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(Veterans Administration, Department of Medicine and Surgery Manual)

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DEPARTMENT OF MEDICINE AND SURGERY MANUAL

PART II
M-6

DM&S PROGRAM EVALUATION



PART TWO
EVALUATION CRITERIA

WASHINGTON 25, D. C.

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CHAPTER 20. ENGINEERING DIVISION

20.01 INTRODUCTION

The objective of the Engineering Division at a field station is to insure the satisfactory and economical maintenance and operation of the station's physical plant (interior and exterior), to the end that service to those who directly serve the veteran-patient will be dependable and safe. This objective is accomplished through good management, sound organization and the application of appropriate mechanical and professional skills. The evaluation criteria furnished below are for use in determining the degree of effectiveness in attaining the primary objective.

20.02 MAJOR ELEMENTS FOR CONSIDERATION

- a. Management and administration.
- b. Preventive maintenance program.
- c. Physical condition and appearance of plant and equipment.
- d. Physical condition and appearance of roads, walks and grounds.
- e. Safety, fire protection and civil defense programs.
- ~~f. Laundry operations.~~ (Change 10)
- g. Automotive vehicle operations.
- h. Boiler plant operations.
- i. Electrical distribution systems.
- j. Water supply.
- k. Sewage and waste disposal.
- l. ~~Personal quarters~~ ^{Personal Quarters} ~~quarters rental and utility rates.~~ (Change 10)

20.03 CRITERIA FOR EVALUATION

a. In the time ordinarily available to the individual visiting a field station to conduct a survey of the Engineering program, it will not be practicable to give equally effective attention to all of the areas of inquiry identified in this chapter. However, there may be other areas of review which should be covered in individual situations, even though they are not specified herein.

b. The extent to which emphasis should be placed on particular areas of inquiry during any one visit, and how full coverage can be obtained within a reasonable period of time over a series of recurring visits are left to the discretion of the individual making the supervisory visit. Sound professional judgment and analytic competence are prerequisite in making these decisions and in arriving at valid determinations with regard to the areas covered.

20.04 MANAGEMENT AND ADMINISTRATION

a. Program ManagementAreas of Inquiry:

- (1) The Chief, Engineering Division, is properly qualified and is fully accepted as a member of the Manager's staff.
- (2) He functions as the Manager's chief advisor and consultant in engineering, including budget development and planning of engineering programs.

- (3) He is kept currently informed of physical conditions and operating programs by adequate personal inspections, and through reports from his supervisors and leading workmen.
- (4) The Chief, Engineering Division, maintains cooperative, satisfactory relationships with all other division and service chiefs. Good two-way communications are maintained between him and the others.
- (5) Staffing is related to actual workload and coverage of necessary engineering specialties.
- (6) Job performance time is faithfully recorded, records are available for examination, and they are analyzed periodically, to assure that staffing conforms to current workload requirements.
- (7) There is adequate supervision for the number and capacity of engineering personnel involved, without excessive layering of supervision. (Supervisory requirements are dependent on many factors at individual locations. As a rough rule-of-thumb, the prevailing ratio of supervisory to nonsupervisory positions in industry and other Government agencies is 1:12 to 1:16.)
- (8) There are current and accurate functional statements, organization charts, and position descriptions for the division.
- (9) Each employee is informed of, and understands his position in the organization, his functional responsibility, and what constitutes acceptable performance.
- (10) Employees are utilized in their appropriate technical skills to the maximum extent possible.

b. Personnel Management

Areas of Inquiry:

- (1) The morale of the personnel assigned to the division is good.
- (2) There is good and continuing communication between employees and supervisors.
- (3) Adequate and clearly understood means are established for the discussion of grievances, job opportunities, and other appropriate personnel problems.
- (4) Employees are currently advised of wage rates and their basis.
- (5) Employees are appropriately informed and prepared for changes in job assignments, changes due to reorganization, etc.
- (6) Assignments to tours of duty (guards, firefighters, boiler plant operators, etc.), are sound, provide adequate coverage, are clearly understood by all concerned, and appropriate provision is made by rotation of particularly burdensome and unpopular tour assignments.
- (7) A sound career development program has been established and is followed.
- (8) Job vacancies and promotion opportunities are properly publicized.
- (9) Information as to appropriate means of improvement of technical and administrative skills is made available to all concerned.

(10) There is a sound and continuing program of on-the-job training.

c. Program Planning and Controls

(1) Planning and Estimating

Areas of Inquiry:

- (a) Planning and estimating of station engineering programs is a continuing preoccupation of the Engineer Officer, and is adequate to provide for current and long-term needs. (G-8, "Planning and Estimating Maintenance Programs," DM&S Supp. to MP-3, discusses in detail what constitutes good planning and estimating.)
- (b) There is an obvious and reasonable relationship between planning, expenditures actually made, and work actually accomplished.
- (c) Plans and estimates are continuously brought up to date in the light of changing conditions and adequately documented by cost studies, technical background material, operating records and reports, performance standards and work orders. The extent of compliance with format as prescribed by DM&S Supplement to MP-3. Constant use is made of the current plans and estimates by all appropriate levels of station management.
- (d) Progress of accomplishment of plans is followed up and adequately recorded.

(2) Records and Reports

Areas of Inquiry:

- (a) Records and reports are accurate and in conformity with current directives.
- (b) Adequate cost records are kept to meet the needs of prescribed cost accounting systems.
- (c) Adequate supportive material for documenting completeness and accuracy of data supplied in reports, estimates, statements of cost, etc., is available, up to date, and in condition to be examined as required by auditors and others who may be concerned with their contents.
- (d) Master surveys and "as built" drawings are kept up to date.

d. Program Administration

Areas of Inquiry:

- (1) All appropriate directives and publications are available, current, accessible for use, and complied with. All personnel are familiar with material appropriate to their responsibilities.
- (2) Appropriate and timely engineering services are provided for all elements of the hospital within the limitation of available funds and staff.
- (3) Work is performed on a sound priority basis; hit-or-miss scheduling and priority based on personal bias are avoided.
- (4) The station procedure for request and accomplishment of necessary work, including provision for emergency requests, complies with the appropriate requirements of DM&S Supplement to MP-3, is clearly understood by all concerned, and is adhered to.

d. Appearance is neat, and within the limitations of appropriate purpose and use, housekeeping of shop areas, refuse and trash disposal areas, construction areas, etc., is good. Areas open to the public are not subject to justified public criticism or offense. Adequate directional signs are provided for finding proper destinations.

20.07 PHYSICAL CONDITION AND APPEARANCE OF ROADS, WALKS AND GROUNDS

Areas of Inquiry:

- a. The immediate visual impression given is that the grounds are attractive and well kept.
- b. There is an adequate program for removal of dead, diseased or unsightly plant growths, and adequate advance planning for replacement of trees and bushes on a progressive and economical basis.
- c. Roads are kept in good condition, the degree of maintenance in keeping with their specific use. Adequate preventive maintenance is practiced regularly, and there is a good and continuing program of topping, grading, filling in, and mending, designed to minimize costly, large-scale repair projects.
- d. Within the limitations of purpose and use, there are no unsightly or offensive outdoor areas.
- e. Condition and maintenance of cemeteries, if any, are such as to avoid justified public criticism, and are in keeping with the respect and dignity which would normally be expected to characterize such areas.
- f. Where appropriate, there are snow removal plans adequate for the climate and the hospital requirements.

20.08 SAFETY, FIRE PROTECTION AND CIVIL DEFENSE PROGRAMS

Areas of Inquiry:

- a. There is a sound published station program for safety and fire protection, which is clearly understood by all concerned. The program outlines station policy, and places responsibility for training, supervision and inspection. Major program elements prescribed by MP-3, part III, paragraph 32.10 and DM&S Supplement to MP-3, paragraph 202.01, are properly integrated into the station's program. (See TG 08-1, "Instructor's Guide for Training Supervisors in Safety and Fire Protection.")
- b. A station Safety and Fire Protection Officer has been designated. He keeps abreast of all station safety and fire protection activities, including the degree of compliance with VA policies and procedures (MP-3, pt. III; DM&S Supp. thereto.) He keeps management satisfactorily informed as to safety and fire protection activities, developments and requirements; and recommends means for maintaining an adequate program.
- c. Continuous attention is given to the control of smoking and use of matches. Responsibility for such control has been clearly placed, and is clearly understood by all concerned. Regulations for the control of smoking are published, clearly understandable, widely distributed, and vigorously enforced. MP-3, part III, paragraph 33.02 and DM&S Supplement to MP-3, paragraph 202.07, are complied with, and adequately supplemented by local implementation. Continuous study is made of ways and means of improving methods of control, ~~and success reported to the Area Medical Director.~~ (Change 13)
- d. All station employees are trained in first aid, firefighting and patient evacuation, and are instructed as to their responsibilities in connection therewith. There is adequate provision for maintaining the state of training at all times.
- e. Realistic and unannounced fire exit drills are conducted at least semimonthly.
- f. Where there is a station fire department, adequate controls have been established to insure the availability of personnel, adequacy of training, suitable testing and

maintenance of equipment, and necessary liaison with outside supporting fire departments. Where outside fire departments are utilized, they have been familiarized by the station with its layout and operation.

g. A sound inspection program is carried out regularly. Fire equipment is continuously maintained in safe and efficient operating condition. The equipment and water supplies are available for use whenever needed.

h. The station disaster, emergency relief and civil defense plans are kept up to date. Responsibility for maintaining such plans up to date has been clearly fixed. There is adequate provision for necessary training and instruction.

i. There is a sound motor vehicle safety program which includes testing of full- and part-time drivers, as well as the maintenance of vehicles in a safe condition at all times.

[j. Where there is a station fire department, annual evaluations of the possibilities of using municipal or contract fire services are made, and on file in properly documented form.]

20.09 (Deleted by change 9.)

20.10 AUTOMOTIVE VEHICLE OPERATIONS

a. All regulations governing the use of VA motor vehicles [or GSA motor vehicles assigned to VA] are complied with. Vehicles are used only for proper purposes, as prescribed by VA policy.

b. There is an adequate control system, clearly understood by all concerned. Prescribed records and reports are properly used. Costs are accurately recorded.

c. Vehicles assigned to the station are maintained at maximum efficiency at all times, through a good preventive maintenance program. Excessive major repairs of vehicles are avoided. Maintenance is such that vehicles generally reach or exceed maximum life expectancy. (See G-7, "Automotive Vehicles," DM&S Supp. to MP-3.)

d. Maximum utilization of vehicles is obtained. Vehicles no longer needed or whose use cannot be adequately justified are promptly reported as excess, [or returned to GSA for reduction in rental.]

e. There is an adequate and realistic long-term program of regular replacement of vehicles which is accurately reflected in budget requests, and is followed out to the extent that the appropriation language and available funds permit.

f. Driver's tests are carried out in accordance with established procedure and SF 46 is used.

g. Reports required by Central Office are accurate, include all required information, are submitted at the time specified and can be adequately documented by station records of mileage and cost.

20.11 BOILER PLANT OPERATIONS

Areas of Inquiry:

a. Steam produced is adequate for all hospital requirements and operation is in accordance with sound and economical practices.

b. Sufficient, properly qualified personnel are on duty at all times to meet hospital needs and safety requirements.

c. Housekeeping of the boiler plant area is good.

d. Adequate inspections are made regularly and recommendations of boiler inspectors are followed through promptly.

20.12 ELECTRICAL DISTRIBUTION SYSTEMS

Areas of Inquiry:

- a. The primary electrical system is in good condition.
- b. Substations' housing transformers and associated equipment are well ventilated, clean, and have proper drainage.
- c. Circuit breakers are of adequate size and working properly.
- d. The phases of the electrical system are in balance.
- e. Needed capacitors are in use.
- f. There is no overloading of electrical systems.

20.13 WATER SUPPLY

Areas of Inquiry:

- a. There are adequate supplies of water for all hospital purposes, including fire protection.
- b. There are adequate water reserves to maintain essential hospital services in case of emergency or disaster. There is a sound plan, clearly understood by all concerned, for distribution and use of water in such circumstances.
- c. Prescribed methods and frequency of testing are complied with. Good sanitary practices prevail. Water is maintained in the appropriate condition and temperature for specific uses. The distribution system is maintained in accordance with sound engineering practices. There is a good preventive maintenance program. (See program guides, DM&S Supp. to MP-3, G-15, "Pipe Maintenance," and G-5, "Swimming Pools," for detailed discussion.)
- d. There is an adequate program for the detection of leaks and possibilities of contamination, and for the control of water waste.

20.14 SEWAGE AND WASTE DISPOSAL

Areas of Inquiry:

- a. A high standard of housekeeping prevails in buildings and on grounds.
- b. Unsightly, offensive and unsanitary conditions and disposal practices which produce fire hazards are avoided, eliminated, or minimized to the maximum extent.
- c. Employees assigned to collection and disposal of garbage or other waste materials from TB or other contagious wards are furnished with suitable protective clothing, properly instructed in aseptic techniques such as precautions for handling contaminated waste, and follow such practices faithfully.
- d. Garbage and refuse are collected and disposition made on a regular schedule.
- e. Economies are effected by maximum reclamation and reuse of discarded materials. Salable scrap and refuse is sold; nonsalable refuse is disposed of promptly.
- f. There are sound and efficient methods of garbage and refuse collection and disposal, and maintenance is in accordance with sound engineering practices. (See G-10; "Refuse Collection and Disposal," DM&S Supp. to MP-3, for detailed discussion.)

(S) 10 * 20.15 ~~PERSONNEL QUARTERS RENTAL AND UTILITY RATES~~

Areas of Inquiry:

a. All regulations prescribing establishment of rental and utility rates for quarters are complied with.

b. Appraisals are made at required frequency, and in accordance with prescribed procedures.

c. Adequate records are kept to support utility charges.

(S) 10 ** d. *Limitations on expenditures for maintenance, repair, and minor improvements to housekeeping quarters are complied with.*

*20.15 PERSONNEL QUARTERS (Change 10)

**20.15 d. Limitations on expenditures for maintenance, repair, and minor improvements to Housekeeping quarters are complied with. (Change 10)

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 l: 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.)

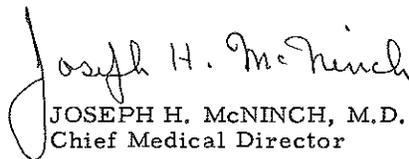
✓ Pages 23-1 and 23-2: Remove these pages and substitute 23-1 and 23-2 attached. (Pars. 23.01 through 23.03 and 23.04h changed.)

**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

December 14, 1962

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 point out certain revisions in the criteria for evaluation of the Housekeeping Division due to transfer of responsibility for laundry operations from the Engineering Division to the Housekeeping Division, and to add an area of inquiry for evaluation of fire prevention and safety.

- chg 16* → Page iv: Add: "9.10 Laundry Operations - - - -9-4".
- chg 17* → Page viii: Delete "20.09 Laundry Operations - - - -20-6".
- chg 18* → Page 9-1, paragraph 9.02: Add: "g. Laundry operations."
- chg 19* → Pages 9-3 and 9-4: Remove these pages and substitute pages 9-3 and 9-4 attached. (Pars. 9.09e and 9.10 added.)
- chg 10* → Page 20-6, paragraph 20.09: Delete this paragraph.

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

Distribution:

Same as DM&S Manual M-6, Part II.

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

10E
M-6, Part II
Change 2

April 25, 1961

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

NOTE 1: The purpose of this change is to publish chapters 19 and 20, furnishing criteria for evaluation of the Spinal Cord Injury and Engineering programs.

NOTE 2: Program guides with respect to boiler plants and water supply (pars. 20.11 and 20.13) will be published in the near future.

chp 3 ~~Pages vii and viii:~~ Remove these pages and insert pages vii and viii attached. (Contents brought up to date.)

Pages 19-1 through 20-8: Insert new pages attached. (Chs. 19 and 20 added.)


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

Distribution:

Same as DM&S Manual M-6, Part II.

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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
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