



2005 Inventory of VHA Organizational Characteristics

Profile of Medical Centers in VISN 21

March 2006

Medical Center Profile:

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

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

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

Contents:

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

Additional Information:

A sample of the original web-based *Inventory* instrument is available on our website at <http://www.colmr.research.med.va.gov/publications/reports/>.

Additional questions for COLMR regarding the 2005 *Inventory* may be directed to Zoë LeVan at zoe.levan@va.org.

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

Office of Research and Development
Department of Veterans Affairs

I. ORGANIZATIONAL STRUCTURES

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

Free-text response categories. Presented as received.

Facility	Clinical Areas
459	Primary Care and HBPC Patient Care Line Mental Health Patient Care Line Geriatrics, Rehabilitation, and Extended Care Patient Care Line Quality Executive Board Care of Patients Committee
570	Mental Health Services Primary Care Services Extended Care Services
612	Mental Health
640	All
654	Ambulatory Care Service Mental Health Service Geriatrics and Extended Care Service
662	ICUs Inpatient Acute Ambulatory Care Geriatrics and Extended Care Operating Rooms

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	Multi-disciplinary team for quality	Clinical SL with staff & budget	Clinical SL with line authority for
		& communicate policy, resolve problems	improvement	authority, matrixed with dept/discipline leaders	staff and budget
459	5	0.0%	0.0%	20.0%	40.0%
570	3	100.0%	0.0%	0.0%	0.0%
612	1	0.0%	0.0%	0.0%	100.0%
640	(undefined)	0.0%	0.0%	0.0%	0.0%
654	3	100.0%	100.0%	0.0%	0.0%
662	5	100.0%	100.0%	0.0%	0.0%
VISN 21 DISTRIBUTION		50.0%	33.3%	3.3%	23.3%
NATIONAL DISTRIBUTION		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.

Facility	Med Center Director or Chief of Staff	Staff to MCD or COS	Primary or Ambulatory Care Line Lead	Medicine or Medical Care Line Lead	Second-level Care Line Manager	Other Quadrad Leader	Other Admin Lead	Other Care Line Lead
459			✓					
570				✓				
612						✓		
640							✓	
654			✓					
662			✓					
VISN 21 DISTRIBUTION	0.0%	0.0%	50.0%	16.7%	0.0%	16.7%	16.7%	0.0%
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?

Facility	No affiliates	1 affiliate	2 affiliates	At least one affiliate within walking distance of VAMC: <i>(n=facilities who indicated 1+ affiliates)</i>
459		✓		
570		✓		
612		✓		
640		✓		
654			✓	
662		✓		
VISN 21 DISTRIBUTION	0.0%	83.3%	16.7%	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
459		✓	
570	✓		
612		✓	
640		✓	
654	✓		
662		✓	
VISN 21 DISTRIBUTION	33.3%	66.7%	0.0%
NATIONAL DISTRIBUTION	47.6%	33.1%	19.4%

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

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

Facility	Yes	No
459	✓	
570	✓	
612	✓	
640	✓	
654		✓
662	✓	
VISN 21 DISTRIBUTION	83.3%	16.7%
NATIONAL DISTRIBUTION	96.0%	4.0%

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

Facility	Yes	No
459		✓
570		✓
612		✓
640	✓	
654		✓
662		✓
VISN 21 DISTRIBUTION	16.7%	83.3%
NATIONAL DISTRIBUTION	54.8%	45.2%

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

n = only facilities who answered yes to question 6 above.

Facility	Never	Occasionally	Half the time	Most of the time	All the time
459					
570					
612					
640				✓	
654					
662					
VISN 21 DISTRIBUTION	0.0%	0.0%	0.0%	100.0%	0.0%
NATIONAL DISTRIBUTION	8.7%	26.1%	15.9%	34.8%	14.5%

7. Are union representatives appointed to other committees?

Facility	Yes, to all	Yes, to many	Yes, to a few	No
459		✓		
570		✓		
612		✓		
640		✓		
654			✓	
662			✓	
VISN 21 DISTRIBUTION	0.0%	66.7%	33.3%	0.0%
NATIONAL DISTRIBUTION	14.4%	64.0%	20.0%	1.6%

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

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

Items in this section (questions 8 & 9) pertain only to **integrated facilities**. Here, as in other sections, denominators include only facilities who answered the question.

8. For the following services, select the structure which best describes the organization of those services within the integrated medical center:

Percentages are based on # of integrated facilities that selected a given structure, by service.

Facility	Service	Services consolidated to one campus	Services at multiple campuses, but combined under single system chief	Services at multiple campuses and under separate campus chiefs	Other integrating structure
640	Inpatient acute care		✓		
	Inpatient psychiatry		✓		
	Inpatient long-term care		✓		
	Outpatient primary care		✓		
	Outpatient mental health		✓		
	Outpatient specialty care		✓		
	Outpatient surgery		✓		
VISN 21 DISTRIBUTION	Inpatient acute care	0.0%	100.0%	0.0%	0.0%
	Inpatient psychiatry	0.0%	100.0%	0.0%	0.0%
	Inpatient long-term care	0.0%	100.0%	0.0%	0.0%
	Outpatient primary care	0.0%	100.0%	0.0%	0.0%
	Outpatient mental health	0.0%	100.0%	0.0%	0.0%
	Outpatient specialty care	0.0%	100.0%	0.0%	0.0%
	Outpatient surgery	0.0%	100.0%	0.0%	0.0%
NATIONAL DISTRIBUTION	Inpatient acute care	40.9%	50.0%	9.1%	0.0%
	Inpatient psychiatry	54.5%	40.9%	0.0%	4.5%
	Inpatient long-term care	36.4%	63.6%	0.0%	0.0%
	Outpatient primary care	0.0%	81.8%	9.1%	9.1%
	Outpatient mental health	0.0%	90.9%	4.5%	4.5%
	Outpatient specialty care	0.0%	81.8%	9.1%	9.1%
	Outpatient surgery	50.0%	45.5%	4.5%	0.0%

9. Is there a single set of medical bylaws for the integrated medical center, or does each campus have its own?

Facility	Single set for the system	Each campus has own set
664	✓	
VISN 21 DISTRIBUTION	100.0%	0.0%
NATIONAL DISTRIBUTION	91.3%	8.7%

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

III. DECISION-MAKING & LEADERSHIP ACTIVITIES

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

Percentages based on # of facilities that selected a decision-making level for the given decision.

Facility	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
459	1) Purchase of expensive medical equipment (>\$1mil)	✓				
	2) Allocation of resources among clinical services		✓			
	3) How new clinical practice guidelines will be implemented			✓		
	4) What categories of patients will receive hearing aids			✓		
	5) Where patients will receive open heart surgery				✓	
	6) What services a campus will provide	✓				
	7) Development of a strategic plan for clinical services		✓			
	8) Other (unspecified)					
570	1) Purchase of expensive medical equipment (>\$1mil)		✓			
	2) Allocation of resources among clinical services		✓			
	3) How new clinical practice guidelines will be implemented		✓			
	4) What categories of patients will receive hearing aids			✓		
	5) Where patients will receive open heart surgery			✓		
	6) What services a campus will provide		✓			
	7) Development of a strategic plan for clinical services			✓		
	8) Other (unspecified)					
612	1) Purchase of expensive medical equipment (>\$1mil)	✓				
	2) Allocation of resources among clinical services		✓			
	3) How new clinical practice guidelines will be implemented			✓		
	4) What categories of patients will receive hearing aids		✓			
	5) Where patients will receive open heart surgery			✓		
	6) What services a campus will provide		✓			
	7) Development of a strategic plan for clinical services			✓		
	8) Other (unspecified)					
640	1) Purchase of expensive medical equipment (>\$1mil)	✓				
	2) Allocation of resources among clinical services		✓			
	3) How new clinical practice guidelines will be implemented			✓		
	4) What categories of patients will receive hearing aids			✓		
	5) Where patients will receive open heart surgery			✓		
	6) What services a campus will provide		✓			
	7) Development of a strategic plan for clinical services			✓		
	8) Other (unspecified)					

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

(continued)

Facility	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
654	1) Purchase of expensive medical equipment (>\$1mil)	✓				
	2) Allocation of resources among clinical services		✓			
	3) How new clinical practice guidelines will be implemented			✓		
	4) What categories of patients will receive hearing aids				✓	
	5) Where patients will receive open heart surgery			✓		
	6) What services a campus will provide		✓			
	7) Development of a strategic plan for clinical services		✓			
	8) Other (unspecified)					
662	1) Purchase of expensive medical equipment (>\$1mil)	✓				
	2) Allocation of resources among clinical services		✓			
	3) How new clinical practice guidelines will be implemented		✓			
	4) What categories of patients will receive hearing aids			✓		
	5) Where patients will receive open heart surgery			✓		
	6) What services a campus will provide		✓			
	7) Development of a strategic plan for clinical services		✓			
	8) Other (unspecified)					
VISN 21 DISTRIBUTION	1) Purchase of expensive medical equipment (>\$1mil)	83.3%	16.7%	0.0%	0.0%	0.0%
	2) Allocation of resources among clinical services	0.0%	100.0%	0.0%	0.0%	0.0%
	3) How new clinical practice guidelines will be implemented	0.0%	33.3%	66.7%	0.0%	0.0%
	4) What categories of patients will receive hearing aids	0.0%	16.7%	66.7%	16.7%	0.0%
	5) Where patients will receive open heart surgery	0.0%	0.0%	83.3%	16.7%	0.0%
	6) What services a campus will provide	16.7%	83.3%	0.0%	0.0%	0.0%
	7) Development of a strategic plan for clinical services	0.0%	50.0%	50.0%	0.0%	0.0%
	8) Other (unspecified)	0.0%	0.0%	0.0%	0.0%	0.0%
NATIONAL DISTRIBUTION	1) Purchase of expensive medical equipment (>\$1mil)	83.9%	15.3%	0.0%	0.0%	0.8%
	2) Allocation of resources among clinical services	3.2%	92.8%	4.0%	0.0%	0.0%
	3) How new clinical practice guidelines will be implemented	10.4%	24.0%	55.2%	2.4%	8.0%
	4) What categories of patients will receive hearing aids	31.1%	14.8%	32.8%	7.4%	13.9%
	5) Where patients will receive open heart surgery	27.4%	23.4%	32.3%	8.1%	8.9%
	6) What services a campus will provide	44.7%	52.8%	0.0%	0.8%	1.6%
	7) Development of a strategic plan for clinical services	13.8%	57.7%	24.4%	1.6%	2.4%
	8) Other (unspecified)	7.1%	50.0%	7.1%	0.0%	35.7%

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

11. For each staff position listed, indicate regular attendance for up to 6 Medical Center committees that deal with quality or patient safety:

Percentages based on all facilities surveyed; responses left blank could not necessarily be assumed '0'.

Facility	Position	Attends 1 committee	Attends 2-3 committees	Attends 4-6 committees
459	Medical Center Director	✓		
	Chief of Staff			✓
	Associate Director	✓		
	Nurse Executive			✓
570	Medical Center Director			
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive			✓
612	Medical Center Director		✓	
	Chief of Staff		✓	
	Associate Director			✓
	Nurse Executive		✓	
640	Medical Center Director			
	Chief of Staff			
	Associate Director			
	Nurse Executive		✓	
654	Medical Center Director		✓	
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive			✓
662	Medical Center Director		✓	
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive			✓
VISN 21 DISTRIBUTION	Medical Center Director	16.7%	50.0%	0.0%
	Chief of Staff	0.0%	66.7%	16.7%
	Associate Director	16.7%	50.0%	16.7%
	Nurse Executive	0.0%	33.3%	66.7%
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%

12. For each staff position listed, indicate the number of committees (external to the Medical Center) of which that person is a formal member:

Responses left blank were assumed '0' here, as specified in the *Inventory* instrument.

Facility	Position	VISN Committees, Task-forces, Workgroups			National Committees, Task-forces, Workgroups		
		0-2 groups	3-4 groups	5+ groups	0-2 groups	3-4 groups	5+ groups
459	Medical Center Director		✓			✓	
	Chief of Staff		✓		✓		
	Associate Director	✓			✓		
	Nurse Executive	✓			✓		
570	Medical Center Director		✓			✓	
	Chief of Staff	✓				✓	
	Associate Director	✓				✓	
	Nurse Executive	✓				✓	
612	Medical Center Director		✓		✓		
	Chief of Staff		✓			✓	
	Associate Director	✓			✓		
	Nurse Executive		✓			✓	
640	Medical Center Director	✓			✓		
	Chief of Staff	✓			✓		
	Associate Director	✓			✓		
	Nurse Executive	✓			✓		
654	Medical Center Director			✓	✓		
	Chief of Staff			✓	✓		
	Associate Director			✓	✓		
	Nurse Executive		✓		✓		
662	Medical Center Director		✓		✓		
	Chief of Staff		✓		✓		
	Associate Director		✓		✓		
	Nurse Executive		✓		✓		
VISN 21 DISTRIBUTION	Medical Center Director	16.7%	66.7%	16.7%	66.7%	33.3%	0.0%
	Chief of Staff	33.3%	50.0%	16.7%	66.7%	33.3%	0.0%
	Associate Director	66.7%	16.7%	16.7%	83.3%	16.7%	0.0%
	Nurse Executive	50.0%	50.0%	0.0%	66.7%	33.3%	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%

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

IV. PERFORMANCE & QUALITY

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

Multiple responses could be selected.

Facility	By Facility	By Service, Service-Line or Dept	By Work-Unit	By Individual Clinician
459	✓	✓	✓	✓
570	✓	✓		
612	✓	✓	✓	✓
640	✓	✓		✓
654	✓	✓	✓	✓
662	✓	✓	✓	✓
VISN 21 DISTRIBUTION	100.0%	100.0%	66.7%	83.3%
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
459		✓			
570		✓			
612		✓			
640		✓			
654		✓			
662	✓				
VISN 21 DISTRIBUTION	16.7%	83.3%	0.0%	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
459		✓			
570		✓			
612	✓				
640		✓			
654	✓				
662	✓				
VISN 21 DISTRIBUTION	50.0%	50.0%	0.0%	0.0%	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
459		✓			
570		✓			
612		✓			
640		✓			
654		✓			
662	✓				
VISN 21 DISTRIBUTION	16.7%	83.3%	0.0%	0.0%	0.0%
NATIONAL DISTRIBUTION	42.7%	48.4%	4.0%	4.8%	0.0%

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

Facility	All	Most	About half	A few	None
459			✓		
570	✓				
612		✓			
640		✓			
654		✓			
662	✓				
VISN 21 DISTRIBUTION	33.3%	50.0%	16.7%	0.0%	0.0%
NATIONAL DISTRIBUTION	65.9%	26.2%	2.4%	2.4%	3.2%

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

Facility	Single champ for all measures	Multiple champs for different areas	No formally designated champs
459		✓	
570		✓	
612		✓	
640	✓		
654		✓	
662		✓	
VISN 21 DISTRIBUTION	16.7%	83.3%	0.0%
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:
459		✓	
570	✓		1.00%
612	✓		0.40%
640	✓		1.00%
654	✓		0.15%
662	✓		0.20%
VISN 21 DISTRIBUTION	83.3%	16.7%	0.46%
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
459			✓	
570			✓	
612	✓			
640			✓	
654			✓	
662			✓	
VISN 21 DISTRIBUTION	16.7%	0.0%	83.3%	0.0%
NATIONAL DISTRIBUTION	11.6%	24.8%	42.6%	20.9%

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

Facility	0-3	4-7	8-25
459		✓	
570		✓	
612			✓
640			✓
654			✓
662		✓	
VISN 21 DISTRIBUTION	0.0%	60.0%	40.0%
NATIONAL DISTRIBUTION	38.9%	27.0%	34.1%

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

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

Facility	Yes	No
459	✓	
570		✓
612		✓
640		✓
654		✓
662		✓
VISN 21 DISTRIBUTION	16.7%	83.3%
NATIONAL DISTRIBUTION	38.0%	62.0%

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

n = only facilities who answered yes to question 22 above.

Facility	Yes	No
459		✓
570		
612		
640		
654		
662		
VISN 21 DISTRIBUTION	0.0%	100.0%
NATIONAL DISTRIBUTION	85.7%	14.3%

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

n = only facilities who answered yes to question 22 above.

Facility	Yes	No
459	✓	
570		
612		
640		
654		
662		
VISN 21 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
459	✓	
570		✓
612		✓
640		✓
654		✓
662		✓
VISN 21 DISTRIBUTION	16.7%	83.3%
NATIONAL DISTRIBUTION	39.7%	60.3%

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

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

Facility	Robert Carey Award	Local city or state award	Presidential Quality Award	Ken Kizer Quality Award	JCAHO Codman Award	VA Quality Achievement Grant	Other VA award	Other national award
459	✓							
570								
612								
640								
654								
662								
VISN 21 DISTRIBUTION	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
NATIONAL DISTRIBUTION	69.2%	25.0%	9.6%	13.5%	3.8%	1.9%	17.3%	11.5%