

**Executive Career Field (ECF)
PERFORMANCE PLAN FOR FY 2006
Network Directors
October 2005 – September 2006**

Introduction

The 2006 Executive Career Field (ECF) Performance Plans consist of Part A sections 1 and 2, and B. Part A section 1 describes key executive core competencies and is a critical element in VHA performance plans. Part A section 2 highlights additional core competencies. Part B defines the performance measures.

Evaluation of Part A:

Section 1: Key Core Competencies (35 Percent) Critical Element

The key core competencies are defined as interpersonal effectiveness, systems thinking, flexibility/adaptability, organizational stewardship and technical competency. At the end of the rating period, Directors will be asked to briefly describe personal actions/accomplishments that reflect significant achievement under these competencies.

Section 2: Additional Core Competencies (15 Percent)

The additional core competencies are defined as creative thinking, customer service, and personal mastery. At the end of the rating period, Directors will be asked to briefly describe personal actions/accomplishments that reflect significant achievement under these competencies.

Evaluation of Part B: Performance Measures (50 Percent)

The performance measures are categorized by the mission goal they support. Within the mission goal of delivering healthcare value, the measures are further subdivided by domain of value. Each individual measure is equally weighted to maintain maximum network flexibility and to encourage strategic network system thinking.

**Part A - Section 1: Key Core Competencies
(35 Percent of Performance Contract - Critical Element)**

I. Interpersonal Effectiveness: The ability to build and sustain relationships, resolve conflicts, handle negotiations effectively, and develop collaborative working relationships. The successful executive displays empathy, empowers others, and possesses written and oral communication skills.

II. Systems Thinking: The ability to understand the pieces as a whole and appreciate the consequences of actions on other parts of the system. The successful executive thinks in context, knows how to link actions with others in the organization and demonstrates awareness of process, procedures and outcomes. (S/he) possesses a big (whole) picture view of the world.

III. Flexibility/Adaptability: The ability to quickly adapt to change, handle multiple inputs and tasks simultaneously and accommodate new situations and realities. The successful executive works well with all levels and types of people, welcomes divergent ideas and maximizes limited resources.

IV. Organizational Stewardship: The successful executive is sensitive to the needs of individuals and the organization and provides service to both. (S/he) assumes accountability for self, others, and the organization. This executive demonstrates commitment to people and empowers and trusts others.

V. Technical: The knowledge and skills to perform and evaluate the work of the organization based upon a clear understanding of the processes, procedures, standards, methods, and technologies of the organization. The successful executive demonstrates functional and technical literacy and measures results of work.

Part A - Section 2: Additional Core Competencies

(15 Percent of Performance Contract)

I. Service: The ability to integrate service to veterans and others, including patient satisfaction and stakeholder support, into a management plan. A service-driven executive enhances internal and external satisfaction. (S/he) models service by handling complaints effectively and promptly and ensuring a patient-centered focus in direction and daily work. This executive uses patient and other stakeholder feedback in planning and providing products and services and encourages subordinates to meet or exceed patient and stakeholder needs and expectations.

II. Creative Thinking: The ability to think and act innovatively, look beyond current reality to forecast future direction, take risks, challenge traditional assumptions and solve problems creatively. The successful executive is resourceful.

III. Personal Mastery: The ability to recognize personal strengths and weaknesses and to engage in continuous learning and self-development. The successful executive demonstrates a willingness to take actions to change, and takes charge of own career.

FACILITY SPECIFIC PERFORMANCE MEASURES												
REPORT PERIOD: thru FY FY05 PM Period (unless otherwise indicated)												
Blue italic text = New in FY05				FS	E	Mt. HCS	Chey	ECHCS	GJ	SLHCS	Sher	VISN
ACCESS				Floor/FS								
<i>MH: CBOC - % MH specialty access;3rd qtr data(7/05-9/05)</i>				85	95							88%
<i>MH: Homeless Contact access to MH/SUD;3rd qtr data (6 - 8/05)</i>				52	58							
<i>MH: Homeless Program access to MH/SUD;3rd qtr data (6 - 8/05)</i>				66	69							
<i>MH: Homeless Program access to Primary Care; 3rd qtr data (6 - 8/05)</i>				53	60							
<i>MH: Homess Program F/u in MH/SUD;3rd qtr data (6 - 8/05)</i>				37	48							
<i>MH: SMI - MHICM Capacity;3rd qtr data(6/05-8/05)</i>				60	77							
MH: SMI - MHICM Screening; (10/04-7/05)				90	95							
Waiting Times - Clinic (final score - 6 - 8/05)												
New Patients (NP): (thru Aug)												
Calculated: % SEEN by acceptable provider within 30 days -New Pt												
<i>Audiology (203)</i>				73	78							
<i>Cardiac (303)</i>				74	76							
<i>Eye Care (407,408)</i>				58	63							
<i>Gastroenterology (307)</i>				56	60							
<i>Mental Health Individual (502, 509, 510)</i>				81	87							
<i>Orthopedics (409)</i>				67	69							
<i>Primary Care (322,323,350,531)</i>				70	80							
<i>Urology (414)</i>				65	67							
Perception: Primary Care % seen when desired (SHEP-New Pt) (10/04-6/05) (data thru 6/05)				83	85							
Established Patients (Est Pt): (thru Aug)												
Calculated: %scheduled within 30 days of desired date (Est Pt)												
<i>Audiology (203)</i>				92	95							
<i>Cardiac (303)</i>				92	95							
<i>Eye Care (407,408)</i>				92	95							
<i>Gastroenterology (307)</i>				92	95							
<i>Mental Health Individual (502, 509, 510)</i>				92	95							
<i>Orthopedics (409)</i>				92	95							

REPORT PERIOD: thru FY FY05 (unless otherwise indicated)										
		FS	E	Mt. HCS	Chey	ECHCS	GJ	SLHCS	Sher	VISN
	<i>Primary Care (322,323,350,531)</i>	92	95							
	<i>Urology (414)</i>	92	95							
Perception: Primary Care % Seen when desired (SHEP-Est Pt) (thru 3rd qtr)		83	85							
Waiting Times - Provider (thru 3rd qtr) (data thru 6/05)		75	77							
COST										
Financial Index Measure (19 indicators) August		80	80+6							
Revenue: Collections - % of goal (Sept 05 - Goal 100%)		VISN	NA							
FUNCTIONAL STATUS										
Rehabilitation (data thru 3rd qtr) FY05		76	80							
Homeless - disgt to semi or indep living - 3rd qtr (thru 8/05)		84	91							
Non-institutionalized Care (ADC) data 3rd qtr(thru 8/05)		VISN								
Healthy Community										
<i>Academic Affiliations - Resident Supervision -timely attendant admission notes (Mar - Jul)</i>										
	<i>Medicine</i>	85	90							
	<i>Psychiatry</i>	85	90							
	<i>Surgery</i>	85	90							
QUALITY										
Cancer Measure: (Quadrant Score - based on most current EPRP visit)										
Cancer Measure: <i>Nexus Clinics</i> % of patients receiving										
	CA Screening for Breast Cancer	68/85	90							
	CA Screening for Cervical Cancer	75/85	90							
	CA Screening for Colorectal Cancer, 52-80 yrs	62/72	75							
Cardiovascular Measure (Quadrant Score - based on most current EPRP visit)										
Acute Coronary Syndrome (ACS) - inpatients with										
	ECG in hospital within 10 minutes of arrival <i>or 15 min prior</i>	75	85							
	Reperfusion as appropriate & timely - all STEMI	62/90	95							
	Reperfusion PCI in 120 min - all STEMI	45/90	95							
	Reperfusion Thrombolytic Rx in 30 min - all STEMI	45/90	95							
	Risk High/Mod with cardiologist f/u w/ <i>60</i> days post dischg	80	90							
	Risk High/Mod with Cardiology involvement in 24 hours - all AMI	61/82	87							

REPORT PERIOD: thru FY FY05 (unless otherwise indicated)										
		FS	E	Mt. HCS	Chey	ECHCS	GJ	SLHCS	Sher	VISN
	Risk High/Moderate with dx cath prior to dischg	70/90	95							
	Risk Moderate/Low with plan prior to dischg	67/84	90							
	Troponin returned within 60 minutes of <i>order</i>	75	80							
	Heart Failure									
	ACE prior to inpt admission, EF<40	80/90	95							
	Discharg instr for diet/wt/meds	57/89	95							
	Weight instruction prior to admission	67/89	95							
	Hypertension: % of <i>Nexus cohort</i> pts with diagnosis of HTN and:									
	BP < or =140/90	64/72	75							
	BP > = 160/100 or not recorded (lower is better)	13/7	5							
	Ischemic Heart Disease: % Prior AMI pts AND									
	Ldl-C <100 on most recent test AND had a full lipid profile in the past 2 years	44/60	65							
	<i>LDL-C> or =120 (poor control; lower is better)</i>	22	20							
Endocrinology Measure (Quadrant Score - based on most current EPRP visit)										
Diabetes Mellitus										
	Diabetes Mellitus (<i>Nexus and SCI&D</i> cohorts)									
	DM: BP < or = 140/90 - Nexus	64/72	75							
	<i>DM: BP < or = 140/90 - SCI&D</i>	72	75							
	DM: BP >=160/100 (lower number is better) - Nexus	13/7	5							
	<i>DM: BP >=160/100 (lower number is better) - SCI&D</i>	7	5							
	DM: Foot sensory with monofilament - Nexus	59/80	85							
	DM: HBA1c >9 or not done (Lower is better) - Nexus	24/15	12							
	<i>DM: HBA1c >9 or not done (Lower is better) - SCI&D</i>	15	12							
	DM: Outpt Ldl-C <120 on most recent test AND full lipid profile in the past 2 yrs - Nexus	64/75	80							
	<i>DM: Outpt Ldl-C <120 on most recent test AND full lipid profile in the past 2 yrs - SCI&D</i>	75	80							
	DM: Retinal Exam, timely by control - Nexus	69/82	87							
	<i>DM: Retinal Exam, timely by control - SCI&D</i>	75	80							
Infectious Measure (Quadrant Score - based on most current EPRP visit)										
	Pneumonia: % admissions AND:									
	PN3 Blood Cultures before first antibiotic dose	75/89	92							

REPORT PERIOD: thru FY FY05 (unless otherwise indicated)										
		FS	E	Mt. HCS	Chey	ECHCS	GJ	SLHCS	Sher	VISN
	PN - Influenza immunization prior to admission	60/79	82							
	PN - Pneumococcal immuniz. prior to admission	70/85	87							
	Immunizations									
	Influenza – <i>Nexus</i> Clinics	60/79	82							
	Influenza – Spinal Cord Injury & Disorder	60/79	82							
	Pneumococcal – Spinal Cord Injury & Disorder	70/85	87							
MH Measure (Quadrant Score - based on most current EPRP visit)										
	Major Depressive Disorder: % of patients:									
	New Dx of Depression - Provider Follow-up	20	32							
	New Dx of Depression - Medication Coverage	74	77							
	Substance Use Disorder: % of patients:									
	Screened for at risk alcohol usage - AUDIT-C	80/90	95							
LT Care Measure (Quadrant Score - based on most current EPRP visit)										
Nursing Home Care Unit - % of pts with: - (measure is 4th qtr only)										
	<i>Activity - little or none (lower is better)</i>	50/13	11							
	<i>Incontinence and no toileting plan (lower is better)</i>	50/42	39							
Tobacco Measure: (Quadrant Score - based on most current EPRP visit)										
	Counseled at least once inpt - all AMI	66/89	93							
	Counseled at least once while inpt - HF (JCAHO HF4)	66/89	93							
	Counseled at least once while inpt - PN (JCAHO PN4)	66/89	93							
	Counseled at least 3 times - <i>Nexus - MH Subgp</i>	64/86	90							
	Counseled at least 3 times - <i>Nexus - NonMH Subgp</i>	64/86	90							
	Counseled at least 3 times - SCI&D	64/86	90							
	Used tob in 12 mo - <i>Nexus - MH Subgp</i> (lower is better)	43	38							
	Used tob in 12 mo - <i>Nexus - NonMH Subgp</i> (lower is better)	20	17							
	Used tob in the past 12 mo - SCI&D (lower is better)	31	27							
	Compensation and Pension Exam Report Quality (7/05)	64	75							
Patient Safety										
	Radiology: Verification of Reports in 2 days (4th qtr) data as of 7/1 - present	90	95							

