

Online Supplementary Material

Sinsky CA, Willard-Grace R, Schutzbank AM, Sinsky TA, Margolius D, Bodenheimer T. In search of joy in practice: a report of 23 high-functioning primary care practices. *Ann Fam Med*. 2013;11(3):272-278.

<http://www.annfammed.org/content/11/3/272>

Supplemental Appendix 1. Study Sites

Site	Specialty	Location	Size	Quality Measures	Key Innovations
On-site Visits					
Ambulatory Practice of the Future	GIM	Massachusetts General Hospital, Boston, MA	2-Physician practice in IDS ²	MU, PQRS, PCMH	Co-location of clinical staff; Open-space pod; wellness goal setting; Patients as full partners; health coach; virtual visits; comprehensive point-of-care laboratory testing; staff leadership and staff development—ie, all staff have protected time for innovation
Brigham and Woman's Hospital	GIM	Boston, MA	7-Physician satellite practice in large AMC	MU, PCMH	Co-location; extended care team (social worker, nutritionist, secondary care)
Cleveland Clinic Strongsville	FM ⁶	Strongsville, OH	103-Physician multi-specialty satellite in IDS	MU, PQRS, PCMH	2 MAs to 1 physician; MA scribing
Clinica Family Health Services	FM	Colorado	46-Clinician multisite FQHC	MU, PCMH	Expanded MA role, including condition specific HPIs and mental health/substance abuse screening; RN management of conditions by standing order; co-located teams; extended care teams with behavioral health and warm handoffs
Clinic Ole	FM	Napa, CA	15-Physician clinic in FQHC network	MU, PCMH	Stable teamlets; expanded MA role work flow mapping
Fairview Rosemont Clinic	GIM/FM	Minneapolis, Minnesota	2-Physician satellite in IDS	MU, PQRS, PCMH	Previsit phone call; co-location, expanded MA role; in-box management; standard work; RN care coordination, social work, pharmacy covisits; spiritual/health coach (1 day per week)
Group Health Olympia	FM	Olympia, WA	36-Physician satellite in IDS	MU, PCMH	Virtual visits replace some face-to-face visits; smaller panel sizes; 2 office visits/hr; registry-based in-reach and out-reach

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Harvard Vanguard Medford	GIM	Medford, MA	14-Physician satellite in private, multi-specialty clinic	MU, PQRS, PCMH	Previsit laboratory testing; embedded behavioral health; process mapping; co-location of MD in flow stations; RN treatment algorithms for chronic illness management
La Clinica de la Raza	FM	Oakland, CA	16-Clinician department in an FQHC, part of a community health center network	MU, PCMH	MA panel managers
Martin's Point-Evergreen Woods	GIM	Bangor, ME	4-Clinician practice in multi-site system	MU, PCMH	Expanded role for clinical support, RN collaborative care and case management; nurse scribing; huddles, practice retreat; in-box management
Mayo Red Cedar	FM	Mayo Clinic Health Systems	13-Physician department in IDS	MU	2 nurses to 1 physician teamlet; previsit laboratory testing; streamlined prescription management
Medical Associates Clinic	GIM	Dubuque, IA	115-Physician multi-specialty private practice	MU, PQRS, PCMH	2 nurses to 1 physician teamlet; previsit planning; streamlined prescription management; team meetings; in-box management
Mercy Clinics East	FM	Des Moines, IA	7-Physician satellite in IDS	MU, PQRS, PCMH	Health caches; shared medical decision making
Multnomah County Health Department	IM	Portland, OR	40 Providers in multi-site network	MU, PCMH	Stable care teams; co-location; transparency of performance data; visual management of processes
Newport News Family Practice	FM	Newport News, VA	5-Physician site within multi-specialty private practice	MU, PQRS, PCMH	3 nurses to 1 physician teamlet; expanded nurse role; nurse scribing
Quincy, Office of the Future	FM	Quincy Family Practice, Quincy, IL	2-Physician practice within 13 faculty family medicine residency program	MU, PQRS, PCMH	2 MAs and 1 LPN per physician; previsit questionnaire; MA scribing and order entry
Sebastopol Community Health Centers	FM	Sonoma County, CA	8-Clinician FQHC within a community health center network	MU, PCMH	MA panel managers; expanded MA role; RN complex care managers; work flow mapping
Southcentral Foundation	FM	Anchorage, AK	115-Physician customer-owned primary care clinic serving Native Americans	MU, PQRS, PCMH	1 MA, 1 RN, 1 clerk, 1 provider teams; co-location; open-space pod; extended care team with behavioralist; warm handoffs; virtual visits for most chronic illness care; improvement facilitators; data driven improvement process

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Site	Specialty	Location	Size	Quality Measures	Key Innovations
ThedaCare	FM	Oshkosh, WI	5-Physician satellite in a 150 physician IDS in rural WI	MU, PQRS, PCMH	Previsit planning; 15-minute laboratory turnaround; co-location of clinical and administrative staff; lean and data driven process improvement; printer in each examination room; standard procedure supply trays; standard room setup
University of Utah–Redstone	IM	Park City, Utah	5-Physician department in multi-specialty satellite in IDS	MU, PQRS, PCMH	Expanded MA role; MA scribing; wireless communication technology; separate service and patient hallways (“on-stage, off-stage”); minimal waiting in reception (MA awaits patient arrival); printer in each examination room; standard room setup
West Los Angeles VA	IM	Los Angeles, CA	12 Providers in IDS	PCMH	Patient-aligned care teams; virtual visits
Virtual Visits					
Allina–Cambridge	FM/IM	Cambridge, MN		MU, PQRS,	2 nurses to 1 physician; nurse scribing; streamlined prescription management
North Shore Physicians Group	FM/GIM	Boston, MA	200-Physician multi-specialty clinic	MU, PQRS, PCMH	Expanded MA role; flow stations (co-location of stable MA-MD teams); in-box management; nurse care managers; shared medical appointments
<p>AMC = academic medical center; FM = family medicine; FQHC = Federally Qualified Health Clinic; GIM = general internal medicine; HPI = history of present illness; IDS = integrated delivery system; IM = internal medicine; LPN = licensed practical nurse; MA = medical assistant; MU = meaningful use; PCMH = patient-centered medical home; PQRS = Physician Quality Reporting Initiative; RN = registered nurse.</p> <p>Note: FQHCs are not eligible for PQRS program.</p>					