

**VISN Summary Report
May 2006**

What is the Inventory of Organizational Characteristics?

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 in two versions: a network-level *Inventory* was sent to each network director and a facility-level *Inventory* was sent to each medical center director. All 21 VISNs and 136 medical centers completed the *Inventory*.

What can the Inventory tell us about Network Organization?

The Summary Report from the *2005 Inventory of VHA Organizational Characteristics* is intended for use as a reference document. To provide examples of how the *Inventory* can be used, we can look at several items on system integration. In 1995 VHA reorganized into VISNs to create a national system of integrated service networks that work across local geographic boundaries. The *Inventory* provides a basis for understanding how that reorganization has been translated into practice ten years later. To illustrate:

- All networks maintain VISN-wide guidelines and policies beyond those mandated by VACO directives. However, the clinical and administrative areas for which local policies/guidelines exist vary across networks (refer to [VISN Summary Report items #1-2](#)). For example, fewer than 40% of VISNs indicated VISN policies in areas such as Surgery, Dental Care, Ethics, or Facilities Management, while over 80% indicated VISN-wide policies in Pharmacy, Patient Safety, or Compliance.
- Similarly, 19 of 21 VISNs report some integrated services, defined in the *Inventory* as “functions that are organized network-wide under a single leadership team, where staff and services are located/provided in multiple facilities across the network”. However the clinical areas or disciplines for which an integrating structure exists vary ([VISN Summary Report item #4](#)). For example, integrating structures were reported more often for areas such as Geriatrics, Primary Care, or Contracting than for areas like Specialty Care or Informatics.
- The *responsibilities* of these integrated services also vary across networks. Just under 40% of all integrated services have an integrating structure with responsibility for setting policies and guidelines. Also, just under 40% (but not the same 40%) have direct supervisory authority over clinic staff, but only 15% have full authority over local budgets for that clinical area ([VISN Summary Report item #4c](#)).

Using the Inventory Summary Report:

This report presents information from the network-level *Inventory* in two parts. The **VISN Summary Report** includes *Inventory* item responses by VISN accompanied by national distributions to provide points of reference. The **Narrative Supplement** to the Summary Report details open-ended text item responses. Both the Summary and the Supplement are organized under six content categories, as referenced in the Table of Contents. National distributions are based on the number of networks who responded to that question, unless otherwise noted on the report.

The VISN *Inventory* Summary Report, together with the Medical Center *Inventory* Reports and samples of the original web-based *Inventory* instruments, are all accessible via the COLMR website: http://www.colmr.research.med.va.gov/resources/org_surveys/org_charac.cfm. 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

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I. NETWORK POLICIES AND PRACTICES

1. For which administrative areas are there VISN-wide policies or guidelines (other than National/VACO directives)?

Shown as % of VISNs who selected the category. Multiple responses could be selected.

VISN	Human Resources	Fiscal	Facilities Mgt.	Information Systems	Ethics	Business Office	Contracting/Purchasing	Emergency Mgt.	Compliance	Safety/EOC	Other*
1		✓		✓		✓	✓				
2	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
4									✓		
5		✓				✓	✓		✓	✓	✓
6	✓	✓		✓		✓	✓	✓	✓		
7	✓	✓	✓	✓		✓	✓	✓	✓		
8	✓	✓	✓				✓	✓	✓	✓	✓
9	✓	✓	✓	✓		✓	✓	✓	✓		✓
10		✓		✓	✓	✓	✓		✓		
11		✓		✓	✓			✓	✓	✓	✓
12	✓	✓		✓		✓	✓	✓	✓		
15	✓		✓	✓			✓	✓	✓		
16	✓		✓			✓	✓	✓	✓		✓
17	✓	✓	✓	✓			✓	✓	✓	✓	✓
18			✓	✓		✓	✓	✓	✓		✓
19				✓			✓	✓		✓	✓
20	✓			✓	✓	✓		✓		✓	✓
21	✓			✓					✓		✓
22		✓	✓	✓	✓	✓	✓	✓	✓		✓
23		✓		✓		✓	✓	✓			✓
NATIONAL:	57.1%	66.7%	47.6%	81.0%	28.6%	66.7%	81.0%	71.4%	81.0%	28.6%	66.7%

* Areas specified under "Other" are detailed in the Narrative Supplement to this report.

2. For which *clinical areas* are there VISN-wide policies or guidelines (other than National/VACO directives)?

Shown as % of VISNs who selected the category. Multiple responses could be selected.

VISN	Primary Care	Medicine	Surgery	Pharmacy	Mental Health	Dental Care	Prosthetics	Rehabilitation	Patient Safety	Quality/Utilization Review	Transfers/Referrals	Chiropractic	Other*
1	✓	✓	✓		✓		✓	✓	✓	✓			✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
3	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
4						✓			✓	✓	✓		
5				✓							✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
8		✓		✓			✓		✓	✓	✓		✓
9	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	
10						✓			✓	✓	✓	✓	✓
11	✓			✓	✓		✓		✓	✓	✓	✓	✓
12				✓			✓			✓	✓		
15				✓			✓		✓	✓	✓		
16	✓			✓	✓		✓		✓	✓	✓		✓
17	✓	✓		✓	✓				✓	✓	✓		
18				✓			✓			✓	✓	✓	✓
19				✓	✓		✓		✓	✓		✓	
20	✓	✓	✓	✓			✓		✓	✓	✓		✓
21				✓	✓					✓		✓	✓
22						✓	✓		✓	✓	✓	✓	✓
23	✓		✓	✓			✓		✓	✓			✓
Natl:	52.4%	42.9%	38.1%	81.0%	52.4%	28.6%	76.2%	23.8%	81.0%	90.5%	81.0%	42.9%	71.4%

* Areas specified under "Other" are detailed in the Narrative Supplement to this report.

3. List up to six (6) innovative network-wide initiatives implemented within the last three years.

Responses to this item are detailed in the *Narrative Supplement* to this report.

II. NETWORK INTEGRATION AND CONSOLIDATION

4. Does the VISN have any *integrated* services, service lines, or product lines (either clinical or administrative)?

For purposes of Questions 4-4c, the definition of **integrated services** includes functions that are organized network-wide under a single leadership team, where staff and services are located/provided in multiple facilities across the network. (For example, a mental health service line or a network business office.)

VISN	Yes	No
1	✓	
2	✓	
3	✓	
4		✓
5	✓	
6	✓	
7	✓	
8	✓	
9	✓	
10	✓	
11	✓	
12	✓	
15		✓
16	✓	
17	✓	
18	✓	
19	✓	
20	✓	
21	✓	
22	✓	
23	✓	
NATIONAL:	90.5%	9.5%

4a. If yes: List any network or regional integrated services, service lines, or product lines (either clinical or administrative) for this VISN:

Free-text responses, presented as submitted.

VISN	Integrated Services
1	Primary Care Mental Health Geriatrics and Extended Care Spinal Cord Injuries and Disease Sensory and Physical Rehabilitation Information Management Business Office
2	Medical VA Careline Behavioral Health VA Careline Geriatrics and Extended Care Diagnostics and Therapeutics Information Technology Finance
3	Business Office Mental Health Rehabilitation Education OWCP SCI Geriatrics and Extended Care Prosthetics Homelessness Pharmacy Benefits Management Emergency Management
4	
5	Chief Financial Officer Reorganization (Business Office) Remote Billing and Coding
6	Mental Health Geriatrics and Extended Care Primary Care Prosthetics SCI Contracting Finance Fee/Clinic of Jurisdiction MCCF Billing and Collections

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VISN	Integrated Services	
7	Informatics Prosthetics Logistics/Contracting	Classification Accounting
8	Contracting Services Blanket Purchase Agreements Safety and Health Program Emergency Management	Community Care Coordination Service Alternative Dispute Resolution Program Pharmacy Benefits Management Program
9	Medical Care Cost Recovery (MCCF) Acquisitions/SPD	Prosthetics Decision Support System (DSS)
10	Primary Care Line Mental Health Care Line Geriatrics and Extended Care Line Clinical Support Care Line	Medical/Surgical Care Line Rehabilitation Care Line Prosthetics Product Line
11	Contracting Prosthetics	Mental Health and Long Term Care Optical
12	Fiscal Great Lakes Acquisition Center Human Resource Management Service Utilization Management	Pathology and Laboratory Patient Financial Service Prosthetics
15		
16	Mental Health Program Line Diagnostic Product Line Pharmacy Benefits Workforce Development	Information Technology Logistics Business Office
17	Payroll Travel	Contracting Purchasing > \$25,000
18	Prosthetics Contracting	
19	Non-VA Care (Fee Basis) Network Accounts Receivable Unit Consolidated Contracting Decision Support - DSS	Travel Telehealth Payroll
20	Laboratory Services IT Network Management (Switches/Routers)	Computer Program Development Computer Systems Management
21	Prosthetics Contracting	
22	Human Resources	
23	Primary and Specialty Medicine Service Line Extended Care and Rehab Service Line Mental Health Service Line Surgical Specialty Service Line Pathology and Laboratory Service Line Imaging Service Line	Business Office Integrated Service Information Technology Integrated Service Logistics Integrated Service Research Service Education Integrated Service Prosthetics Integrated Service

4b. If yes: For each integrated service listed, select the most appropriate type of leadership:

Shown as proportion (%) of integrated services with that type of leadership.

VISN	n (# of svcs listed)	Clinician, full time	Clinician, collateral duty	Administrator, full time	Administrator, collateral duty	Shared leadership
1	7	85.7%	0.0%	14.3%	0.0%	0.0%
2	6	66.7%	0.0%	33.3%	0.0%	0.0%
3	11	81.8%	0.0%	18.2%	0.0%	0.0%
4	0	--	--	--	--	--
5	2	0.0%	0.0%	50.0%	50.0%	0.0%
6	9	33.3%	11.1%	55.6%	0.0%	0.0%
7	5	0.0%	0.0%	100.0%	0.0%	0.0%
8	7	14.3%	0.0%	42.9%	28.6%	14.3%
9	4	0.0%	0.0%	100.0%	0.0%	0.0%
10	7	0.0%	71.4%	28.6%	0.0%	0.0%
11	4	75.0%	0.0%	25.0%	0.0%	0.0%
12	7	28.6%	0.0%	71.4%	0.0%	0.0%
15	0	--	--	--	--	--
16	7	28.6%	0.0%	71.4%	0.0%	0.0%
17	4	0.0%	0.0%	100.0%	0.0%	0.0%
18	2	0.0%	0.0%	100.0%	0.0%	0.0%
19	7	0.0%	0.0%	57.1%	0.0%	42.9%
20	4	0.0%	25.0%	0.0%	0.0%	75.0%
21	2	0.0%	0.0%	100.0%	0.0%	0.0%
22	1	0.0%	0.0%	100.0%	0.0%	0.0%
23	12	0.0%	0.0%	50.0%	50.0%	0.0%
NATIONAL:	108	21.8%	5.7%	58.8%	6.8%	7.0%

4c. If yes: For each integrated service listed, identify the responsibilities it has:

Shown as proportion (%) of integrated services with that responsibility. Multiple responses could be selected.

VISN	n (number of svcs listed)	Sets network-wide clinical policies and clinical guidelines	Has full authority over local budgets for that clinical area	Has matrixed input into local budgets for that clinical area	Has direct supervisory authority over facility staff	Has matrixed supervisory authority over facility staff	Other responsibilities
1	7	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
2	6	66.7%	33.3%	0.0%	33.3%	0.0%	0.0%
3	11	90.9%	9.1%	63.6%	27.3%	45.5%	9.1%
4	0	--	--	--	--	--	--
5	2	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%
6	9	100.0%	33.3%	66.7%	33.3%	0.0%	0.0%
7	5	20.0%	60.0%	0.0%	80.0%	20.0%	0.0%
8	7	0.0%	0.0%	0.0%	0.0%	71.4%	28.6%
9	4	0.0%	25.0%	0.0%	75.0%	0.0%	25.0%
10	7	0.0%	0.0%	28.6%	0.0%	0.0%	100.0%
11	4	25.0%	0.0%	100.0%	25.0%	25.0%	0.0%
12	7	14.3%	28.6%	0.0%	100.0%	0.0%	0.0%
15	0	--	--	--	--	--	--
16	7	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
17	4	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
18	2	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%
19	7	0.0%	0.0%	0.0%	42.9%	42.9%	14.3%
20	4	25.0%	0.0%	75.0%	0.0%	75.0%	0.0%
21	2	0.0%	0.0%	50.0%	50.0%	50.0%	0.0%
22	1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
23	12	100.0%	0.0%	100.0%	33.3%	66.7%	8.3%
NATIONAL:	108	39.0%	15.2%	30.7%	39.5%	31.4%	12.4%

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

5. Does the VISN have any consolidated services, service lines, or product lines (either clinical or administrative)?

For purposes of questions 5-5c, the definition of consolidated services includes functions that are located at a single regional or network location.
(For example, a regional SCI center; or, one facility to which all patients travel for radiation therapy.)

VISN	Yes	No
1	✓	
2	✓	
3	✓	
4	✓	
5	✓	
6	✓	
7	✓	
8		✓
9	✓	
10	✓	
11	✓	
12	✓	
15	✓	
16	✓	
17		✓
18	✓	
19		✓
20	✓	
21		✓
22	✓	
23	✓	
NATIONAL:	81.0%	19.0%

5a. If yes: List any network or regional consolidated services, service lines, or product lines (either clinical or administrative) for this VISN:

Free-text responses, presented as submitted.

VISN	Consolidated Services	
1	Laboratory Prosthetics	
2	Center of Excellence: Cardiac Surgery Center of Excellence: Neuro Surgery	Center of Excellence: Radiation Oncology
3	Network Acquisition and Logistics	
4	Chiropractic Care MCCF Call Center Telephone Triage Center	SCI Outpatient Clinics Transplants Bariatric Surgery
5	Cardiac Surgery	
6	Fee and Clinic of Jurisdiction MCCF Billing and Collections	Finance Contracting
7	SCI Center (Augusta) Blind Rehabilitation (Augusta and Birmingham)	
8		
9	Spinal Cord Injury (SCI) Telephone Care - Evenings	Coding Transplant Service
10	DSS Program Tele-Nurse Program	
11	Human Resources Classification (Ann Arbor) Delegated Examining Unit (Indianapolis)	Contracting (Indianapolis)

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VISN	Consolidated Services	
12	Call Center	
15	Contracting/Logistics Human Resources Teleradiology	Credentialing Payroll
16	Spinal Cord Injury Traumatic Brain Injury Tri Fab Centers	Geriatric Research Education and Clinical Center Mental Illness Research Education and Clinical Center Domiciliary
17		
18	SCI Center Blind Rehabilitation Center	
19		
20	VistA Systems Management	
21		
22	Contracting - Network Business Center Accounting - Network Business Center	Procurement - Network Business Center Prosthetics
23	Bariatric Surgery Polytrauma Cardiac Surgery	

5b. If yes: For each consolidated service listed, select the most appropriate type of leadership:

Shown as proportion (%) of consolidated services with that type of leadership.

VISN	n (# svcs listed)	Clinician, full time	Clinician, collateral duty	Administrator, full time	Administrator, collateral duty	Shared leadership
1	2	0.0%	0.0%	100.0%	0.0%	0.0%
2	3	100.0%	0.0%	0.0%	0.0%	0.0%
3	1	100.0%	0.0%	0.0%	0.0%	0.0%
4	6	50.0%	33.3%	0.0%	16.7%	0.0%
5	1	100.0%	0.0%	0.0%	0.0%	0.0%
6	4	0.0%	0.0%	100.0%	0.0%	0.0%
7	2	100.0%	0.0%	0.0%	0.0%	0.0%
8	0	--	--	--	--	--
9	4	25.0%	25.0%	50.0%	0.0%	0.0%
10	2	50.0%	0.0%	50.0%	0.0%	0.0%
11	3	0.0%	0.0%	33.3%	66.7%	0.0%
12	1	0.0%	0.0%	0.0%	100.0%	0.0%
15	5	40.0%	0.0%	60.0%	0.0%	0.0%
16	6	66.7%	16.7%	16.7%	0.0%	0.0%
17	0	--	--	--	--	--
18	2	100.0%	0.0%	0.0%	0.0%	0.0%
19	0	--	--	--	--	--
20	1	0.0%	0.0%	100.0%	0.0%	0.0%
21	0	--	--	--	--	--
22	4	0.0%	0.0%	100.0%	0.0%	0.0%
23	3	0.0%	100.0%	0.0%	0.0%	0.0%
NATIONAL:	50	43.0%	10.3%	35.9%	10.8%	0.0%

5c. If yes: For each consolidated service listed, identify the responsibilities it has:							
Shown as proportion (%) of consolidated services with that type of leadership. Multiple responses could be selected.							
VISN	n (number of svcs listed)	Sets network-wide clinical policies and clinical guidelines	Has full authority over local budgets for that clinical area	Has matrixed input into local budgets for that clinical area	Has direct supervisory authority over facility staff	Has matrixed supervisory authority over facility staff	Other responsibilities
1	2	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
2	3	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
3	1	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
4	6	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%
5	1	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
6	4	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%
7	2	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%
8	0	--	--	--	--	--	--
9	4	0.0%	0.0%	50.0%	75.0%	25.0%	0.0%
10	2	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%
11	3	0.0%	0.0%	33.3%	100.0%	0.0%	0.0%
12	1	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
15	5	60.0%	0.0%	0.0%	60.0%	0.0%	0.0%
16	6	83.3%	100.0%	0.0%	50.0%	33.3%	0.0%
17	0	--	--	--	--	--	--
18	2	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%
19	0	--	--	--	--	--	--
20	1	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
21	0	--	--	--	--	--	--
22	4	0.0%	0.0%	0.0%	25.0%	0.0%	75.0%
23	3	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
NATIONAL:	50	40.8%	14.7%	34.3%	62.4%	21.1%	10.3%

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

III. NETWORK STRUCTURES

6. Does the VISN have a regular, recurring structure or process for communication between labor and management?

VISN	Yes	No
1	✓	
2	✓	
3	✓	
4	✓	
5	✓	
6	✓	
7	✓	
8		✓
9	✓	
10	✓	
11	✓	
12	✓	
15	✓	
16	✓	
17	✓	
18	✓	
19	✓	
20	✓	
21	✓	
22	✓	
23	✓	
NATIONAL:	95.2%	4.8%

7. Is a union representative appointed as a member of the Executive Leadership Board or Council (ELC/ELB)?

VISN	Yes	No
1	✓	
2	✓	
3		✓
4	✓	
5		✓
6		✓
7		✓
8		✓
9		✓
10	✓	
11		✓
12	✓	
15	✓	
16	✓	
17		✓
18		✓
19		✓
20		✓
21		✓
22	✓	
23	✓	
NATIONAL:	42.9%	57.1%

7a. If appointed, about how often does the union representative attend the ELC/ELB?

n = only VISNs who answered 'yes' to question 7 above.

VISN	Never	Occasionally	About half of the time	Most of the time	All of the time
1					✓
2				✓	
3					
4				✓	
5					
6					
7					
8					
9					
10			✓		
11					
12	✓				
15				✓	
16					✓
17					
18					
19					
20					
21					
22				✓	
23					✓
NATIONAL:	11.1%	0.0%	11.1%	44.4%	33.3%

8. Are union representatives appointed as members to other standing VISN committees/councils?

VISN	Yes, to all	Yes, to most	Yes, to a few	No
1		✓		
2		✓		
3			✓	
4	✓			
5			✓	
6		✓		
7				✓
8			✓	
9		✓		
10	✓			
11		✓		
12				✓
15			✓	
16		✓		
17			✓	
18		✓		
19		✓		
20			✓	
21			✓	
22		✓		
23	✓			
NATIONAL:	14.3%	42.9%	33.3%	9.5%

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

IV. DECISION-MAKING AND LEADERSHIP ACTIVITIES

9. Decisions can be made at various levels within an organization. Indicate the level at which ultimate approval is typically made for the following decisions:

National percentages based on # of VISNs that selected a particular decision-making level for the given decision.

VISN	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
1	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)					
2	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)					
3	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)					
4	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)					
5	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)					

(continued on next page)

VISN	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
6	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)					
7	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)					
8	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)					
9	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)					
10	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)					
11	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)					

(continued on next page)

VISN	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
12	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)					
15	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)					
16	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)					
17	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)					
18	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)					
19	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)					

(continued on next page)

VISN	Decision	Network Director	Med Center Director	Service or Service Line	Unit or Workgroup	Other (Unspecified)
20	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)					
21	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)	✓				
22	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)					
23	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)	✓				
NATIONAL:	1) Purchase of expensive medical equipment (>\$1mil)	81.0%	0.0%	0.0%	9.5%	9.5%
	2) Allocation of resources among clinical services	28.6%	66.7%	0.0%	0.0%	4.8%
	3) How new clinical practice guidelines will be implemented	19.0%	38.1%	23.8%	9.5%	9.5%
	4) What categories of patients will receive hearing aids	47.6%	9.5%	19.0%	9.5%	14.3%
	5) Where patients will receive open heart surgery	33.3%	33.3%	23.8%	4.8%	4.8%
	6) What services a campus will provide	66.7%	28.6%	0.0%	4.8%	0.0%
	7) Development of a strategic plan for clinical services	57.1%	14.3%	14.3%	14.3%	0.0%
	8) Other (unspecified)	100.0%	0.0%	0.0%	0.0%	0.0%

9a. Additional comments on decision-making in the network:

Responses to comment items are detailed in the Narrative Supplement to this report.

10. For each VISN staff position, indicate the number of committees of which that person is a formal member:

VISN	Position	VISN Committees, Task-forces, Workgroups					National Committees, Task-forces, Workgroups				
		<u>0 groups</u> (or no answer)	<u>1-2 groups</u>	<u>3-5 groups</u>	<u>5-8 groups</u>	<u>8+ groups</u>	<u>0 groups</u> (or no answer)	<u>1-2 groups</u>	<u>3-5 groups</u>	<u>5-8 groups</u>	<u>8+ groups</u>
1	Network Director	✓							✓		
	Chief Medical Officer	✓					✓				
	Deputy Netwk Director/COO	✓					✓				
	Quality Management Officer	✓						✓			
2	Network Director		✓							✓	
	Chief Medical Officer				✓					✓	
	Deputy Netwk Director/COO				✓			✓			
	Quality Management Officer				✓			✓			
3	Network Director				✓				✓		
	Chief Medical Officer				✓			✓			
	Deputy Netwk Director/COO				✓			✓			
	Quality Management Officer				✓			✓			
4	Network Director		✓						✓		
	Chief Medical Officer			✓				✓			
	Deputy Netwk Director/COO		✓					✓			
	Quality Management Officer					✓				✓	
5	Network Director		✓						✓		
	Chief Medical Officer					✓			✓		
	Deputy Netwk Director/COO			✓			✓				
	Quality Management Officer					✓		✓			
6	Network Director			✓					✓		
	Chief Medical Officer			✓						✓	
	Deputy Netwk Director/COO			✓				✓			
	Quality Management Officer			✓				✓			
7	Network Director		✓							✓	
	Chief Medical Officer			✓				✓			
	Deputy Netwk Director/COO		✓				✓				
	Quality Management Officer		✓					✓			
8	Network Director		✓					✓			
	Chief Medical Officer			✓				✓			
	Deputy Netwk Director/COO			✓			✓				
	Quality Management Officer			✓				✓			
9	Network Director		✓						✓		
	Chief Medical Officer			✓				✓			
	Deputy Netwk Director/COO	✓					✓				
	Quality Management Officer		✓					✓			
10	Network Director	✓							✓		
	Chief Medical Officer	✓							✓		
	Deputy Netwk Director/COO	✓						✓			
	Quality Management Officer	✓						✓			
11	Network Director		✓							✓	
	Chief Medical Officer					✓		✓			
	Deputy Netwk Director/COO			✓			✓				
	Quality Management Officer					✓			✓		

(continued on next page)

VISN	Position	VISN Committees, Task-forces, Workgroups					National Committees, Task-forces, Workgroups				
		<u>0 groups</u> (or no answer)	<u>1-2 groups</u>	<u>3-5 groups</u>	<u>5-8 groups</u>	<u>8+ groups</u>	<u>0 groups</u> (or no answer)	<u>1-2 groups</u>	<u>3-5 groups</u>	<u>5-8 groups</u>	<u>8+ groups</u>
12	Network Director			✓						✓	
	Chief Medical Officer					✓					
	Deputy Netwk Director/COO Quality Management Officer	✓					✓		✓		✓
15	Network Director				✓						✓
	Chief Medical Officer				✓				✓		
	Deputy Netwk Director/COO Quality Management Officer	✓			✓		✓	✓			
16	Network Director			✓							✓
	Chief Medical Officer					✓					✓
	Deputy Netwk Director/COO Quality Management Officer			✓				✓			
17	Network Director			✓							✓
	Chief Medical Officer					✓			✓		
	Deputy Netwk Director/COO Quality Management Officer		✓					✓			
18	Network Director		✓								✓
	Chief Medical Officer		✓						✓		
	Deputy Netwk Director/COO Quality Management Officer		✓				✓		✓		
19	Network Director		✓								✓
	Chief Medical Officer		✓						✓		
	Deputy Netwk Director/COO Quality Management Officer		✓					✓	✓		
20	Network Director	✓					✓				
	Chief Medical Officer					✓			✓		
	Deputy Netwk Director/COO Quality Management Officer			✓				✓	✓		
21	Network Director	✓					✓				
	Chief Medical Officer	✓					✓				
	Deputy Netwk Director/COO Quality Management Officer	✓					✓				
22	Network Director	✓									✓
	Chief Medical Officer	✓							✓		
	Deputy Netwk Director/COO Quality Management Officer	✓						✓	✓		
23	Network Director				✓				✓		
	Chief Medical Officer			✓					✓		
	Deputy Netwk Director/COO Quality Management Officer		✓		✓		✓		✓		
NATIONAL:	Network Director	23.8%	42.9%	19.0%	14.3%	0.0%	9.5%	9.5%	28.6%	23.8%	28.6%
	Chief Medical Officer	19.0%	9.5%	28.6%	14.3%	28.6%	9.5%	19.0%	38.1%	19.0%	14.3%
	Deputy Director/COO	33.3%	28.6%	28.6%	9.5%	0.0%	52.4%	38.1%	9.5%	0.0%	0.0%
	Quality Managmt. Officer	19.0%	23.8%	19.0%	14.3%	23.8%	4.8%	52.4%	23.8%	14.3%	4.8%

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

V. PERFORMANCE AND ACCOUNTABILITY

11. Which of the following are included in the VISN director's performance contract with medical center directors?

Multiple responses could be selected. ANPP = Annual Network Performance Plan

VISN	Core competencies that parallel Part A of the ANPP	Goals on national performance measures in Part B of the ANPP	Goals on additional network performance measures	Budget goals	Specific issues from the previous year's performance	Other network goals or expectations (e.g. committee assignment)
1	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓		
3	✓	✓	✓	✓	✓	✓
4	✓	✓	✓	✓	✓	
5	✓	✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓
8	✓	✓	✓	✓	✓	✓
9		✓				
10	✓	✓	✓	✓		
11	✓	✓	✓	✓	✓	✓
12	✓	✓	✓			
15	✓	✓	✓	✓	✓	✓
16	✓	✓	✓	✓	✓	
17		✓	✓		✓	✓
18	✓	✓				
19	✓	✓	✓	✓		✓
20	✓	✓	✓		✓	✓
21	✓	✓	✓	✓	✓	✓
22	✓	✓	✓	✓	✓	✓
23	✓	✓	✓	✓	✓	✓
NATIONAL:	90.5%	100.0%	90.5%	76.2%	71.4%	66.7%

12. By what means does the network director hold medical center directors *accountable* for their performance?

Multiple responses could be selected.

VISN	Annual performance goals	Regularly scheduled individual meetings with directors	Ad hoc individual meetings with directors (or when problems arise)	Performance scorecards or dashboards, reviewed regularly	Ongoing informal interaction with directors
1	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓
4	✓	✓	✓	✓	✓
5	✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓
8	✓	✓	✓	✓	✓
9	✓	✓	✓	✓	✓
10	✓	✓	✓	✓	✓
11	✓	✓	✓	✓	✓
12	✓		✓	✓	✓
15	✓		✓	✓	✓
16	✓	✓	✓	✓	
17	✓	✓	✓	✓	✓
18	✓		✓	✓	✓
19	✓	✓	✓	✓	✓
20	✓	✓	✓	✓	✓
21	✓	✓	✓	✓	✓
22	✓	✓	✓	✓	✓
23	✓	✓	✓	✓	✓
NATIONAL:	100.0%	85.7%	100.0%	100.0%	95.2%

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

13. What tools does the network director use if a medical center director (MCD) does not meet her/his performance goals by the end of the fiscal year?

Multiple responses could be selected.

VISN	Goals are adjusted to be more attainable	Medical center director (MCD) does not receive performance bonus	MCD is required to submit an improvement plan	MCD is paired with a high-performing peer or other coach for mentoring	Other tool(s)*
1	✓				✓
2		✓	✓		
3		✓	✓	✓	✓
4		✓	✓		
5	✓		✓		
6	✓	✓	✓		
7					✓
8			✓		✓
9			✓		
10		✓	✓		
11			✓		✓
12			✓		✓
15		✓	✓		
16			✓		
17		✓	✓		✓
18		✓	✓		
19					
20		✓	✓		
21			✓		✓
22	✓	✓	✓	✓	
23	✓	✓	✓	✓	
NATIONAL:	25.0%	55.0%	90.0%	15.0%	40.0%

* Areas specified under "Other tools" are detailed in the Narrative Supplement to this report.

13a. Additional comments on medical center director accountability?

Responses to comment items are detailed in the Narrative Supplement to this report.

14. Do programs or other structured opportunities exist at the VISN level for employee recognition?

VISN	Yes	No
1	✓	
2	✓	
3	✓	
4	✓	
5	✓	
6	✓	
7	✓	
8	✓	
9	✓	
10	✓	
11	✓	
12	✓	
15	✓	
16	✓	
17	✓	
18	✓	
19		✓
20	✓	
21		✓
22	✓	
23	✓	
NATIONAL:	90.5%	9.5%

15. Are funds set aside at the VISN level for formal employee recognition (in addition to the national ECF program)?

VISN	Yes	No
1	✓	
2	✓	
3	✓	
4	✓	
5	✓	
6	✓	
7	✓	
8	✓	
9	✓	
10	✓	
11	✓	
12	✓	
15		
16	✓	
17	✓	
18	✓	
19		✓
20	✓	
21		✓
22	✓	
23	✓	
NATIONAL:	90.0%	10.0%

VI. ACCREDITATION, QUALITY AND RECOGNITION

16. Has the VISN been reviewed by JCAHO as an integrated network?

VISN	Yes	No
1	✓	
2		✓
3		✓
4		✓
5		✓
6		✓
7		✓
8		✓
9		✓
10	✓	
11		✓
12		✓
15		✓
16		✓
17		✓
18		✓
19		✓
20	✓	
21		✓
22		✓
23		✓
NATIONAL:	14.3%	85.7%

16a. If yes, when was the last VISN-level JCAHO review?

n = only VISNs who answered 'yes' to question 16, above.

VISN	Date of last review:
1	2001
10	2001
20	2001

16b. If yes, how many requirements for improvement were found at the VISN level?

n = only VISNs who answered 'yes' to question 16, above.

VISN	# Requirements
1	0
10	0
20	0
NATIONAL:	0.0%

17. Has the VISN formally adopted the 7 categories of the Malcolm Baldrige National Quality Award as an organizing framework?

VISN	Yes, as part of a VISN-wide effort	Yes, as an independent facility effort	No
1	✓		
2	✓		
3			✓
4		✓	
5			✓
6			✓
7	✓		
8	✓		
9	✓		
10	✓		
11			✓
12			✓
15			✓
16	✓		
17			✓
18			✓
19			✓
20	✓		
21	✓		
22	✓		
23	✓		
NATIONAL:	52.4%	4.8%	42.9%

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

This item was intended to be answered only by those who responded "yes" to item 17, above. However, some VISNs noted that although they have *not* formally adopted Baldrige, they still use the principles to inform quality activities. To allow for this interpretation, items 17 and 18 are reported here as independent questions.

VISN	Yes	No
1	✓	
2	✓	
3		
4	✓	
5	✓	
6	✓	
7	✓	
8	✓	
9	✓	
10	✓	
11		
12	✓	
15		
16	✓	
17		
18	✓	
19		
20	✓	
21		✓
22	✓	
23	✓	
NATIONAL:	93.8%	6.3%

19. Has the VISN submitted a <i>Ken Kizer Network Quality Award</i> application?			
VISN	Yes	No	If <u>yes</u> , most recent date submitted:
1	✓		2004
2	✓		2003
3		✓	
4	✓		2003
5		✓	
6		✓	
7	✓		2004
8	✓		2000
9		✓	
10	✓		2001
11		✓	
12		✓	
15		✓	
16	✓		2003
17		✓	
18	✓		1998
19		✓	
20	✓		2002
21		✓	
22	✓		2003
23	✓		2004
NATIONAL:	52.4%	47.6%	<i>(not applicable)</i>

19a. If yes, what changes have been made in the VISN as a result of feedback from the application?

Responses to this item are detailed in the Narrative Supplement to this report.

20. Has the VISN applied for or received any quality award(s) other than the Kizer Award? If so, which other awards?

For national distribution, n = only VISNs who answered yes. Multiple responses could be selected.

VISN	Yes	No	VHA Quality Achievement Grant	VHA Secretary/US Award	Presidential Quality Award	Center of Excellence Designation	State/Local Award	Other National Award	Other VA Award
1		✓							
2		✓							
3	✓			✓				✓	
4	✓		✓						
5	✓							✓	✓
6		✓							
7		✓							
8	✓		✓				✓		
9		✓							
10	✓		✓			✓			
11		✓							
12	✓				✓	✓			
15		✓							
16		✓							
17	✓		✓						
18		✓							
19	✓			✓				✓	
20		✓							
21		✓							
22		✓							
23	✓		✓						
NATIONAL:	42.9%	57.1%	55.6%	22.2%	11.1%	22.2%	11.1%	33.3%	11.1%

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