

2005 Inventory of VHA Organizational Characteristics

Profile of Medical Centers in VISN 23

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.

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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	
437	Primary & Specialty Care Svc Line Extended Care & Rehabilitation Svc Line Diagnostics & Therapeutics Svc Line Surgery/Specialty Medicine Svc Line	
438	Primary Care & Specialty Med Svc Line Surgery & Specialty Med Svc Line - Dental Extended Care & Rehabilitation Svc Line Mental Health Svc Line	
555	Surgery Svc Line Mental Health Svc Line Imaging/Lab Svc Line	Primary and Specialty Care Svc Line Extended Care and Rehab Svc Line Pharmacy Svc Line
568	Mental Health Surgery/Specialty Imaging	Primary and Specialty Medicine Extended Care and Rehabilitation Pathology and Laboratory
584	Mental Health Svc Line Extended Care/Rehab Svc Line Diagnostic Imaging Svc Line	Primary and Specialty Medicine Svc Line Surgical/Specialty Care Svc Line Pathology and Laboratory Medicine Svc Line
618	Primary Care Svc Line Mental Health Svc Line	Surgical Svc Line Extended Care & Rehabilitation Svc Line
636	Surgical Care Extended Care Imaging	Primary Care/Specialty Medicine Mental Health and Behavioral Science Pathology and Laboratory

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
437	4	100.0%	75.0%	50.0%	0.0%
438	4	0.0%	100.0%	100.0%	100.0%
555	6	100.0%	100.0%	0.0%	100.0%
568	6	0.0%	0.0%	100.0%	0.0%
584	6	0.0%	0.0%	100.0%	0.0%
618	4	0.0%	0.0%	0.0%	100.0%
636	6	0.0%	0.0%	0.0%	100.0%
VISN 23 DISTRIBUTION		28.6%	39.3%	50.0%	57.1%
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
437					✓			
438			✓					
555			✓					
568			✓					✓
584	✓		✓		✓			
618					✓			
636				✓		✓		
VISN 23 DISTRIBUTION	14.3%	0.0%	57.1%	14.3%	42.9%	14.3%	0.0%	14.3%
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>
437		✓		
438		✓		✓
555			✓	
568		✓		
584		✓		✓
618		✓		
636			✓	
VISN 23 DISTRIBUTION	0.0%	71.4%	28.6%	28.6%
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
437		✓	
438	✓		
555			✓
568		✓	
584	✓		
618		✓	
636			✓
VISN 23 DISTRIBUTION	28.6%	42.9%	28.6%
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
437	✓	
438	✓	
555	✓	
568	✓	
584	✓	
618	✓	
636	✓	
VISN 23 DISTRIBUTION	100.0%	0.0%
NATIONAL DISTRIBUTION	96.0%	4.0%

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

Facility	Yes	No
437	✓	
438	✓	
555		✓
568	✓	
584	✓	
618	✓	
636		✓
VISN 23 DISTRIBUTION	71.4%	28.6%
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
437				✓	
438				✓	
555					
568				✓	
584				✓	
618					✓
636					
VISN 23 DISTRIBUTION	0.0%	0.0%	0.0%	80.0%	20.0%
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
437		✓		
438		✓		
555		✓		
568	✓			
584		✓		
618		✓		
636		✓		
VISN 23 DISTRIBUTION	14.3%	85.7%	0.0%	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
555	Inpatient acute care	✓			
	Inpatient psychiatry	✓			
	Inpatient long-term care	✓			
	Outpatient primary care		✓		
	Outpatient mental health		✓		
	Outpatient specialty care		✓		
	Outpatient surgery	✓			
568	Inpatient acute care		✓		
	Inpatient psychiatry	✓			
	Inpatient long-term care		✓		
	Outpatient primary care		✓		
	Outpatient mental health		✓		
	Outpatient specialty care		✓		
	Outpatient surgery		✓		
636	Inpatient acute care	✓			
	Inpatient psychiatry	✓			
	Inpatient long-term care	✓			
	Outpatient primary care		✓		
	Outpatient mental health		✓		
	Outpatient specialty care		✓		
	Outpatient surgery	✓			
VISN 23 DISTRIBUTION	Inpatient acute care	66.7%	33.3%	0.0%	0.0%
	Inpatient psychiatry	100.0%	0.0%	0.0%	0.0%
	Inpatient long-term care	66.7%	33.3%	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	66.7%	33.3%	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%

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

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
555	✓	
568	✓	
636	✓	
VISN 23 DISTRIBUTION	100.0%	0.0%
NATIONAL DISTRIBUTION	77.8%	7.4%

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)
437	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)					
438	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)					
555	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)					
568	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)
584	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)					
618	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)					
636	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 23 DISTRIBUTION	1) Purchase of expensive medical equipment (>\$1mil)	50.0%	33.3%	0.0%	0.0%	16.7%
	2) Allocation of resources among clinical services	14.3%	85.7%	0.0%	0.0%	0.0%
	3) How new clinical practice guidelines will be implemented	28.6%	0.0%	71.4%	0.0%	0.0%
	4)What categories of patients will receive hearing aids	42.9%	0.0%	28.6%	0.0%	28.6%
	5) Where patients will receive open heart surgery	28.6%	0.0%	57.1%	14.3%	0.0%
	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	14.3%	57.1%	28.6%	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
437	Medical Center Director		✓	
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive		✓	
438	Medical Center Director		✓	
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive			✓
555	Medical Center Director	✓		
	Chief of Staff		✓	
	Associate Director	✓		
	Nurse Executive		✓	
568	Medical Center Director	✓		
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive		✓	
584	Medical Center Director			
	Chief of Staff		✓	
	Associate Director	✓		
	Nurse Executive		✓	
618	Medical Center Director	✓		
	Chief of Staff	✓		
	Associate Director		✓	
	Nurse Executive		✓	
636	Medical Center Director		✓	
	Chief of Staff		✓	
	Associate Director		✓	
	Nurse Executive		✓	
VISN 23 DISTRIBUTION	Medical Center Director	42.9%	42.9%	0.0%
	Chief of Staff	14.3%	85.7%	0.0%
	Associate Director	28.6%	71.4%	0.0%
	Nurse Executive	0.0%	85.7%	14.3%
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%

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

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
437	Medical Center Director			✓	✓		
	Chief of Staff			✓	✓		
	Associate Director			✓		✓	
	Nurse Executive			✓	✓		
438	Medical Center Director			✓	✓		
	Chief of Staff			✓	✓		
	Associate Director		✓		✓		
	Nurse Executive			✓	✓		
555	Medical Center Director			✓	✓		
	Chief of Staff			✓	✓		
	Associate Director			✓	✓		
	Nurse Executive			✓			✓
568	Medical Center Director			✓		✓	
	Chief of Staff		✓				✓
	Associate Director			✓	✓		
	Nurse Executive			✓	✓		
584	Medical Center Director		✓		✓		
	Chief of Staff	✓			✓		
	Associate Director		✓		✓		
	Nurse Executive	✓			✓		
618	Medical Center Director		✓		✓		
	Chief of Staff	✓			✓		
	Associate Director	✓			✓		
	Nurse Executive	✓			✓		
636	Medical Center Director			✓	✓		
	Chief of Staff			✓	✓		
	Associate Director		✓		✓		
	Nurse Executive			✓	✓		
VISN 23 DISTRIBUTION	Medical Center Director	0.0%	28.6%	71.4%	85.7%	14.3%	0.0%
	Chief of Staff	28.6%	14.3%	57.1%	85.7%	0.0%	14.3%
	Associate Director	14.3%	42.9%	42.9%	85.7%	14.3%	0.0%
	Nurse Executive	28.6%	0.0%	71.4%	85.7%	0.0%	14.3%
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
437	✓	✓		✓	
438	✓	✓		✓	✓
555	✓	✓		✓	✓
568	✓	✓		✓	✓
584	✓	✓			
618	✓	✓			
636	✓	✓		✓	✓
VISN 23 DISTRIBUTION	100.0%	100.0%		71.4%	57.1%
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
437		✓			
438		✓			
555	✓				
568	✓				
584		✓			
618		✓			
636	✓				
VISN 23 DISTRIBUTION	42.9%	57.1%	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
437		✓			
438		✓			
555		✓			
568	✓				
584		✓			
618			✓		
636	✓				
VISN 23 DISTRIBUTION	28.6%	57.1%	14.3%	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
437		✓			
438		✓			
555				✓	
568			✓		
584		✓			
618			✓		
636	✓				
VISN 23 DISTRIBUTION	14.3%	42.9%	28.6%	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
437					✓
438	✓				
555	✓				
568	✓				
584					✓
618		✓			
636		✓			
VISN 23 DISTRIBUTION	42.9%	28.6%	0.0%	0.0%	28.6%
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
437			✓
438		✓	
555		✓	
568		✓	
584		✓	
618			✓
636		✓	
VISN 23 DISTRIBUTION	0.0%	71.4%	28.6%
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:
437	✓		0.46%
438	✓		0.50%
555	✓		0.50%
568	✓		0.01%
584	✓		5.00%
618	✓		0.75%
636	✓		0.40%
VISN 23 DISTRIBUTION	100.0%	0.0%	1.09%
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
437			✓	
438			✓	
555			✓	
568			✓	
584			✓	
618			✓	
636			✓	
VISN 23 DISTRIBUTION	0.0%	0.0%	100.0%	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
437			✓
438			✓
555			✓
568			✓
584			✓
618		✓	
636			✓
VISN 23 DISTRIBUTION	0.0%	14.3%	85.7%
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
437		✓
438	✓	
555		✓
568		✓
584		✓
618		✓
636		✓
VISN 23 DISTRIBUTION	14.3%	85.7%
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
437		
438	✓	
555		
568		
584		
618		
636		
VISN 23 DISTRIBUTION	100.0%	0.0%
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
437		
438		✓
555		
568		
584		
618		
636		
VISN 23 DISTRIBUTION	0.0%	100.0%
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
437		✓
438		✓
555		✓
568		✓
584		✓
618	✓	
636		✓
VISN 23 DISTRIBUTION	14.3%	85.7%
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
437								
438								
555								
568								
584								
618	✓							
636								
VISN 23 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%