519			\checkmark	
644		✓		
649	✓			
678		✓		
756		✓		
VISN 18 DISTRIBUTION	14.3%	71.4%	14.3%	0.0%
NATIONAL DISTRIBUTION	9.7%	66.9%	23.4%	34.5%

4. How many bargaining units are associated with the Medical Center?

Facility	1 union	2 unions	3+ unions
501	\checkmark		
504		\checkmark	
519	\checkmark		
644	✓		
649	\checkmark		
678	\checkmark		
756	\checkmark		
VISN 18 DISTRIBUTION	85.7%	14.3%	0.0%
NATIONAL DISTRIBUTION	47.6%	33.1%	19.4%

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

Facility	Yes	No	
501	\checkmark		
504		\checkmark	
519	✓		
644	\checkmark		
649	\checkmark		
678	\checkmark		
756	\checkmark		
VISN 18 DISTRIBUTION	85.7%	14.3%	
NATIONAL DISTRIBUTION	96.0%	4.0%	

6. Is a union representative appointed to the Medical Center Executive Council?

Facility	Yes	No		
501	\checkmark			
504		✓		
519	\checkmark			
644	\checkmark			
649		\checkmark		
678		\checkmark		
756	\checkmark			
VISN 18 DISTRIBUTION	57.1%	42.9%		
NATIONAL DISTRIBUTION	54.8%	45.2%		

6a. If appointed, how frequently does the union representative attend the Executive Council?

n = only facilities who answ	vered <u>yes</u> to que	stion 6 above.				
				Most of the		
Facility	Never	Occasionally	Half the time	time	All the time	
501				✓		
504						
519					\checkmark	
644				\checkmark		
649						
678						
756				\checkmark		
VISN 18 DISTRIBUTION	0.0%	0.0%	0.0%	75.0%	25.0%	
NATIONAL DISTRIBUTION	8.7%	26.1%	15.9%	34.8%	14.5%	

Are union representatives	appointed to	other committee	es?			
Facility	Yes, to all	Yes, to many	Yes, to a few	No		
501			\checkmark			
504			\checkmark			
519	\checkmark					
644	\checkmark					
649			✓			
678		✓				
756		✓				
VISN 18 DISTRIBUTION	28.6%	28.6%	42.9%	0.0%		
NATIONAL DISTRIBUTION	14.4%	64.0%	20.0%	1.6%		

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ORGANIZATIONAL STRUCTURES: INTEGRATED VA HEALTH CARE SYSTEMS ONLY (National *n*=27)

This section pertains only to integrated VA Health Care Systems. Questions 8 and 9 do not appear on your report because there are no integrated facilities within your network.

III. DECISION-MAKING & LEADERSHIP ACTIVITIES

10. Decisions are made at various levels within an organization. Indicate the level at which ultimate approval is made for the following decisions:

Network Med Center Service or Unit or Other 501 1) Pachas of expensive medical equipment (<\$1mi)	Percentages based	on # of facilities that selected a decision-making level for the g	jiven decision.				
501 1) Purchase of expensive medical equipment (-\$1mi) - 2) Allocation of resources among clinical services - 4) What categories of patients will receive hearing adds - 5) Where patients will receive hearing adds - 6) What services a campus will provide - 7) Development of a strategic plan for clinical services - 8) Other (unspecified) - 504 1) Purchase of opensive medical equipment (-\$1mi) - 2) Allocation of resources among clinical services - 3) How new clinical practice guidelines will be infigurement de strategic plan for clinical services - 504 1) Purchase of opensive medical equipment (-\$1mi) - 3) How new clinical practice guidelines will be infigurement de strategic plan for clinical services - 4) What categories of patients will receive hearing ads - - 5) Where patients will receive new hearing ads - - 6) Other (unspecified) - - - 7) Development of a strategic plan for clinical services - - - 8) Other (unspecified) - - - - 6) Other (unspecified) - -<			Network	Med Center	Service or	Unit or	
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2005 Inventory of VHA Organizational Characteristics: VISN 18 Medical Centers

(continued)

Facility	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified
649	 Purchase of expensive medical equipment (>\$1mil) Allocation of resources among clinical services How new clinical practice guidelines will be implemented What categories of patients will receive hearing aids Where patients will receive open heart surgery What services a campus will provide 	✓	¥	√ √ √		
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678	 Purchase of expensive medical equipment (>\$1mil) Allocation of resources among clinical services 	\checkmark	✓			
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	6) What services a campus will provide7) Development of a strategic plan for clinical services		√ √			
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	2) Allocation of resources among clinical services	0.0%	100.0%	0.0%	0.0%	0.0%
	3) How new clinical practice guidelines will be implemented	14.3%	14.3%	71.4%	0.0%	0.0%
	4) What categories of patients will receive hearing aids	14.3%	28.6%	42.9%	14.3%	0.0%
	5) Where patients will receive open heart surgery	28.6%	14.3%	42.9%	0.0%	14.3%
	6) What services a campus will provide	42.9%	57.1%	0.0%	0.0%	0.0%
	7) Development of a strategic plan for clinical services	0.0%	85.7%	14.3%	0.0%	0.0%
	8) Other (unspecified)	0.0%	100.0%	0.0%	0.0%	0.0%
ATIONAL DISTRIBUTION	1) Purchase of expensive medical equipment (>\$1mil)	83.9%	15.3%	0.0%	0.0%	0.8%
	2) Allocation of resources among clinical services	3.2%	92.8%	4.0%	0.0%	0.0%
	3) How new clinical practice guidelines will be implemented	10.4%	24.0%	55.2%	2.4%	8.0%
	4) What categories of patients will receive hearing aids	31.1%	14.8%	32.8%	7.4%	13.9%
	5) Where patients will receive open heart surgery	27.4%	23.4%	32.3%	8.1%	8.9%
	6) What services a campus will provide	44.7%	52.8%	0.0%	0.8%	1.6%
	7) Development of a strategic plan for clinical services	13.8%	57.7%	24.4%	1.6%	2.4%
	8) Other (unspecified)	7.1%	50.0%	7.1%	0.0%	35.7%

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

. ...

For each staff position lis	sted, indicate regular attend	lance for up to 6 M	ledical Center	committees that deal with quality or	patient safety:
Percentages based on all fac	cilities surveyed; responses left b	blank could not neces	sarily be assume	i '0'.	
		Attends 1	Attends 2-3	Attends 4-6	
Facility	Position	committee	committees	committees	
501	Medical Center Director		\checkmark		
	Chief of Staff		\checkmark		
	Associate Director	\checkmark			
	Nurse Executive			\checkmark	
504	Medical Center Director		\checkmark		
	Chief of Staff		\checkmark		
	Associate Director				
	Nurse Executive			\checkmark	
519	Medical Center Director				
	Chief of Staff		\checkmark		
	Associate Director				
	Nurse Executive			\checkmark	
644	Medical Center Director		\checkmark		
	Chief of Staff		\checkmark		
	Associate Director		\checkmark		
	Nurse Executive		✓		
649	Medical Center Director	\checkmark			
	Chief of Staff		\checkmark		
	Associate Director		\checkmark		
	Nurse Executive	\checkmark			
678	Medical Center Director		\checkmark		
	Chief of Staff		\checkmark		
	Associate Director		\checkmark		
	Nurse Executive		\checkmark		
756	Medical Center Director	\checkmark			
	Chief of Staff	\checkmark			
	Associate Director	\checkmark			
	Nurse Executive		\checkmark		
VISN 18 DISTRIBUTION	Medical Center Director	28.6%	57.1%	0.0%	
	Chief of Staff	14.3%	85.7%	0.0%	
	Associate Director	28.6%	42.9%	0.0%	
	Nurse Executive	14.3%	42.9%	42.9%	
NATIONAL DISTRIBUTION	Medical Center Director	39.3%	32.6%	2.2%	
	Chief of Staff	11.1%	56.3%	24.4%	
	Associate Director	14.8%	52.6%	15.6%	
	Nurse Executive	9.6%	44.4%	37.8%	

Responses left blank word as	sumed '0' here, as specified in th	e Inventory instrume	ont				
Responses ien blank wele as	sumed o here, as specified in th			Merkereurs	Netional Comm	ittees Teek (see	o Workers
Facility	Position		tees, Task-forces			hittees, Task-force	
		0-2 groups	3-4 groups	5+ groups	0-2 groups	3-4 groups	5+ group
501	Medical Center Director	√			· ·		
	Chief of Staff	v			· ·		
	Associate Director	√			↓		
	Nurse Executive	√			√		
504	Medical Center Director	√			✓		
	Chief of Staff	\checkmark			✓ ✓		
	Associate Director	\checkmark			✓		
	Nurse Executive		✓		~		
519	Medical Center Director		✓				\checkmark
	Chief of Staff			\checkmark		\checkmark	
	Associate Director	\checkmark			√		
	Nurse Executive	✓			✓		
644	Medical Center Director	\checkmark			✓		
	Chief of Staff	\checkmark			✓		
	Associate Director	\checkmark			✓		
	Nurse Executive		✓		✓		
649	Medical Center Director		\checkmark				\checkmark
	Chief of Staff	\checkmark			✓		
	Associate Director	\checkmark			✓		
	Nurse Executive	\checkmark			✓		
678	Medical Center Director	\checkmark				\checkmark	
	Chief of Staff	\checkmark			✓		
	Associate Director		\checkmark		✓		
	Nurse Executive		\checkmark			\checkmark	
756	Medical Center Director	\checkmark			✓		
	Chief of Staff	\checkmark			✓		
	Associate Director		\checkmark		✓		
	Nurse Executive		\checkmark		✓		
VISN 18 DISTRIBUTION	Medical Center Director	71.4%	28.6%	0.0%	57.1%	14.3%	28.6%
	Chief of Staff	85.7%	0.0%	14.3%	85.7%	14.3%	0.0%
	Associate Director	71.4%	28.6%	0.0%	100.0%	0.0%	0.0%
	Nurse Executive	42.9%	57.1%	0.0%	85.7%	14.3%	0.0%
NATIONAL DISTRIBUTION	Medical Center Director	29.6%	43.0%	27.4%	78.5%	17.8%	3.7%
	Chief of Staff	39.3%	34.1%	26.7%	90.4%	5.2%	4.4%
	Associate Director	45.9%	33.3%	20.7%	95.6%	3.0%	1.5%
	Nurse Executive	37.8%	37.0%	25.2%	77.8%	17.0%	5.2%

IV. PERFORMANCE & QUALITY

13. At what level(s) of aggregation is performance data available in the Medical Center?

Multiple responses could be se	lected.				
Facility	By Facility	By Service, Service-Line or Dept	By Work-Unit	By Individual Clinician	
501	\checkmark	\checkmark	\checkmark	\checkmark	
504	\checkmark	\checkmark	✓	\checkmark	
519	✓	\checkmark	✓	✓	
644	✓				
649	✓	\checkmark	✓	✓	
678	✓	\checkmark	✓	✓	
756	✓	\checkmark	✓	✓	
VISN 18 DISTRIBUTION	100.0%	85.7%	85.7%	85.7%	
NATIONAL DISTRIBUTION	95.2%	91.9%	81.5%	81.5%	

14. Approximately what proportion of *clinical service chiefs* share performance data with their staff?

Facility	All	Most	About half	A few	None	
501	\checkmark					
504		\checkmark				
519		\checkmark				
644	✓					
649			\checkmark			
678	\checkmark					
678	✓					
VISN 18 DISTRIBUTION	57.1%	28.6%	14.3%	0.0%	0.0%	
NATIONAL DISTRIBUTION	52.8%	43.9%	3.3%	0.0%	0.0%	

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

Facility	All	Most	About half	A few	None	
501		\checkmark				
504				✓		
519		\checkmark				
644	✓					
649		\checkmark				
678	✓					
756	\checkmark					
VISN 18 DISTRIBUTION	42.9%	42.9%	0.0%	14.3%	0.0%	
NATIONAL DISTRIBUTION	53.7%	39.8%	4.9%	1.6%	0.0%	

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

Facility	All	Most	About half	A few	None	
501	\checkmark					
504				\checkmark		
519		\checkmark				
644	✓					
649			\checkmark			
678	✓					
756	✓					
VISN 18 DISTRIBUTION	57.1%	14.3%	14.3%	14.3%	0.0%	
NATIONAL DISTRIBUTION	42.7%	48.4%	4.0%	4.8%	0.0%	

17. Approximately what proportion of individual clinical units are held accountable for performance goals?

Facility	All	Most	About half	A few	None	
501					\checkmark	
504		\checkmark				
519	\checkmark					
644	\checkmark					
649	\checkmark					
678		\checkmark				
756	\checkmark					
VISN 18 DISTRIBUTION	57.1%	28.6%	0.0%	0.0%	14.3%	
NATIONAL DISTRIBUTION	65.9%	26.2%	2.4%	2.4%	3.2%	

18. Does the facility have designated physician champions for performance goals?

		-	-	
		Multiple champs	No formally	
	Single champ for	for different	designated	
Facility	all measures	areas	champs	
501		\checkmark		
504			✓	
519		✓		
644		\checkmark		
649		\checkmark		
678		\checkmark		
756		\checkmark		
VISN 18 DISTRIBUTION	0.0%	85.7%	14.3%	
NATIONAL DISTRIBUTION	9.4%	79.7%	10.9%	

19. Are funds set aside for employee recognition programs (other than national/ECF)?

Facility	Yes	No	Avg proportion of budget set aside for employee recognition programs:
501	\checkmark		0.35%
504	\checkmark		0.001%
519		\checkmark	
644	\checkmark		1.00%
649	\checkmark		0.20%
678	\checkmark		0.50%
756	\checkmark		1.00%
VISN 18 DISTRIBUTION	85.7%	14.3%	0.51%
NATIONAL DISTRIBUTION	96.1%	3.9%	0.90%

20. When was the Medical Center's most recent JCAHO review conducted?

Facility	2002	2003	2004	2005	
501				\checkmark	
504				\checkmark	
519				✓	
644				✓	
649				✓	
678				\checkmark	
756				\checkmark	
VISN 18 DISTRIBUTION	0.0%	0.0%	0.0%	100.0%	
NATIONAL DISTRIBUTION	11.6%	24.8%	42.6%	20.9%	

21. Approximate number of requirements for improvement from last JCAHO review:

Facility	0-3	4-7	8-25	
501			\checkmark	
504		✓		
519			\checkmark	
644		\checkmark		
649			\checkmark	
678		\checkmark		
756			\checkmark	
VISN 18 DISTRIBUTION	0.0%	42.9%	57.1%	
NATIONAL DISTRIBUTION	38.9%	27.0%	34.1%	

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

Facility	Yes	No	
501		\checkmark	
504	\checkmark		
519		\checkmark	
644		\checkmark	
649		\checkmark	
678		\checkmark	
756		\checkmark	
VISN 18 DISTRIBUTION	14.3%	85.7%	
NATIONAL DISTRIBUTION	38.0%	62.0%	

22a. If ves: Does the Medical Center currently use Baldrige principles to inform internal improvement efforts?

n = only facilities who ans	wered <u>yes</u> to que	estion 22 above.			
Facility	Yes	No			
501					
504	✓				
519					
644					
649					
578					
756					
VISN 18 DISTRIBUTION	100.0%	0.0%			
NATIONAL DISTRIBUTION	85.7%	14.3%			

22b. <u>If yes</u>: Has the Medical Center submitted a *Baldrige* quality application?

n = only facilities who ans	wered <u>yes</u> to que	estion 22 above.
Facility	Yes	No
501		
504	✓	
519		
644		
649		
678		
756		
VISN 18 DISTRIBUTION	100.0%	0.0%
NATIONAL DISTRIBUTION	57.2%	42.9%

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

Facility	Yes	No	
501		\checkmark	
504	✓		
519		\checkmark	
644		\checkmark	
649	\checkmark		
678	\checkmark		
756		\checkmark	
VISN 18 DISTRIBUTION	42.9%	57.1%	
NATIONAL DISTRIBUTION	39.7%	60.3%	

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

n = only facilities who answered <u>yes</u> to question 23 above. Multiple responses could be selected.

						VA Quality		
	Robert Carey	Local city or	Presidential	Ken Kizer	JCAHO Codman	Achievement		Other national
Facility	Award	state award	Quality Award	Quality Award	Award	Grant	Other VA award	award
501								
504	✓							
519								
644								
649	\checkmark							
678					\checkmark		\checkmark	
756								
VISN 18 DISTRIBUTION	66.7%	0.0%	0.0%	0.0%	33.3%	0.0%	33.3%	0.0%
NATIONAL DISTRIBUTION	69.2%	25.0%	9.6%	13.5%	3.8%	1.9%	17.3%	11.5%