

Veterans Health Administration Occupational Safety Risk Identification, Triage, Mitigation and Sustainment (RiTMS) Process

Risk Assessment Tool :

Pilot Results / Structure and Function/ Future Direction

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National Academies of Science
Washington DC
May 8, 2019



Overview

- ▶ RiTMS Process – What it is and What it is Not
- ▶ Walkthrough of VHA RiTMS Program Assessment Methodologies
- ▶ RiTMS Model Development Process
- ▶ Pilot Visit Results:
 - Hunter Holmes McGuire VA Medical Center (Richmond, VA)
 - VA Pittsburgh Healthcare System (Pittsburgh, PA)
 - VA Maryland Health Care System (Baltimore, Perry Point, Loch Raven)
- ▶ RiTMS Documents and Tools Developed to Date
- ▶ RiTMS How Does the Scoring Work
- ▶ Bottom and Top Quartile Results for all VHA Facilities (n=140)
- ▶ RiTMS (Post Pilot) Facility Targeting Strategy and Roll-Out Schedule for year one deployment.
- ▶ Future Direction of This Tool



Purpose and Scope of RiTMS

Purpose:

- Develop a model capable of targeting facilities in need of assistance or who are at risk of having untoward events in the areas of Employee Safety
- Develop a model that can be easily adapted to model risk in other business lines throughout VHA.
- Use the model as a tool to develop an administration wide risk profiles for facilities that can be used to better deploy resources and support, in advance of serious situations

Scope:

Year 1 of the Safety RiTMS Task Order will encompass (we are currently in year 3):

1. Safety RiTMS process design and development
2. Pilot testing at a representative sample of Level 1 – 3 VAMCs
3. Process refinement and lessons learned
4. Initial implementation at approximately 32 VAMCs throughout the system

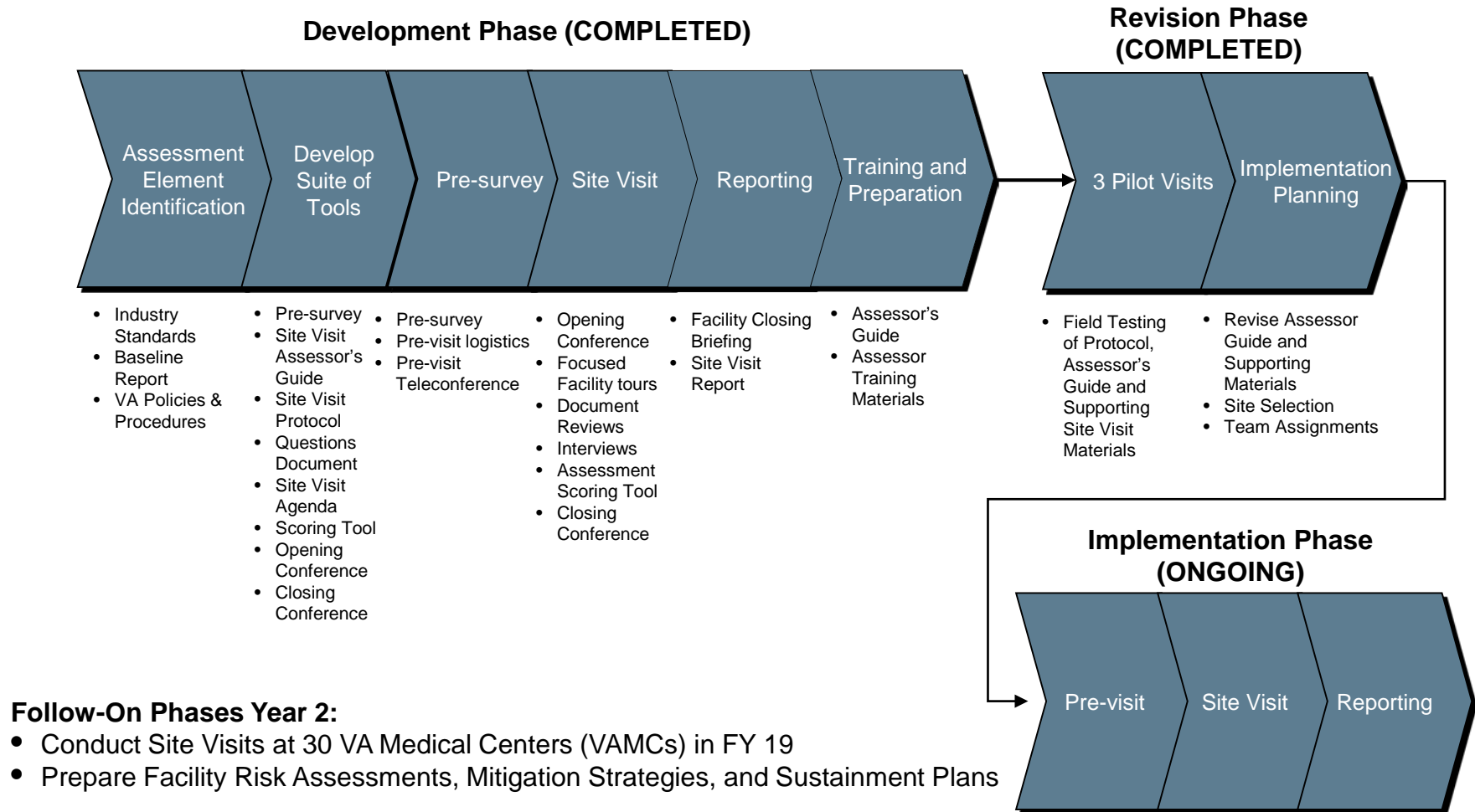


How the Model is Used

- ▶ What does it do
 - Assigns a risk score (1-100) based on the evaluation of over 9 different data sets coupled with a site visit that evaluates 53 different KPI's (Key Performance Indicators). In ONE specific business line (For this project it is employee safety)
 - The higher the score the lower the risk and vice versa. (The scores are used to target at risk facilities)
 - Is robust enough to produce accurate results without a complete data set. (model is modular)
- ▶ What mathematical part of the model does not do
 - Tell you when or what will go wrong at a facility in the area being modeled.
 - Tell you how to fix a facility at risk.
 - Tell you what type of resources to deploy or how to deploy them.
- ▶ How do you use this information: Use the data to focus your efforts and send your site visit teams out to the facilities with the lowest scores this is the purpose of the site visits



The RiTMS Program Assessment Methodology

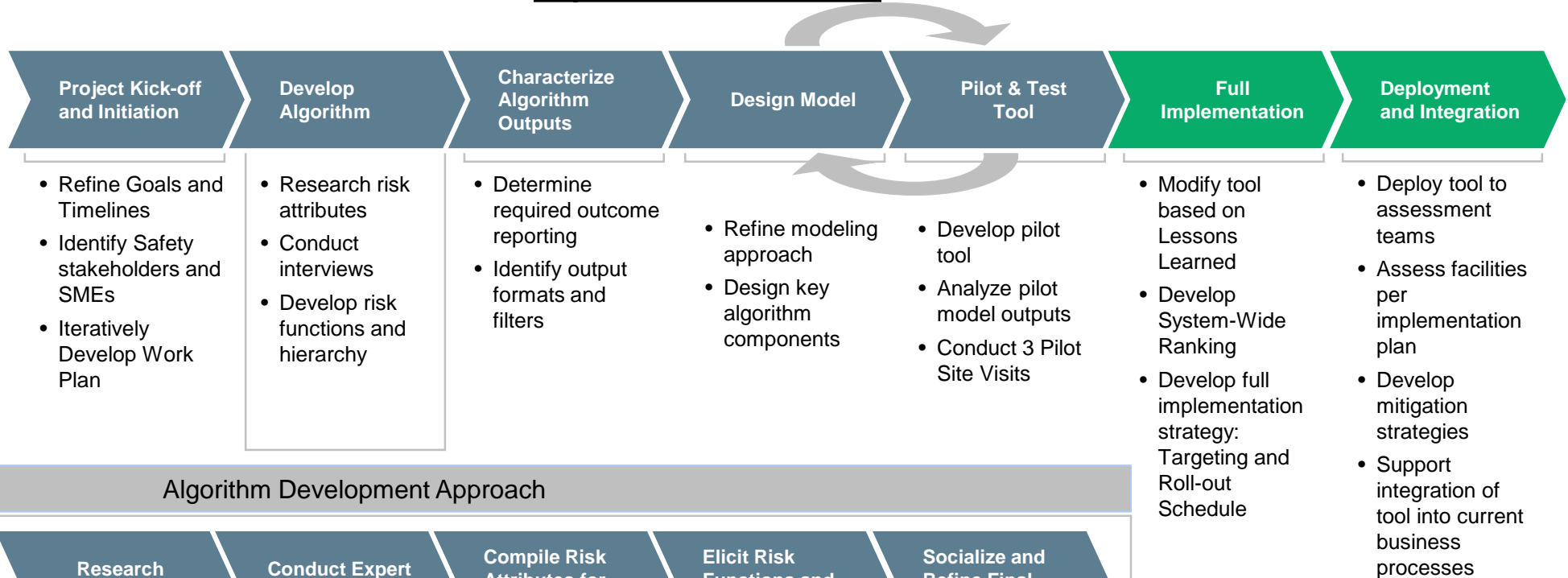


Note: Conducting Site Visits will require a detailed schedule that is coordinated between 10NA8, the VISNs, and Contractor

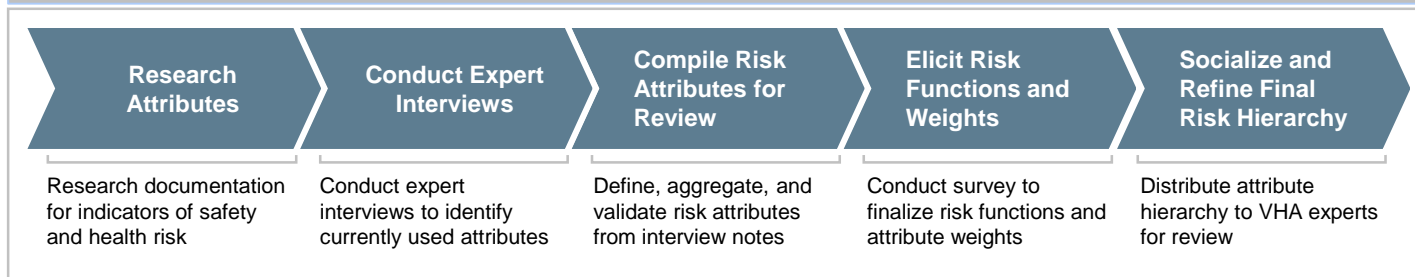


Risk-based Model Development Approach

Key Tasks and Activities



Algorithm Development Approach



Completed

Active



Summary Pilot Effort of Richmond, Pittsburgh, and Baltimore

Facility	Pre/Post Score	Major Observations	Exceeds Standards and Requirements	Needs Attention	Special Consideration
Hunter Holmes McGuire VAMC (Richmond)	84/92	<ul style="list-style-type: none"> • Low Risk • Documentation of Safety Training • Lockout/Tagout Improvements 	<ul style="list-style-type: none"> • Committees • PPE • Ion/Non-Ion • RPP • TB • FLS • Construction 	<ul style="list-style-type: none"> • Hazardous energy control 	<ul style="list-style-type: none"> • 24-Hour manning • Safety reports to Engineer-perfect fit
VA Pittsburgh Healthcare System (Pittsburgh)	84/87	85% of Program capabilities met or exceeded requirements	<ul style="list-style-type: none"> • Committees • Ion/Non-Ion 	<ul style="list-style-type: none"> • Storage Areas/Loading Docks 	<ul style="list-style-type: none"> • EOC Dashboard-objectives/performance
VA Maryland Health Care System (Baltimore/ Perry Point)	61/68	85% of program capabilities met or exceeded requirements	<ul style="list-style-type: none"> • Hot Work • Interim Life Safety Measures 	<ul style="list-style-type: none"> • Environmental Permitting • Aging POL Storage (Proximity to River) 	<ul style="list-style-type: none"> • No EtO in use for RME sterilization • Storage control in equipment spaces



Resourcing Tools

Computational Tools

Briefing/Reporting Tools

Condition - Input Evaluations	Table Score
Did not use data from independent assessment	0.000000
Facility PPE	1.000000
Facility Safety Program	1.000000
Facility Compliance Level	1.000000
OSHA Inspection Status	1.000000
Total number of OSHA inspections	100.000000
Facility has safety staff comprised of a majority of OGC workers	1.000000
Facility conducts internal hygiene monitoring, even if not required to do so	1.000000
Number of employees that participate in the Respiratory Protection Program	1.000000
Facility includes an asbestos policy that is managed and program	1.000000
Facility's OSHA general fines	500.000000
Facility operates water treatment plant or wastewater treatment plant	1.000000
Facility has multiple industrial processes	1.000000
Facility has an ongoing environmental program	1.000000
Facility is a designated Federal Coordinating Center for the National Disease Medical Center (NDMC)	1.000000
Facility is managed by a Veterans' Housing Center or a Veterans' Health Administration (VHA) Center	1.000000
Facility has experienced one or more significant disaster events in the past and has a medium to high risk level and response plan	1.000000

Resourcing Calculator

Assessor Scoring Tool

Capability Scoring Checklist

Risk Profiler Tool

Veterans Health Administration Occupational Safety Risk Identification Triage, Mitigation and Sustainment Process (RITMS)

Occupational Safety Program Capabilities Protocol Scoring Tool

Office of Occupational Safety, Health, and Green Environmental Management
Occupational Safety Program
Department of Veterans Affairs
Veterans Health Administration

Category	Score	Weight	Score
Facility PPE	1.000000	1.000000	1.000000
Facility Safety Program	1.000000	1.000000	1.000000
Facility Compliance Level	1.000000	1.000000	1.000000
OSHA Inspection Status	1.000000	1.000000	1.000000
Total number of OSHA inspections	100.000000	1.000000	100.000000
Facility has safety staff comprised of a majority of OGC workers	1.000000	1.000000	1.000000
Facility conducts internal hygiene monitoring, even if not required to do so	1.000000	1.000000	1.000000
Number of employees that participate in the Respiratory Protection Program	1.000000	1.000000	1.000000
Facility includes an asbestos policy that is managed and program	1.000000	1.000000	1.000000
Facility's OSHA general fines	500.000000	1.000000	500.000000
Facility operates water treatment plant or wastewater treatment plant	1.000000	1.000000	1.000000
Facility has multiple industrial processes	1.000000	1.000000	1.000000
Facility has an ongoing environmental program	1.000000	1.000000	1.000000
Facility is a designated Federal Coordinating Center for the National Disease Medical Center (NDMC)	1.000000	1.000000	1.000000
Facility is managed by a Veterans' Housing Center or a Veterans' Health Administration (VHA) Center	1.000000	1.000000	1.000000
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Number of employees that participate in the Respiratory Protection Program	1.000000	1.000000	1.000000
Facility includes an asbestos policy that is managed and program	1.000000	1.000000	1.000000
Facility's OSHA general fines	500.000000	1.000000	500.000000
Facility operates water treatment plant or wastewater treatment plant	1.000000	1.000000	1.000000
Facility has multiple industrial processes	1.000000	1.000000	1.000000
Facility has an ongoing environmental program	1.000000	1.000000	1.000000
Facility is a designated Federal Coordinating Center for the National Disease Medical Center (NDMC)	1.000000	1.000000	1.000000
Facility is managed by a Veterans' Housing Center or a Veterans' Health Administration (VHA) Center	1.000000	1.000000	1.000000
Facility has experienced one or more significant disaster events in the past and has a medium to high risk level and response plan	1.000000	1.000000	1.000000

Evaluation Score
Data Collection Requirement
Compliance Requirement
Final Score

88.8

**Veterans Health Administration (VHA)
Occupational Safety Risk Identification,
Triage, Mitigation and Sustainment
(RiTMS) Program Review**

**Opening Conference Presentation for
VAMC, City, State**

Date, Year

**RiTMS
Opening
Conference
Briefing**

**Veterans Health Administration (VHA)
Occupational Safety Risk Identification,
Triage, Mitigation and Sustainment
(RiTMS) Program Review**

**VHA Professional Resourcing Model
Overview for XXXXX VA Medical Center**

City, State
Date

This document contains neither recommendations nor conclusions of the author.
The views are those of the author and do not necessarily represent those of the Department of Defense.

**RiTM
Model
Briefing**

**Veterans Health Administration (VHA)
Occupational Safety Risk Identification,
Triage, Mitigation and Sustainment
(RiTMS) Program Review**

**Closing Conference Presentation for
VAMC, City, State**

Date, Year

**RiTMS
Closing
Conference
Briefing**

**Veterans Health Administration (VHA)
Occupational Safety Risk
Identification, Triage, Mitigation and
Sustainment (RiTMS) Program**

**Program Review Report for
<Name of Facility>
City, State**

Sponsored by:
Department of Veterans Affairs
Veterans Health Administration
Office of Safety, Health, Environmental and Emergency Management
Office of the Deputy Under Secretary for Health for Operations and Management

DRAFT
Submitted X XX, XXXX

**RiTMS
Program
Review
Report**



How Does the Scoring Work



► Overview

- Step 1 Determine the data sets
- Step 2 Define how data sets will be scored (Typical performance metrics)
- Step 3 Determine interim value calculations and model weighting (Some data sets will be more important than others)
- Step 4 Link all Weighted data sets to gather to calculate the initial risk score

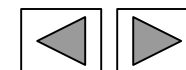


Demo of Tool Functionality

Pilot Risk Profiler Tool – Expanded (1 of 8)

	DATA SOURCE
<i>Safety Programmatic Level Risk Indicators</i>	
KPI.P.1 Staffing Levels	2016 HAIG Survey: FTEE Reported Vs Vacancies 
KPI.P.2 Organizational Placement	On-Site: Organizational Chart/Direct Interview
<i>Occupational Safety and Health (Safety) Risk Indicators</i>	
KPI.S.1 Annual Workplace Evaluation (AWE) Results	SAFE Database All VISN: 1Jan2014-30Dec2016; Average time to close finding 
KPI.S.2 OSHA Complaints	HAIG Survey: Q7 Safety Sr Mgt Report (2016) or equiv
OSHA Willfulls - Toll Gate	HAIG Survey: Q8 Safety Sr Mgt Report (2016) or equiv
Data Validation - Toll Gate	On-Site: Validate HAIG Survey summary-with actual
KPI.S.3 OSHA Compliance History/Target List	OSHA Establishment Search
KPI.S.4 Safety Inspections for Community Based Programs	HAIG Survey: Q5 Safety Facility Report (2016) or equiv
KPI.S.5 Lost Time Case Rates	WC-OSH/MIS Data pull, 11 Jan 2017: FY2014-2016 (Adjudication status codes D2,D3,D4,D5 Excluded)
KPI.S.6 Safety Management System (SMS) Implementation	HAIG Survey: Q11 Safety Facility Report (2016) Percent based on five SMS areas listed in report only.
<i>Environmental Performance Risk Indicators</i>	
KPI.E.1 Air Emissions Inventories	CPTrack and Triennial Audit Reports
KPI.E.2 Permit Compliance	CPTrack and Triennial Audit Reports + ECOH
KPI.E.3 SPCC Plan	CPTrack and Triennial Audit Reports
KPI.E.4 Community Right to Know	CPTrack and Triennial Audit and TRI Reports
KPI.E.5 Fuel Storage Tanks	CPTrack and Triennial Audit Reports
KPI.E.6 Medical Waste Management	CPTrack and Triennial Audit Reports
KPI.E.7 Complaints, EPA Inspections, and Environmental Compliance History	CPTrack and ECOH Database
KPI.E.8 Sustainability/Greening Initiatives (Potential new KPI)	Currently not used

- ▶ Table details the Key Performance Indicators (KPI) as well as their data source
- ▶ Yellow flags are post pilot recommended changes to data collection (detailed later) AWE score = Ave.time to close+Ave. time to close post planned+Ave. RAC
- ▶ Red flag is for major change to KPI, Data Manipulation, and KPI Weighting (detailed later) these were combined into one aggregate variable



Demo of Tool Functionality

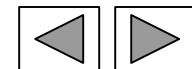
Pilot Risk Profiler Tool – Expanded (2 of 8)

- ▶ Table details the Key Performance Indicators (KPI) and an explanation of scoring

*

	Value	Explanation
<i>Safety Programmatic Level Risk Indicators</i>		
KPI.P.1 Staffing Levels	100.0	Safety Office Staffing Levels, Percent Staffed
KPI.P.2 Organizational Placement	2.0	Operational levels separated from AD: 1Layer=1 and low risk, e.g works for A/D. 2layer=2 and modest risk, e.g. works for Assistant director. 4 is highest risk

* Note: A staffing model was previously developed by our office and was used to determine individual facility staffing levels for this model

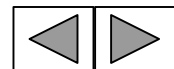


Demo of Tool Functionality

Pilot Risk Profiler Tool – Expanded (3 of 8)

- ▶ Table details the Key Performance Indicators (KPI) and an explanation of scoring
- ▶ Note KPI.S.1 AWE results see updated data definition on sidebar comment slide 9

	Value	Explanation
<i>Occupational Safety and Health (Safety) Risk Indicators</i>		
KPI.S.1 Annual Workplace Evaluation (AWE) Results	78.0	Average days for this facility normalized by the range of average days across all facilities ((Avg-Min Reported)/(Max Reported-Min Reported))
KPI.S.2 OSHA Complaints	1.0	Complaints for this facility normalized by the range of average complaints across all facilities ((Avg-Min Reported)/(Max Reported-Min Reported))
OSHA Willfulls - Toll Gate	Yes	If Yes, score a ZERO if NO Score a ONE
Data Validation - Toll Gate		If Yes, score a ONE if NO Score a ZERO
KPI.S.3 OSHA Compliance History/Target List	No	If Yes, score a ZERO if NO Score a ONE
KPI.S.4 Safety Inspections for Community Based Programs	100.0	Completion rate for this facility normalized by the range of completion rates across all facilities ((Avg-Min Reported)/(Max Reported-Min Reported))
KPI.S.5 Lost Time Case Rates	1.14	WC-OSH/MIS LTCR for this facility normalized by the range of LTCRs reported across all facilities ((Avg-Min Reported)/(Max Reported-Min Reported))
KPI.S.6 Safety Management System (SMS) Implementation	100.0	% Implemented for this facility normalized by the range of implementation reported across all facilities ((Avg-Min Reported)/(Max Reported-Min Reported))

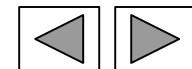


Demo of Tool Functionality

Pilot Risk Profiler Tool – Expanded (4 of 8)

- ▶ Table details the Key Performance Indicators (KPI) and an explanation of scoring
- ▶ *Note KPI.E.1-7 were combined to produce one score weighted equally with OSHA findings.*

	Value	Explanation
<i>Environmental Performance Risk Indicators</i>		
KPI.E.1 Air Emissions Inventories	no	If Yes, score a ZERO if NO Score a ONE
KPI.E.2 Permit Compliance	no	
KPI.E.3 SPCC Plan	no	
KPI.E.4 Community Right to Know	no	
KPI.E.5 Fuel Storage Tanks	no	
KPI.E.6 Medical Waste Management	Yes	
KPI.E.7 Complaints, EPA Inspections, and Environmental Compliance History	Yes	
KPI.E.8 Sustainability/Greening Initiatives (Potential new KPI)		

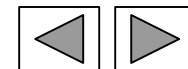


Demo of Tool Functionality

Pilot Risk Profiler Tool – Expanded (5 of 8)

- ▶ Table details the Key Performance Indicators (KPI) and an Interim Value Calculation

	Value	Weight	Interim Value	Explanation
<i>Safety Programmatic Level Risk Indicators</i>				
KPI.P.1 Staffing Levels	100.0	3	3	Percent staffed times weight = interim value
KPI.P.2 Organizational Placement	4.0	1	1	Assigned layer is normalized across range of 1-4. This is subtracted from one and multiplied by weight. Possible values: 1, 0.67, 0.33, and 0

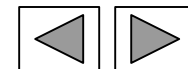


Demo of Tool Functionality

Pilot Risk Profiler Tool – Expanded (6 of 8)

- ▶ Table details the Key Performance Indicators (KPI) and an Interim Value Calculation

	Value	Weight	Interim Value	Explanation
<i>Occupational Safety and Health (Safety) Risk Indicators</i>				
KPI.S.1 Annual Workplace Evaluation (AWE) Results	78.0	3	2.57	Normalized value is subtracted from one and multiplied by weight
KPI.S.2 OSHA Complaints	1.0	2	1.7	Normalized value is subtracted from one and multiplied by weight
OSHA Willfulls - Toll Gate	Yes	1	0	0 or 1 is multiplied by weight
Data Validation - Toll Gate		1		0 or 1 is multiplied by weight
KPI.S.3 OSHA Compliance	No	2	2	0 or 1 is multiplied by weight
KPI.S.4 Safety Inspections for Community Based Programs	100.0	3	3	Normalized value is subtracted from one and multiplied by weight
KPI.S.5 Lost Time Case Rates	1.14	2	1.25	Normalized value is subtracted from one and multiplied by weight
KPI.S.6 Safety Management System (SMS) Implementation	100.0	2	2	Normalized value is subtracted from one and multiplied by weight

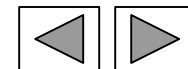


Demo of Tool Functionality

Pilot Risk Profiler Tool – Expanded (7 of 8)

- ▶ Table details the Key Performance Indicators (KPI) and an Interim Value Calculation

	Value	Weight	Interim Value	Explanation
Environmental Performance Risk Indicators				
KPI.E.1 Air Emissions Inventories	no	2	2	0 or 1 is multiplied by weight
KPI.E.2 Permit Compliance	no	3	3	
KPI.E.3 SPCC Plan	no	2	2	
KPI.E.4 Community Right to Know	no	1	1	
KPI.E.5 Fuel Storage Tanks	no	3	3	
Management	Yes	1	0	
KPI.E.7 Complaints, EPA	Yes	2	0	
Inspections, and Environmental				
KPI.E.8 Sustainability/Greening		1		

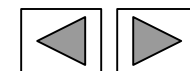


Demo of Tool Functionality

Pilot Risk Profiler Tool – Expanded (8 of 8)

	Weight	Interim Value	ENTERED	Entered Risk
<i>Safety Programmatic Level Risk Indicators</i>				
KPI.P.1 Staffing Levels	3	3	1	3
KPI.P.2 Organizational Placement	1	1	1	1
<i>Occupational Safety and Health (Safety) Risk Indicators</i>				
KPI.S.1 Annual Workplace Evaluation (AWE) Results	3	2.57	1	3
KPI.S.2 OSHA Complaints	2	1.7	1	2
OSHA Willfuls - Toll Gate	1	0	1	1
Data Validation - Toll Gate	1		0	0
KPI.S.3 OSHA Compliance History/Target List	2	2	1	2
KPI.S.4 Safety Inspections for Community Based Programs	3	3	1	3
KPI.S.5 Lost Time Case Rates	2	1.25	1	2
KPI.S.6 Safety Management System (SMS) Implementation	2	2	1	2
<i>Environmental Performance Risk Indicators</i>				
KPI.E.1 Air Emissions Inventories	2	2	1	2
KPI.E.2 Permit Compliance	3	3	1	3
KPI.E.3 SPCC Plan	2	2	1	2
KPI.E.4 Community Right to Know	1	1	1	1
KPI.E.5 Fuel Storage Tanks Management	3	3	1	3
KPI.E.7 Complaints, EPA Inspections, and Environmental	1	0	1	1
KPI.E.8 Sustainability/Greening Initiatives (Potential new KPI)	2	0	1	2
	1		0	0
Evaluation Score				
Max Risk	35	Partial Risk	83.5	0
Partial Risk	33			
Data Validation Adjustment			0	
Capability Review Adjustment			0	
Final Score			83.5	

- ▶ Table details the calculation for the overall facility score
 - The Profiler overall score accommodates ‘missing’ scores and does not include the missing value in the facility overall score (This is done through the weights which are zeroed for missing)
 - The highest possible score is 100 regardless of how many KPIs are entered
- ▶ The final score is calculated as: The sum of the interim values divided by the risk scores of KPIs scored (“partial risk”) times 100.



Contribution by Model Variable

2018 Sensitivity Analysis:

KPI	Relative Contribution (%)	KPI Δ Effect on Median Score (%)
Staffing	16	7
Organization	5	2
AWE	16	7
OSHA Complaints	10.5	3
Data Validation	5	0
Community Inspections	16	0
LTCR	10.5	5
SMS	10.5	9
Internal/Environmental	10.5	4



Risk Profiler: VHA-Wide Application: Risk Scores Calculated

- ▶ Scores calculated for all VAMCs
- ▶ Updated model parameters used
- ▶ Unable to determine organizational placement (KPI.P.2) for all locations
- ▶ 64 Facilities Below Median Score

Statistic	Value
Mean	75
Median	77
Standard Deviation	10
Min	35
Max	98
Count	140

Risk Profiler - Key Performance Indicators and Weight	
<i>Safety Programmatic Level Risk Indicators</i>	<i>Weight</i>
KPI.P.1 Staffing Levels	3
KPI.P.2 Organizational Placement	1
<i>Occupational Safety and Health (Safety) Risk Indicators</i>	<i>Weight</i>
KPI.S.1 Annual Workplace Evaluation (AWE) Results	3
KPI.S.2 OSHA Complaints	2
OSHA Willfulls - Toll Gate	1
Data Validation - Toll Gate	1
KPI.S.3 OSHA Compliance History/Target List	2
KPI.S.4 Safety Inspections for Community Based Programs	3
KPI.S.5 Lost Time Case Rates	2
KPI.S.6 Safety Management System (SMS) Implementation	2
<i>Environmental Performance Risk Indicators</i>	<i>Weight</i>
KPI.E.1 Internal Environmental Conformance	2
KPI.E.2 External Environmental Compliance	3
KPI.E.3 Sustainability/Greening Initiatives	1



VHA RiTMS Facility Targeting Strategy and Roll-Out Schedule

► Site Selection Year 1:

- 32 Sites: 11 top/middle quartile, 11 middle/lower quartile, 10 lowest quartile
- Mix enables: Risk mitigation strategies developed, Tools continuously improved, Best practices identified and shared
- Mitigates perception of visiting only the worst
- Table outlines next 10 proposed site visits
- Include representative “Blind Audit” Assessments

► Process

- Implement Risk Profiling model changes, as necessary
- Request updated introduction letter to be sent to all facilities (DRAFT)
- VHA Oversight: VISN participation, Report Review and Routing, Other

Facility	Week
VAMC 1	17 Apr
VAMC 2	17 Apr
VAMC 3	24 Apr
VAMC 4	24 Apr
VAMC 5	1 May
VAMC 6	1 May
Etc..	



Future Direction of This Tool

- ▶ RiTMS scores have been added into the Admin Sail Metrics
- ▶ We will continue to conduct site visits until we have visited all of the 3rd and 4th quartile facilities
- ▶ We are targeting support (funds, consulting both internal and external to at need facilities)
- ▶ We have been conducting in-depth briefings with individual VISN DND's and Facility Level AD's
- ▶ All relevant data has been packaged in Tableau for visualization and Monitoring purposes
- ▶ To date this has been well received by Senior Leadership in VHA, The VISN's and the Field Facilities
- ▶ Data is updated annually



Tableau Interface

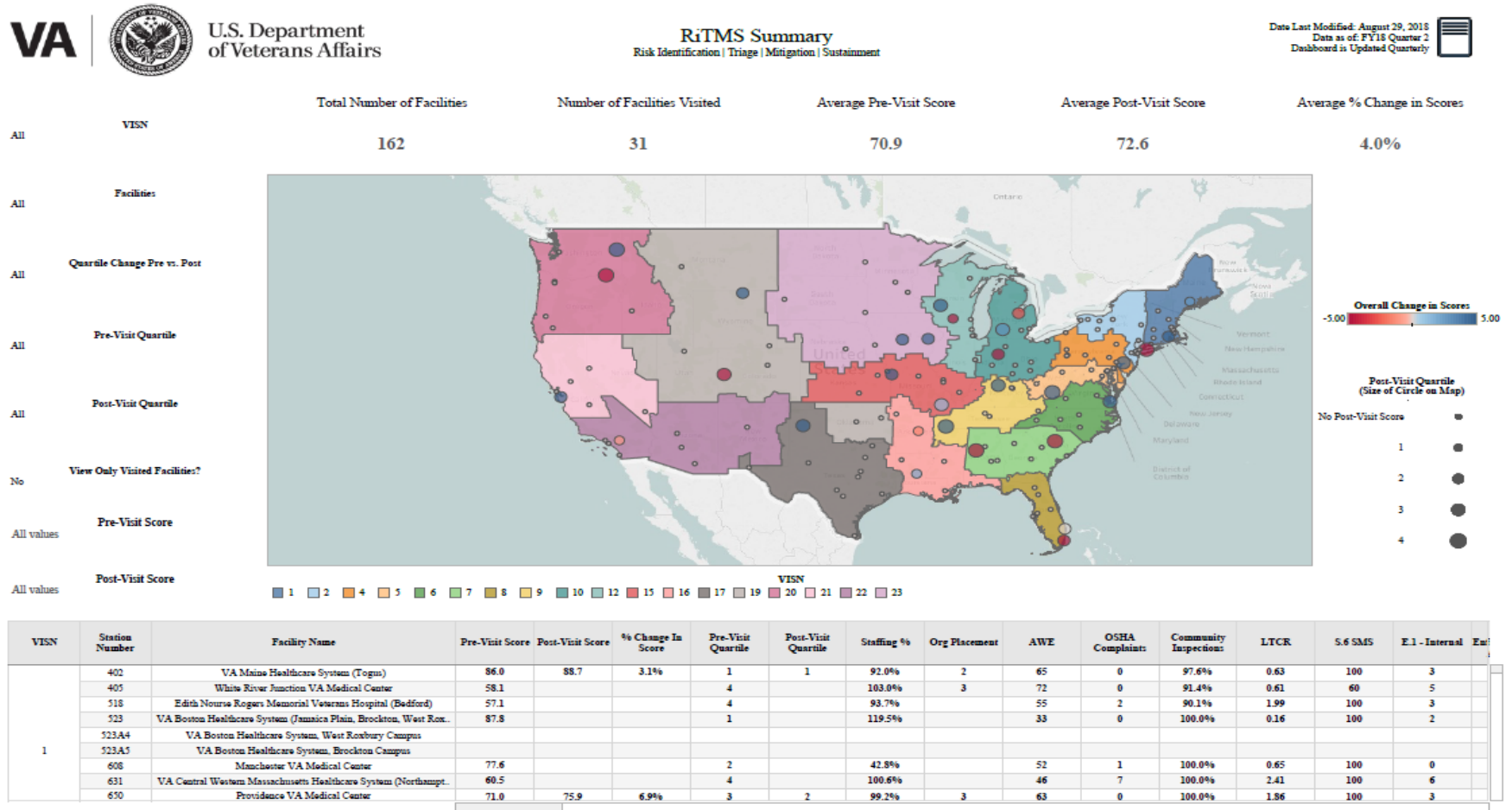


Tableau Interface

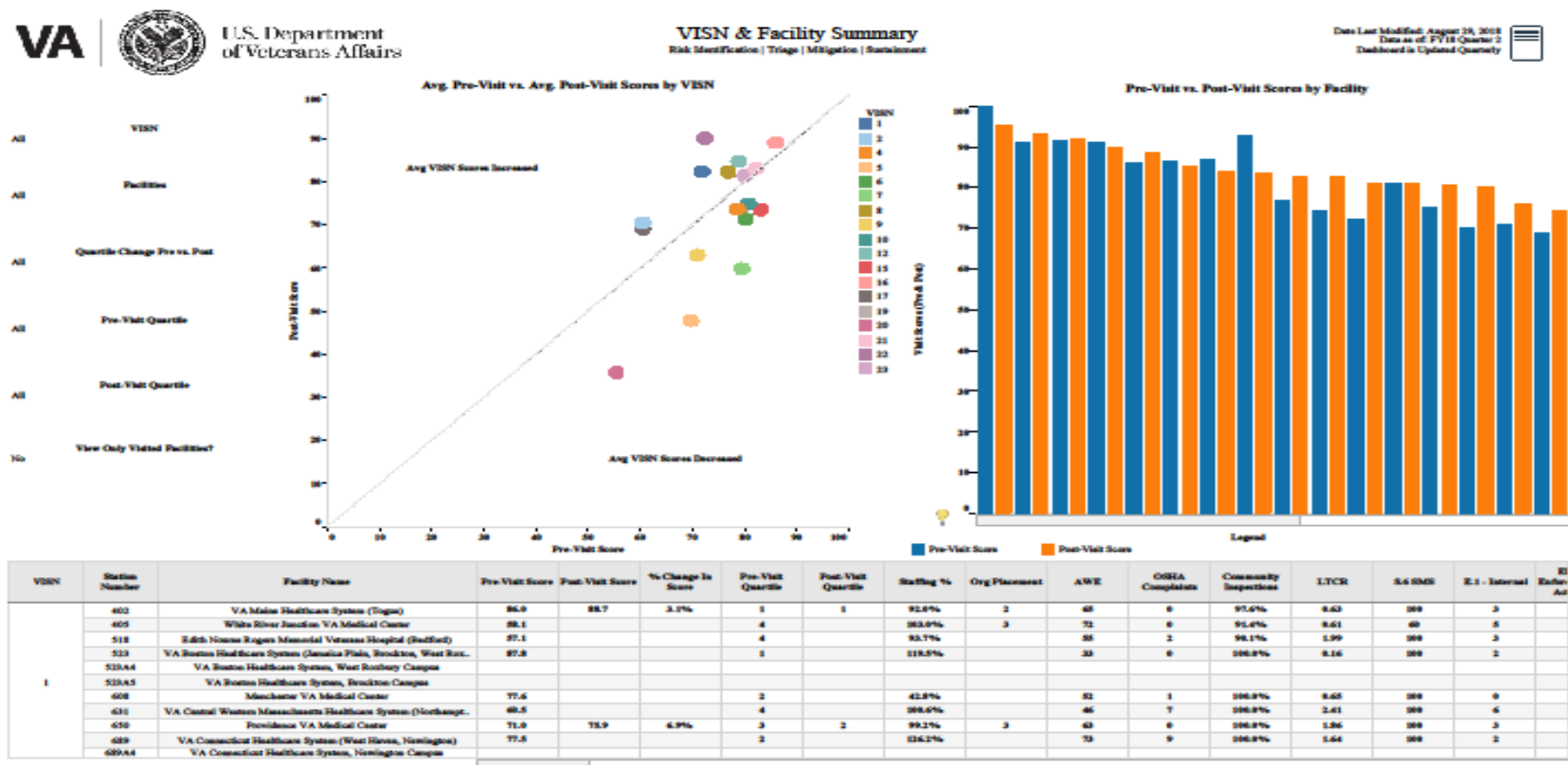


Tableau Interface

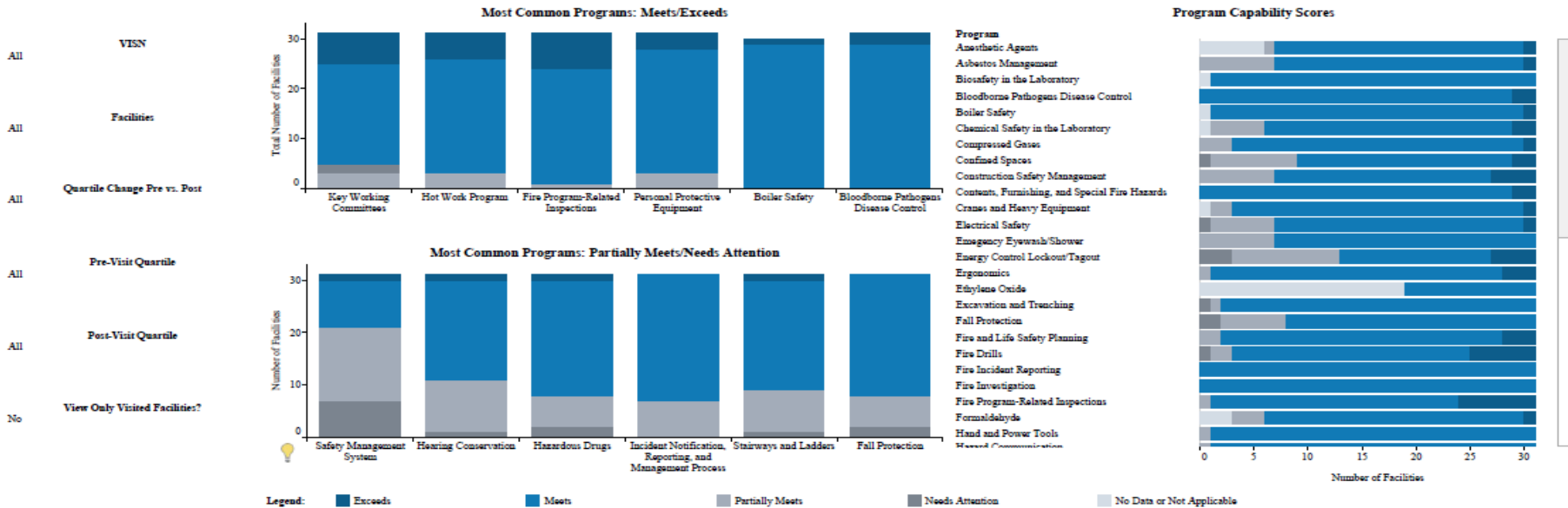


U.S. Department
of Veterans Affairs

Capability Summary

Risk Identification | Triage | Mitigation | Sustainment

Date Last Modified: August 29, 2018
Data as of: FY18 Quarter 3
Dashboard is Updated Quarterly



VISN	Station Number	Facility Name	Pre-Visit Score	Post-Visit Score	% Change In Score	Pre-Visit Quartile	Post-Visit Quartile	Staffing %	Org Placement	AWE	OSHA Complaints	Community Inspections	LTCR	S.6 SMS	E.1 - Internal	External
1	402	VA Maine Healthcare System (Togus)	86.0	88.7	3.14%	1	1	92.0%	2	65	0	97.6%	0.63	100	3	
	405	White River Junction VA Medical Center	58.1			4		103.0%	3	72	0	91.4%	0.61	60	5	
	518	Edith Nourse Rogers Memorial Veterans Hospital (Bedford)	57.1			4		93.7%		55	2	90.1%	1.99	100	3	
	523	VA Boston Healthcare System (Jamaica Plain, Brockton, West Rox.	87.8			1		119.5%		33	0	100.0%	0.16	100	2	
	523A4	VA Boston Healthcare System, West Roxbury Campus														
	523A5	VA Boston Healthcare System, Brockton Campus														
	608	Manchester VA Medical Center	77.6			2		42.8%		52	1	100.0%	0.65	100	0	
	631	VA Central Western Massachusetts Healthcare System (Northampton)	60.5			4		100.6%		46	7	100.0%	2.41	100	6	
	650	Providence VA Medical Center	71.0	75.9	6.9%	3	2	99.2%	3	63	0	100.0%	1.86	100	3	
	689	VA Connecticut Healthcare System (West Haven, Newington)	77.5			2		126.2%		73	9	100.0%	1.64	100	2	
	689A4	VA Connecticut Healthcare System, Newington Campus														

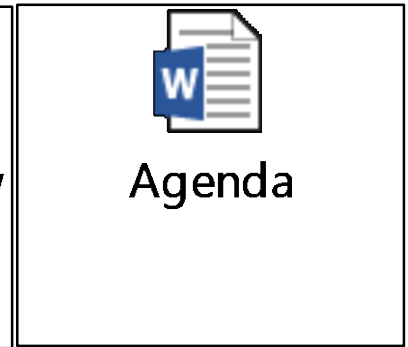
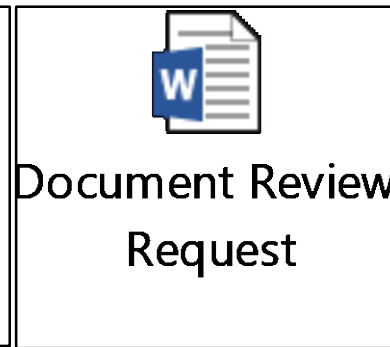
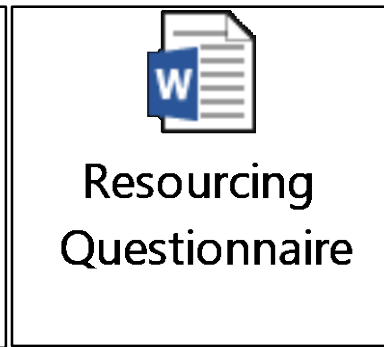
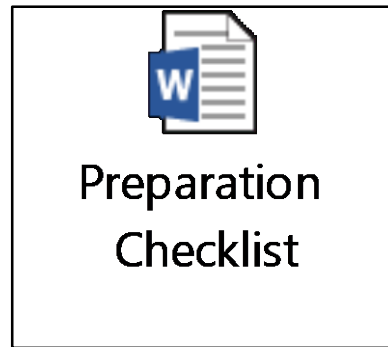
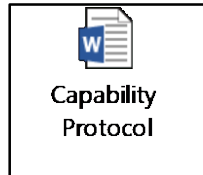


Thank you!



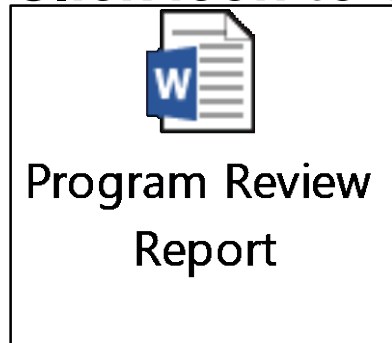
Resourcing Tools

Click icon to view tool



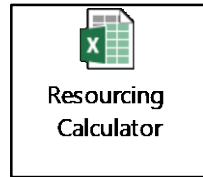
Reporting Tools

Click icon to view tool



Computational Tools

Click icon to view tool



Assessor Scoring
Tool



Capability Scoring
Checklist



Risk Profiler Tool

