

Manual M-6, DM&S Program Evaluation

(Veterans Administration, Department of Medicine and Surgery Manual)

Part II, Evaluation Criteria

Chapter 1, Introduction

(Paragraphs 1.01 through 1.08)

Revises Chapter 1 dated April 20, 1965

This document includes:

Title page and p. ii for M-6, Part II, dated **November 14, 1960**

Rescissions page for M-6, Part II, dated **December 1, 1969**

Contents pages for M-6, Part II, dated **December 1, 1969**

Text for Chapter 1, Paragraphs 1.01 through 1.05(2),
dated **October 24, 1966** (Change 13)

Text for Chapter 1, Paragraphs 1.05(3) through 1.08,
dated **November 14, 1960 (annotated to reflect Change 10)**

Transmittal sheets located at the end of the document:

Change 13, dated **October 24, 1966**

Change 10, dated **April 20, 1965**

Reference slip dated November 11, 1977 regarding all of M-6, Part II

VETERANS ADMINISTRATION
DEPARTMENT OF MEDICINE AND SURGERY MANUAL

PART II
M-6

DM&S PROGRAM EVALUATION



PART TWO
EVALUATION CRITERIA

WASHINGTON 25, D. C.

NOVEMBER 14, 1960

M-6, Part II

Department of Medicine and Surgery
Veterans Administration
Washington 25, D.C.

November 14, 1960

Part II, "Evaluation Criteria," VA Department of Medicine and Surgery Manual M-6, "DM&S Program Evaluation," is published for the compliance of all concerned.



WILLIAM S. MIDDLETON, M.D.
Chief Medical Director

Distribution:

CO: Same as M-6, Part I.

Field: HP: 5; CNR, CND: 6; AMO: 8 each.

RO w/Outpatient Clinics, VAOC, VAD, SD: 3 each.

RESCISSIONS

The following material is rescinded:

1. COMPLETE RESCISSIONS

a. Manuals

Change 9, dated December 14, 1962, to M-6, part II

2. Manuals
10/1/69

CONTENTS

PARAGRAPH		PAGE
CHAPTER 1. INTRODUCTION		
1.01	Principles and Philosophy- - - - -	1-1
1.02	Purpose - - - - -	1-1
1.03	Considerations in Use of Evaluation Criteria- - - - -	1-2
1.04	Evaluation of Quality - - - - -	1-2
1.05	Evaluation of Utilization of Manpower, Material, Funds, and Other Resources - - - - -	1-2
1.06	Sources of Reference for Program Data - - - - -	1-3
1.07	Use of Evaluation Criteria by Field Station Personnel - - - - -	1-3
1.08	Conclusion- - - - -	1-3
CHAPTER 2. CHAPLAINS		
2.01	General - - - - -	2-1
2.02	Major Elements for Consideration - - - - -	2-1
2.03	Criteria for Evaluation - - - - -	2-1
2.04	Individual Pastoral Ministry - - - - -	2-1
2.05	Regularly Scheduled Services of Workshop - - - - -	2-2
2.06	Integration Into Total Care and Treatment Program - - - - -	2-2
2.07	Facilities and Equipment - - - - -	2-2
2.08	Staffing- - - - -	2-3
2.09	Relationship With the Community - - - - -	2-3
2.10	Management Support- - - - -	2-3
CHAPTER 3. DIETETIC SERVICE		
3.01	General - - - - -	3-1
3.02	Major Elements for Consideration - - - - -	3-1
3.03	Criteria for Evaluation - - - - -	3-1
3.04	Planning - - - - -	3-1
3.05	Patient Treatment and Education - - - - -	3-2
3.06	Nutritional and Cost Accounting- - - - -	3-3
3.07	Food Service- - - - -	3-3
3.08	Sanitation and Safety- - - - -	3-5
3.09	Manpower Utilization - - - - -	3-6
3.10	Education and Training - - - - -	3-6
3.11	Internal and External Relations - - - - -	3-8
CHAPTER 4. NURSING SERVICE		
4.01	General - - - - -	4-1
4.02	Major Elements for Consideration - - - - -	4-1
4.03	Criteria for Evaluation - - - - -	4-1
4.04	Organization and Administration of Nursing Service - - - - -	4-1
4.05	Nursing Services to Patients - - - - -	4-2
4.06	Staff Development - - - - -	4-3
4.07	Extra VA Contributions to Professional Nursing - - - - -	4-3
4.08	Systematic Review and Appraisal - - - - -	4-4
4.09	Nursing Service "Climate"- - - - -	4-4
CHAPTER 5. PHARMACY SERVICE		
5.01	General - - - - -	5-1
5.02	Major Elements for Consideration - - - - -	5-1
5.03	Criteria for Evaluation - - - - -	5-1
5.04	Professional Service - - - - -	5-1
5.05	Physical Facilities - - - - -	5-2
5.06	Pharmacy Personnel - - - - -	5-2

CONTENTS--Continued

PARAGRAPH		PAGE
CHAPTER 5. PHARMACY SERVICE--Continued		
5.07	Dispensing Practices - - - - -	5-2
5.08	Bulk Compounding - - - - -	5-4
5.09	Stock Control - - - - -	5-4
5.10	Ward and Clinic Drugs - - - - -	5-5
5.11	Budget - - - - -	5-5
5.12	Committee on Therapeutic Agents - - - - -	5-5
5.13	Investigational Drugs - - - - -	5-6
5.14	Related Professional Functions - - - - -	5-6
5.15	Hometown Pharmacy Program (Outpatient)- - - - -	5-6
5.16	Miscellaneous - - - - -	5-7
CHAPTER 6. PROSTHETIC AND SENSORY AIDS ACTIVITIES		
6.01	General - - - - -	6-1
6.02	Major Elements for Consideration - - - - -	6-1
6.03	Criteria for Evaluation - - - - -	6-1
CHAPTER 7. RADIOLOGY SERVICE		
7.01	General - - - - -	7-1
7.02	Major Elements for Consideration - - - - -	7-1
7.03	Criteria for Evaluation - - - - -	7-1
7.04	Professional Staff - - - - -	7-1
7.05	Technical Staff- - - - -	7-2
7.06	Clerical Staff - - - - -	7-2
7.07	Physical Plant - - - - -	7-3
7.08	Equipment and Supplies - - - - -	7-3
7.09	Records and Reports - - - - -	7-3
7.10	Conferences - - - - -	7-3
7.11	Manner of Performance - - - - -	7-4
7.12	Radiation Hazards - - - - -	7-4
CHAPTER 8. SOCIAL WORK SERVICE		
8.01	General - - - - -	8-1
8.02	Major Elements for Consideration - - - - -	8-1
8.03	Criteria for Evaluation - - - - -	8-1
8.04	Overall Program Adequacy - - - - -	8-1
8.05	Leadership- - - - -	8-2
8.06	Quality of Social Work Practice- - - - -	8-2
8.07	Staffing- - - - -	8-3
8.08	Space, Equipment and Travel - - - - -	8-4
8.09	Reports and Records - - - - -	8-4
CHAPTER 9. BUILDING MANAGEMENT DIVISION		
9.01	General - - - - -	9-1
9.02	Major Elements for Consideration - - - - -	9-1
9.03	Criteria for Evaluation - - - - -	9-1
9.04	General Appearance and Cleanliness - - - - -	9-1
9.05	Program Management and Direction - - - - -	9-2
9.06	Environmental Sanitation Effectiveness- - - - -	9-3
9.07	Laundry Operation- - - - -	9-4
9.08	Linen Service and Employee Uniforms - - - - -	9-4
9.09	Interior Decoration - - - - -	9-6
9.10	Nonhousekeeping Quarters Operation - - - - -	9-7
9.11	Staff Assistance to Management- - - - -	9-7

CONTENTS--Continued

PARAGRAPH		PAGE
CHAPTER 10. DOMICILIARY SERVICES		
10.01	General - - - - -	10-1
10.02	Major Elements for Consideration - - - - -	10-1
10.03	Physical Facilities - - - - -	10-1
10.04	Supportive Facilities - - - - -	10-2
10.05	Organization and Staffing - - - - -	10-2
10.06	Management and Direction - - - - -	10-3
10.07	Congregate Living - - - - -	10-3
10.08	Activity Planning Board - - - - -	10-3
10.09	Member Employees - - - - -	10-4
10.10	General Operation - - - - -	10-4
10.11	Payment of Federal Aid - - - - -	10-4
CHAPTER 11. DENTAL SERVICE		
11.01	General - - - - -	11-1
11.02	Major Elements for Consideration - - - - -	11-1
11.03	Criteria for Evaluation - - - - -	11-1
11.04	Chief of Service - - - - -	11-1
11.05	Other Dental Staff - - - - -	11-2
11.06	Physical Facilities, Equipment, Supplies - - - - -	11-2
11.07	Quality of Patient Care - - - - -	11-3
11.08	Research Contributions to Patient Care - - - - -	11-3
11.09	Educational Program - - - - -	11-3
11.10	Quality of Administration - - - - -	11-4
CHAPTER 12. PSYCHIATRY AND NEUROLOGY		
Section I. General		
12.01	Introduction - - - - -	12-1
Section II. Psychiatry (Inpatient)		
12.02	Major Elements for Consideration - - - - -	12-1
12.03	Patient Statistics - - - - -	12-1
12.04	Quality of Patient Care - - - - -	12-2
12.05	Administrative Support - - - - -	12-4
12.06	Supporting Professional Programs - - - - -	12-4
12.07	Residency Training Program - - - - -	12-4
Section IIIA. Psychiatry (Outpatient)--Mental Hygiene Clinics		
12.08	Major Elements for Consideration - - - - -	12-5
12.09	Patient Statistics - - - - -	12-5
12.10	Staff - - - - -	12-6
12.11	Functional Evaluation - - - - -	12-6
12.12	Program - - - - -	12-6
12.13	Physical Facilities, Equipment, Supplies - - - - -	12-7
Section IIIB. Psychiatry (Outpatient)--NP Examination Service		
12.14	Major Elements for Consideration - - - - -	12-7
12.15	Workload Statistics - - - - -	12-7
12.16	Staff - - - - -	12-7
12.17	Functional Evaluation - - - - -	12-7
12.18	Quality of Patient Care - - - - -	12-8
12.19	Program Support - - - - -	12-8

CONTENTS--Continued

PARAGRAPH		PAGE
CHAPTER 12. PSYCHIATRY AND NEUROLOGY--Continued		
Section IV. Neurology (Inpatient)		
12.20	Major Elements for Consideration - - - - -	12-9
12.21	Patient Statistics - - - - -	12-9
12.22	Patient Characteristics - - - - -	12-9
12.23	Physical Facilities - - - - -	12-9
12.24	Professional Staff - - - - -	12-10
12.25	Patient Care - - - - -	12-11
12.26	Relationship With Other Services - - - - -	12-11
12.27	Professional Procedures - - - - -	12-12
12.28	Meetings and Conferences - - - - -	12-13
12.29	Equipment and Supplies - - - - -	12-13
12.30	Residency Training Program - - - - -	12-13
CHAPTER 13. PSYCHOLOGY (CLINICAL, COUNSELING, SOCIAL, PHYSIOLOGICAL)		
13.01	General - - - - -	13-1
13.02	Major Elements for Consideration - - - - -	13-1
13.03	Evaluation Criteria - - - - -	13-2
13.04	Assessment and Evaluation - - - - -	13-2
13.05	Behavior Modification - - - - -	13-3
13.06	Placement - - - - -	13-4
13.07	Followup - - - - -	13-4
13.08	Consultation - - - - -	13-5
13.09	Training - - - - -	13-5
13.10	Research- - - - -	13-6
13.11	Community Relations - - - - -	13-7
13.12	Administration- - - - -	13-8
13.13	Principal Staff Psychologist (Chief)- - - - -	13-8
13.14	Other Staff Psychologists - - - - -	13-9
13.15	Staffing, Physical Facilities, Equipment, Supplies - - - - -	13-9
CHAPTER 14. (Deleted by change 6.)		
CHAPTER 15. PHYSICAL MEDICINE AND REHABILITATION SERVICE		
Section I. General		
15.01	Introduction - - - - -	15-1
Section II. PM&R Therapy Sections and Bed Service		
15.02	Major Elements for Consideration - - - - -	15-1
15.03	Evaluation Criteria - - - - -	15-1
15.04	(Deleted by change 13.)	
15.05	Staff and Staffing- - - - -	15-2
15.06	Program Effectiveness and Efficiency - - - - -	15-2
15.07	Rehabilitation End Results - - - - -	15-3
15.08	Space, Equipment, Supplies - - - - -	15-3
15.09	Training and Professional Growth - - - - -	15-4
15.10	Contributions to Field of PM&R- - - - -	15-4

CONTENTS--Continued

PARAGRAPH		PAGE
CHAPTER 15. PHYSICAL MEDICINE AND REHABILITATION SERVICE--Continued		
Section III. Industrial Therapy		
15.11	Major Elements for Consideration - - - - -	15-4
15.12	Organization and Supervision - - - - -	15-4
15.13	Program and Performance - - - - -	15-4
Section IV. Member-Employee Program		
15.14	Major Elements for Consideration - - - - -	15-5
15.15	Organization and Supervision - - - - -	15-5
15.16	Program and Performance - - - - -	15-5
Section V. Blind Rehabilitation		
15.17	Major Elements for Consideration - - - - -	15-5
15.18	Statistics and Organization - - - - -	15-5
15.19	Space and Equipment - - - - -	15-6
15.20	Program - - - - -	15-6
Section VI. (Deleted by change 17.)		
15.21 through 15.25 (Deleted by change 17.)		
Section VII. Recreation		
15.26	Major Elements for Consideration - - - - -	15-8
15.27	Acceptance- - - - -	15-8
15.28	Objectives - - - - -	15-8
15.29	Program Performance and Effectiveness- - - - -	15-9
CHAPTER 16. REGISTRAR AND MEDICAL ADMINISTRATIVE PROGRAMS		
16.01	General - - - - -	16-1
16.02	Major Elements for Consideration - - - - -	16-1
16.03	Criteria for Evaluation - - - - -	16-1
16.04	Staff Assistance to Management- - - - -	16-1
16.05	Program Management - - - - -	16-2
16.06	Service to and Coordination With Professional Services - - - - -	16-3
16.07	Patient Administration - - - - -	16-4
16.08	Medical Records and Reports - - - - -	16-7
16.09	Administrative Services- - - - -	16-9
16.10	Program Evaluation - - - - -	16-12
16.11	Physical Facilities and Equipment - - - - -	16-12
CHAPTER 17. VOLUNTARY SERVICE		
17.01	General - - - - -	17-1
17.02	Major Elements for Consideration - - - - -	17-1
17.03	Criteria for Evaluation - - - - -	17-1
17.04	Understanding of the Program - - - - -	17-1
17.05	Support of the Program - - - - -	17-2
17.06	Mechanics of the Operation of the Program - - - - -	17-3

CONTENTS--Continued

PARAGRAPH		PAGE
CHAPTER 18. LIBRARY		
18.01	General - - - - -	18-1
18.02	Major Elements for Consideration - - - - -	18-1
18.03	Criteria for Evaluation - - - - -	18-1
18.04	Program Planning - - - - -	18-1
18.05	Book Collection - - - - -	18-2
18.06	Funds - - - - -	18-2
18.07	Service- - - - -	18-3
18.08	Facilities and Equipment - - - - -	18-3
18.09	Staffing- - - - -	18-3
18.10	Publicity and Intrahospital Relations - - - - -	18-4
18.11	Procurement and Cataloging - - - - -	18-4
CHAPTER 19. SPINAL CORD INJURY PROGRAM		
19.01	Introduction - - - - -	19-1
19.02	Major Elements for Consideration - - - - -	19-1
19.03	Criteria for Evaluation - - - - -	19-1
19.04	Statistical Data - - - - -	19-1
19.05	Staff - - - - -	19-2
19.06	Training - - - - -	19-4
19.07	Patient Therapy - - - - -	19-4
19.08	Physical Facilities - - - - -	19-6
CHAPTER 20. ENGINEERING DIVISION		
20.01	Introduction - - - - -	20-1
20.02	Major Elements for Consideration - - - - -	20-1
20.03	Criteria for Evaluation - - - - -	20-1
20.04	Management and Administration - - - - -	20-1
20.05	Preventive Maintenance Program- - - - -	20-4
20.06	Physical Condition and Appearance of Plant and Equipment - - - - -	20-4
20.07	Physical Condition and Appearance of Roads, Walks and Grounds - - - - -	20-5
20.08	Safety, Fire Protection and Civil Defense Programs- - - - -	20-5
20.09	(Deleted by change 9.)	
20.10	Automotive Vehicle Operations - - - - -	20-6
20.11	Boiler Plant Operations - - - - -	20-6
20.12	Electrical Distribution Systems- - - - -	20-7
20.13	Water Supply- - - - -	20-7
20.14	Sewage and Waste Disposal - - - - -	20-7
20.15	Personnel Quarters - - - - -	20-8
CHAPTER 21. LABORATORY SERVICE		
21.01	General - - - - -	21-1
21.02	Major Elements for Consideration - - - - -	21-1
21.03	Criteria for Evaluation - - - - -	21-1
21.04	Staff and Staffing- - - - -	21-1
21.05	Workload- - - - -	21-3
21.06	Equipment, Space, Supplies - - - - -	21-3
21.07	Laboratory Procedures - - - - -	21-3
21.08	Reference Laboratories and Evaluation Studies - - - - -	21-5
21.09	Blood Bank- - - - -	21-5
21.10	Animal Housing - - - - -	21-5
21.11	Morgue - - - - -	21-6

CONTENTS--Continued

PARAGRAPH		PAGE
CHAPTER 22. FISCAL PROGRAM		
22.01	General - - - - -	22-1
22.02	Major Elements for Consideration - - - - -	22-1
22.03	Criteria for Evaluation - - - - -	22-1
22.04	Budget - - - - -	22-1
22.05	Accounting - - - - -	22-2
22.06	Fiscal Division Program Management - - - - -	22-2
22.07	Staff Support - - - - -	22-2
CHAPTER 23. SUPPLY PROGRAM		
23.01	General - - - - -	23-1
23.02	Major Elements for Consideration - - - - -	23-1
23.03	Criteria for Evaluation - - - - -	23-1
23.04	Organization and Administration - - - - -	23-1
23.05	Purchasing and Contracting - - - - -	23-2
23.06	Inventory and Supply Fund Management - - - - -	23-3
23.07	Storage and Distribution - - - - -	23-5
23.08	Material Quality Control - - - - -	23-6
CHAPTER 24. SURGICAL SERVICE		
24.01	General - - - - -	24-1
24.02	Major Elements for Consideration - - - - -	24-1
24.03	Criteria for Evaluation - - - - -	24-1
24.04	Staff - - - - -	24-1
24.05	Physical Facilities and Equipment - - - - -	24-2
24.06	Quality of Patient Care - - - - -	24-3
24.07	Relationships With, and Support by Other Services - - - - -	24-5
24.08	Administrative Support - - - - -	24-5
24.09	Residency Training and Other Teaching Programs - - - - -	24-6
24.10	Quality and Scope of Research - - - - -	24-7
24.11	Specialty Sections (Where Present) - - - - -	24-8
CHAPTER 25. MEDICAL SERVICE		
Section I. General		
25.01	Introduction - - - - -	25-1
25.02	Major Elements for Consideration - - - - -	25-1
Section II. Hospitals		
25.03	Patient Statistics - - - - -	25-1
25.04	Station Policies - - - - -	25-2
25.05	Physical Facilities, Equipment, Supplies - - - - -	25-2
25.06	TB Control - - - - -	25-2
25.07	Staff Adequacy and Utilization - - - - -	25-3
25.08	Evaluation of Staff - - - - -	25-3
25.09	Adequacy of Supporting Professional Programs - - - - -	25-4
25.10	Quality of Patient Care - - - - -	25-5
25.11	Residency Training and Other Teaching Programs - - - - -	25-5
25.12	Quality and Scope of Research - - - - -	25-6
Section III. Outpatient Clinics		
25.13	Patient Statistics - - - - -	25-6
25.14	Station Policies - - - - -	25-6
25.15	Evaluation of Staff - - - - -	25-7
25.16	All Other Criteria - - - - -	25-7

CONTENTS--Continued

PARAGRAPH		PAGE
CHAPTER 26. MANAGEMENT		
26.01	General - - - - -	26-1
26.02	Major Elements for Consideration - - - - -	26-1
26.03	Criteria for Evaluation - - - - -	26-1
26.04	Orientation to Primary Mission- - - - -	26-1
26.05	Planning - - - - -	26-2
26.06	Organization- - - - -	26-3
26.07	Control- - - - -	26-3
26.08	Execution - - - - -	26-6
CHAPTER 27. PERSONNEL DIVISION		
27.01	General - - - - -	27-1
CHAPTER 28. AUDIOLOGY AND SPEECH PATHOLOGY		
28.01	General - - - - -	28-1
28.02	Major Elements for Consideration - - - - -	28-1
28.03	Criteria for Evaluation - - - - -	28-2
28.04	Assessment and Evaluation - - - - -	28-2
28.05	Management of Communication Disorders - - - - -	28-3
28.06	Administration- - - - -	28-4
28.07	Space and Equipment - - - - -	28-4
28.08	Training - - - - -	28-5
28.09	Research- - - - -	28-5
28.10	Principal Audiologist--Speech Pathologist (Chief) - - - - -	28-5
28.11	Other Staff Audiologists--Speech Pathologists - - - - -	28-6
CHAPTER 29. VA NURSING HOME CARE		
29.01	General - - - - -	29-1
29.02	Major Elements for Consideration - - - - -	29-1
29.03	Criteria for Evaluation - - - - -	29-1
29.04	Administration- - - - -	29-1
29.05	Span of Care - - - - -	29-2
29.06	Treatment Climate - - - - -	29-3
29.07	Medical Treatment - - - - -	29-4
29.08	Staff Attitude- - - - -	29-4
29.09	Patient-Centered Activities - - - - -	29-5
29.10	Admissions - - - - -	29-5

CHAPTER 1. INTRODUCTION

1.01 PRINCIPLES AND PHILOSOPHY

a. The underlying principle of the Department of Medicine and Surgery [] visit program is field observation of the actual functioning of an activity by a person of experience and judgment, and personal discussion between this individual, and management and staff at the operating level. The technically trained observer, preferably one who is a specialist in the particular field under study, or one who through professional training and experience has gained a broad knowledge of the functioning and overall objectives of the interrelated activities and programs in the medical setting, is the key individual in this program. Such a person can best determine the appropriateness of resources and the methods of operation, how these are correlated to accomplish program objectives, and how effectively the program is integrated with other organization elements to accomplish the overall mission of the medical program at the station.

b. The surveying official has many means at his disposal to assist him in arriving at conclusions, which, when properly weighted and associated, comprise his evaluation of the program. Through discussion and carefully formulated questions he can determine staff knowledge, attitudes and skills; by observation he can judge leadership and direction, learn what techniques are used and how well, general program effectiveness, and the reaction of the persons being served. Operating records are available for perusal, where appropriate.

c. The economy of the operation, the use of available resources, whether service is provided wherever and whenever needed, and the adequacy of space, equipment and supplies are matters of concern. Employee morale, opportunities for growth and advancement, training programs, and extent and methods by which self-evaluation and work improvement programs are conducted are also elements for consideration.

d. The elements of evaluation noted above are obviously generalizations. For any particular program, regardless of the skill and competence of the individual observer, it is highly doubtful that an unguided series of observations, made by a number of different persons at different times and in different places, would produce a comparable body of information. This is particularly significant in view of the magnitude and complexity and of the many programs carried on by the Department of Medicine and Surgery of the VA.

e. In the management of the nationwide VA medical program, it is inevitable that stations and programs are evaluated in relation to others as well as in terms of qualitative goals. The use of the evaluation criteria published in this manual should enhance the objectivity of program review, minimize any tendency to distort sound professional judgment by personal bias, and thus achieve a greater degree of comparability than has been attained heretofore.

f. The availability of the criteria should also assist Central Office program officials and [the staff of the Special Assistants for Field Operations in evaluating overall station program effectiveness.]

1.02 PURPOSE

a. This manual provides a single ready source of reference to evaluation criteria for use by supervisory elements in conducting surveys of programs and operations under the jurisdiction of the Department of Medicine and Surgery.

b. The evaluation criteria are intended to serve the following purposes:

- (1) To provide for a desirable degree of uniformity in the evaluation and reporting of survey of those program elements which are susceptible to objective evaluation.
- (2) To furnish criteria which should assist survey personnel in arriving at more consistent and more valid judgments of operating and program effectiveness.

- (3) To identify indexes for appraising the adequacy and use of available resources--manpower, equipment, materials; funds, space.
- (4) To aid in determining compliance with current policies and directives.
- (5) To assist in identifying operating and program deficiencies.
- (6) As a means to evaluate accomplishment in relation to plans, and contribution in relation to the overall medical program objective.
- (7) To give greater assurance of completeness of survey.
- (8) To make available survey criteria which are also appropriate for use in program evaluation at the operating level.

1.03 CONSIDERATIONS IN USE OF EVALUATION CRITERIA

a. These evaluation criteria are not intended to supplant in any way the individual technical supervisor's judgment, knowledge and experience. These latter are of paramount importance both in the use of the evaluation criteria, and in the consideration of intrinsic program elements which are not susceptible of evaluation through the application of such criteria. It is expected, however, that there will usually be a close correlation between the objective findings and the overall evaluation.

b. The evaluation criteria are not intended to be all-inclusive, or expected to be applicable in all situations. Individual differences among stations and programs may require modifications in their use, or the application of other considerations by the individual conducting the survey. Modifications, however should pertain only to particular elements. They should not detract from the basic pattern of objective evaluation established by the criteria.

1.04 EVALUATION OF QUALITY

a. In the evaluation of all programs and operations, the overriding considerations in arriving at a judgment of effectiveness should relate to the quality of the service or the product.

b. The findings based on these evaluation criteria will often be quality determinants. Other factors related to quality are more complex in nature, especially in patient-care activities. They require subjective judgment based on technical knowledge, and skill in identifying and analyzing the professional aspects of a program.

c. Conclusions and recommendations pertinent to quality level should be related to the quality objective, without regard for mitigating circumstances. Outstanding aspects of a program should be described. Where less than satisfactory quality is noted, contributory deficiencies should be identified. Mere identification may be sufficient to trigger corrective action. Where recommendations are in order, they should clearly state the action considered necessary, and the level to which they are directed--station [or] Central Office.

1.05 EVALUATION OF UTILIZATION OF MANPOWER, MATERIAL, FUNDS, AND OTHER RESOURCES

a. While quality and timeliness of service are of principal concern, station and program management and effective use of resources are also major considerations in conducting surveys. For example:

- (1) Improper use of skills and training lowers morale and reduces the ability of an activity to carry out its mission effectively and economically.
- (2) Uneconomical supervisor-staff ratios may utilize funds which could be made available to other activities where needed, or even for more productive employment in the same activity.

- (3) Poor use of equipment, or the lack of proper equipment may create backlogs or otherwise result in inefficient service.
- (4) Space factors--poor arrangement, bad location, overcrowding--may reduce productivity.

b. The items enumerated above are but a few among many which could be considered in evaluating utilization of resources. Many others are identified in the parts of this manual which are concerned with specific programs and operations.

1.06 SOURCES OF REFERENCE FOR PROGRAM DATA

a. There are many sources of reference available to survey officials from which data concerning specific programs and operations may be obtained. Among these are:

- (1) Reports of internal audit.
- (2) General Accounting Office reports.
- (3) Reports of investigation.
- (4) Civil Service Commission reports.
- (5) Reports of special purpose visits.
- (6) Statistical data published by the department.
- (7) Station and program evaluations by top management and management staff elements of Department of Medicine and Surgery, Central Office.
- (8) Narrative and statistical reports submitted by field stations.
- (9) Review and appraisal reports.
- (10) Service organization reports.
- (11) Hospital accreditation reports.

b. Survey officials should review the reports and pertinent data in reports made subsequent to the last previous ~~recurring-technical~~ survey of a station or program, to determine that all indicated action for improvement or correction of deficiencies has been taken. (c) 1/15

1.07 USE OF EVALUATION CRITERIA BY FIELD STATION PERSONNEL

a. Since the criteria published in this manual have been selected as appropriate considerations for program evaluation. It follows that selective use should be made of the same criteria by station management and supervisory personnel, in the conduct of the systematic review and appraisal program.

b. Evaluation criteria should not be confused with survey techniques. It is not expected that the same survey techniques will be used by personnel who visit stations for short periods, and the station staff for whom systematic review is intended to be a continuous process. Frequently, especially for the larger, more complex station programs, there will be an established schedule for systematic review, segmented by section, unit, or function.

1.08 CONCLUSION

It has been emphasized that these criteria are neither final nor complete. In the dynamic setting of the VA medical program, it is to be expected that with time there will be modifications, additions and deletions. All personnel should be alert to changes which occur in programs and operations and should offer constructive suggestions for changes to the evaluation criteria whenever indicated.

October 24, 1966

Part II, "Evaluation Criteria," VA Department of Medicine and Surgery Manual M-6, "DM&S Program Evaluation," is changed as indicated below:

NOTE: In addition to minor editorial changes, updating Contents and station nomenclature; eliminating references to Area Medical Offices, where appropriate, and substituting Special Assistants for Field Operations, specific changes include:

a. Paragraph 15.24d(2). Revised to delete inpatient and CBOC program plans under Speech Pathology.

b. Paragraph 15.25b(2). Revised to include type of funding support under Research.

c. Paragraphs 22.01 through 22.06. Revised to define responsibility for review of the fiscal program in DM&S and to furnish revised criteria for use in evaluating that program.

chgy 17 ✓ Page vi, "CONTENTS--Continued": Under "15.03" delete "15.04 Statistical Data
- - - 15-1".

chgy 15 ✓ Page ix, "CONTENTS. . .Continued": Under "22.06" add "22.07 Staff Support- - -
22-2".

✓ Pages 1-1 and 1-2: Remove these pages and substitute pages 1-1 and 1-2 attached. (Par. 1.01a changed as directed by change 10; pars. 1.01f and 1.04c changed.)

✓ Page 2-1, paragraph 2.01, lines 8 and 9: After "station; (2)" delete "Area Medical Office staff; and (3)".

✓ Page 5-1, paragraph 5.01, lines 3 through 5: After "Pharmacy Service." delete "Referral to the provisions . . . context of patient care."

✓ Page 8-4, paragraph 8.09c, line 1: After "reports to" delete "Area Medical Office and".

Page 12-1, paragraph 12.01c

✓ Line 3: After "available in" delete "the Area Medical" and insert "Central".

✓ Lines 5 and 6: After "responsible" delete "Area Medical Office staff member" and insert "Central Office program director".

✓ Pages 15-1 and 15-2, paragraph 15.04: Delete this paragraph.

✓ Pages 15-7 and 15-8: Remove these pages and substitute pages 15-7 and 15-8 attached. ("NOTE" under par. 15.20k changed; pars. 15.24d(2) and 15.25b(2) changed.)

✓ Pages 17-1 and 17-2: Remove these pages and substitute pages 17-1 and 17-2 attached. (Pars. 17.01b, 17.02b, 17.03a, 17.04 c through e, and 17.05c changed; par. 17.05d deleted.)

✓ Page 20-5, paragraph 20.08c, line 7: After "control" change comma to a period and delete "and success reported to the Area Medical Director."

✓ Pages 22-1 and 22-2: Remove these pages and substitute pages 22-1 and 22-2 attached. (Pars. 22.01, 22.04, and 22.06 changed; pars. 22.02d, 22.04a(4) 22.07 added.)

✓ Page 25-1, paragraph 25.03a, lines 3 and 4: After "the station." delete "Whenever practicable, these . . . initiation of the visit. Otherwise," and capitalize "the".

October 24, 1966

M-6, Part II
Change 13

✓ Page 26-5, paragraph 26.07e, line 3: After "visiting stations--" delete "Area Office staff" and insert "staff of the Special Assistants for Field Operations".

H. Martin Engle
H. MARTIN ENGLE, M.D.
Chief Medical Director

Distribution: RPC: 1057
FD

April 20, 1965

Part II, "Evaluation Criteria," VA Department of Medicine and Surgery Manual M-6, "DM&S Program Evaluation," is changed as indicated below:

NOTE: The purpose of this change is to reflect changes in the organization and responsibilities of DM&S elements, and to furnish revised criteria for use in evaluating certain programs.

ch 16 ✓ Pages iii and iv: Remove these pages and substitute pages iii and iv attached. (Contents brought up to date.)

ch 17 ✓ Page vii: Delete "Section VI" and paragraphs "15.21" through "15.25".

ch 15 ✓ Pages ix and x: Remove these pages and substitute pages ix and x attached. (Chs. 27 and 28 added.)

✓ Page 1-1, paragraph 1.01

Subparagraph a, lines 1 and 2: Delete "recurring technical".

Subparagraph f

Line 1: Delete "certain of the" and insert "Central Office program officials and".

Line 2: Delete ", and others . . . Director." and insert a period.

✓ Page 1-3, paragraph 1.06b, line 2: Delete "recurring technical".

✓ Page 4-1, paragraph 4.01a, line 1: Delete "Area Medical Office".

✓ Pages 9-1 through 9-4: Remove these pages and substitute pages 9-1 through 9-6 attached. (Ch. 9 revised.)

✓ Page 20-1, paragraph 20.02

Subparagraph f: Delete "f. Laundry operations."

Subparagraph 1: Delete "Quarters . . . rates" and insert "personnel quarters".

✓ Page 20-4, paragraph 20.04d(5): Delete "Work orders" and insert "Requests for engineering work, engineering work orders, and labor job time cards".

✓ Pages 20-5 and 20-6: Remove these pages and substitute pages 20-5 and 20-6 attached. (Par. 20.08j added; par. 20.10 a and d changed; par. 20.09 deleted as directed by change 9.)

✓ Page 20-8

Paragraph 20.15, title: Delete "QUARTERS RENTAL AND UTILITY RATES" and insert "PERSONNEL QUARTERS".

Under subparagraph ^e ~~b~~ add: "d. Limitations on expenditures for maintenance, repair, and minor improvements to housekeeping quarters are complied with."

✓ Pages 22-1 through 22-3: Remove these pages and substitute pages 22-1 and 22-2 attached. (Ch. 22 revised.)

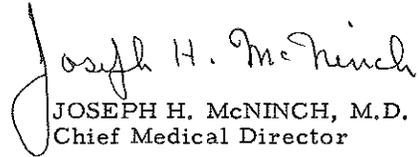
✓ Pages 23-1 and 23-2: Remove these pages and substitute 23-1 and 23-2 attached. (Pars. 23.01 through 23.03 and 23.04h changed.)

**M-6, Part II
Change 10**

April 20, 1965

✓ Page 27-1: Insert this page attached. (The addition of ch. 27 is a cross-reference of the criterion for the DM&S Personnel Service.)

✓ Pages 28-1 through 28-6: Insert these pages attached. (Ch. 28, "Audiology and Speech Pathology," added.)


JOSEPH H. McNINCH, M.D.
Chief Medical Director

Distribution: Same as M-6, part II
FD DVB Publications Code 1057

VETERANS ADMINISTRATION
REFERENCE SLIP

TO (Name or title—Mail routing symbol)	INITIALS—DATE
1. Miss. A. B. Hahn (101B2)	
2.	
3.	
4.	
5.	

REASON FOR REFERENCE

<input type="checkbox"/> AS REQUESTED	<input type="checkbox"/> FOR YOUR FILES	<input type="checkbox"/> NOTE AND RETURN
<input type="checkbox"/> COMMENTS	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> PER CONVERSATION
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> NECESSARY ACTION	<input type="checkbox"/> SIGNATURE

REMARKS

I am returning the attached material with the request that we inform facilities requesting copies of VA Manual M6, Part 2, that the manual will not be reprinted and that Health Care Review Service is working on the developing of a consolidated policy statement to replace M6, Part 2, and similar requirements relating to review of facility activities.

Also, facilities requesting copies of M6, Part 2, as a response to Internal Audit recommendations, should inform Internal Audit staff of the developmental activity of Health Care Review Service in regard to review policy.

FROM  JOHN MULHEARN, Chief, Quality Assurance Division, Health Care Review Service (174)	DATE 11-7-77 TEL. EXT. 275-0301
--	--