

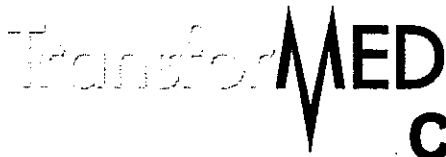
Online Supplementary Material

Jaén CR, Crabtree BF, Palmer R, et al. Methods for evaluating practice change toward a patient-centered medical home. *Ann Fam Med*. 2010;8(Suppl 1):S9-S20.

http://www.annfammed.org/cgi/content/full/8/Suppl_1/S9/DC1

Supplemental Appendix 4. Clinician Staff Questionnaire

The appendix begins on the next page.



Clinician Staff Questionnaire

The purpose of this survey is to get a better understanding of your work environment. Individual respondents will not be identified by name in any analyses or reports. Responses will be aggregated and reported as summary statistics only. The number printed on the survey is for purposes of questionnaire follow-up only. For questions pertaining to this survey, please call (866) 826-8700. Completely fill in the boxes that describes how much you agree or disagree with the following statements about this practice.

Please do not fold the survey.
Fill in boxes completely.

Q1) Index Date

Q2) Site ID:

Please indicate how strongly you agree or disagree with the following statements.

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q3)	People in our practice actively seek new ways to improve how we do things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4)	I have many opportunities to grow in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q5)	This practice values people who have different points of view.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6)	We are actively doing things to improve patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q7)	We regularly take time to consider ways to improve how we do things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q8)	The leadership in this practice is available for consultation on problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q9)

Please indicate how strongly you agree or disagree with the following statements.

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q10)	People in this practice understand how their jobs fit into the rest of the practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q11)	Difficult problems are solved through face-to-face discussions in this practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q12)	Staff rarely get together to talk about their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q13)	People in this practice have the information that they need to do their jobs well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q14)	The practice leadership makes sure that we have the time and space necessary to discuss changes to improve care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q15)	Staff feel like their mistakes are held against them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q16)	It is just by chance that more serious mistakes don't happen in our practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q17)	We encourage patients to spend more time outside in nature.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q18)	Most people in this practice are willing to change how they do things in response to feedback from others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q19)	I believe this practice provides culturally sensitive care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q20)	Everybody in this practice tends to think the same about important issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q21)	Decisions are made in this practice with little input from those doing the work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q22)	Our practice is able to easily adjust routines to deal with unusual situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q23)	We give the attention to spiritual health and well-being that patients feel they need.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q24)

Please indicate how strongly you agree or disagree with the following statements.

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q25)	People in this practice feel they need to check all information they receive before acting on it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q26)	This practice works effectively together as a team with community organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q27)	I believe cultural issues are important in my interactions with patients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q28)	Everyday information is communicated in this practice through memos, post-it notes, or emails.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q29)	The practice has experienced many past change successes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q30)	I am aware of my racial/ethnic/cultural stereotypes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q31)	I am comfortable telling people in my practice what I really think.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q32)	I can rely on the other people in this practice to do their jobs well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q33)	When things get really busy, we're expected to work faster, even if it means taking shortcuts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q34)	People in this practice operate as a real team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q35)	This practice learns from its mistakes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q36)	Practice leadership promotes an environment that is an enjoyable place to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q37)	When we experience a problem in the practice we make a serious effort to figure out what's really going on.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q38)	People are aware of how their actions affect others in this practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q39)

Please indicate how strongly you agree or disagree with the following statements.

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q40)	The use of the electronic medical record during patient visits interferes with the doctor-patient relationship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q41)	I am comfortable caring for patients from culturally diverse backgrounds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q42)	Leadership in this practice creates an environment where things can be accomplished.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q43)	Mistakes have led to positive changes here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q44)	Most people in the practice can take initiative to improve a patient's care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q45)	People in this practice are able to disagree but still get along with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q46)	People in this practice are connected to people in other practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q47)	I believe cultural issues are important in my interaction with health professional colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q48)	Staff worry that mistakes they make are kept in their personal file.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q49)	This practice is aware of community resources that are accessible to patients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q50)	We regularly take time to reflect on how we do things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q51)	This practice encourages everyone (front office staff, clinical staff, nurses, and clinicians) to share ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q52)	We tend to let setbacks and problems stop our change efforts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q53)	This practice utilizes community resources to meet the health care needs of patients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q54)

Please indicate how strongly you agree or disagree with the following statements.

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q55)	I am comfortable working with health care professionals from culturally diverse backgrounds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q56)	I am able and empowered to act on the practice vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q57)	Staff are afraid to ask questions when something does not seem right.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q58)	People in this practice are connected with community organizations that serve patients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q59)	People in this practice actively seek out the opinions of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q60)	After trying something new, we take time to think about how it worked.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q61)	We encourage patients to share information about complementary and alternative care and/or supplements that they might be using.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q62)	I am aware of the factors underlying healthcare disparities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q63)	People at all levels of this office openly talk about what is and isn't working.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q64)	People in this practice are thoughtful about how they do their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q65)	Most of the people who work in our practice seem to enjoy their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q66)	It is hard to get things to change in our practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q67)	Patient safety is never sacrificed to get more work done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q68)	Working in this practice is stressful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q69)

Please indicate how strongly you agree or disagree with the following statements.

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q70)	We tend to be very flexible in our practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q71)	We openly discuss errors that happen in our practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q72)	This practice works well together with the health care system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q73)	People in this practice regularly talk about their personal lives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q74)	Once this practice implements a change, the change tends to stick.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q75)	The electronic medical record is well integrated into the practice's daily work flow.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q76)	I have what I need to do my work well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q77)	The practice can easily identify patients with a particular disease or medication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q78)	My work expectations are clear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q79)	I have access to the information that I need for patient care and my work when I need it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q80)	This practice is a place of joy and hope.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q81)	There is a strong sense of urgency about needing to change how we do things in our practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q82)	I am enthusiastic about our participation in the National Demonstration Project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q83)	Leadership strongly supports practice change efforts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q84)

Please indicate how strongly you agree or disagree with the following statements.

		<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>
Q85)	The practice has a clear, expressable vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q86)	It is difficult for me to explain how my work is done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q87)	There is frequent and good communication throughout the practice about how the different change initiatives are going.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q88)	I receive frequent and helpful feedback about my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q89)	Our practice likes to be on the cutting edge of new ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q90)

Q91 Please choose the category that best fits your role in this practice: (Choose only one)

- Clinician (MD/DO/PA/NP)*
- Nursing/Clinical Staff (take vital signs, give injections, patient education, etc.)*
- Front Office Staff*
- Other (please specify below)*

Question Q91a