

Online Supplementary Material

Dohan D, McCuiston MH, Frosch DL, Hung DY, Tai-Seale M. Recognition as a patient-centered medical home: fundamental or incidental?. *Ann Fam Med*. 2013;11(Suppl 1):S14-S18.

http://www.annfammed.org/content/11/Suppl_1/S14

Supplemental Appendix 2. Contextual Factors Relevant for Understanding and Transporting Findings From Our Study

Contextual factors: (Most of this information is also provided in the article.)

- The delivery organization is a large multispecialty group practice affiliated with an even larger not-for-profit delivery system.
- It is an early adopter of the electronic health record (EHR), which happened to be a major focus for the first effort to be recognized as a Physician Practice Connections Patient-Centered Medical Home (PPC-PCMH) by the National Committee for Quality Assurance (NCQA).
- It is one of the first in the nation to have a patient health record.
- It takes pride in being an innovator, which is important to local culture, as a Silicon Valley provider, competing with other health information technology-savvy delivery organizations.
- It is one of the dominant providers in the local health care market, competing with academic medical centers and a large integrated delivery system. Being patient centered has important implications to its standing in the privately insured market place.

All of the authors and some of the key informants involved in the initial application for NCQA recognition and the subsequent decision of letting it lapse contributed to the effort of identifying contextual factors. Because of institutional review board protocol, we cannot provide key informants' names.

Interpretation of How These Contextual Factors Affected What Happened During the Study and What Others Should Know to Transport/Reinvent the Findings in Their Contexts

The contextual factors are actually the focus of our article. As noted in the article, we set out to trace the paths taken by this group that implemented a number of important innovations (eg, EHRs, shared medical appointments, advance access, safety culture, team care) that enabled it to obtain NCQA recognition in many of its clinics in 2007. While doing key informant interviews in the field, we learned from informants that the organization had decided to not renew the NCQA PCMH recognitions. We were surprised that they would let the NCQA recognition lapse at a time when the term PCMH was becoming a part of the national conversation on primary care redesign. Our article describes the process we took to investigate these decisions in greater depth and our qualitative findings.

We have found that what the group had done that enabled it to get many of the clinics recognized by NCQA as PCMHs predated the national tide to PCMH. A local coalition of employers provided the impetus and a small financial incentive (\$150,000) for them to seek NCQA recognition in 2007.

The key people involved in the application for recognition from NCQA were senior, mostly physician, executives whom we had identified as key informants for our study. Their account of the process was rather

critical of NCQA in the lack of clarity of what evidence was needed. They also noted that the NCQA recognition appeared to be designed for smaller practices. This is a large group practice with about 17 clinics that provided primary care services. The requirement that each clinic be recognized separately did not bode well as it meant redundant efforts had to be made.

We were surprised that not many people, even among the senior leadership, were aware of the NCQA PCMH recognitions. They were far more aware and proud, however, of their long-running recognitions from the Integrated Healthcare Association in California (IHA) as a “top performer” in pay-for-performance evaluations.

In summary, patient-centered transformation and NCQA recognition are not synonyms when referring to what is needed for primary care in the U.S. All who are trying to advance patient centeredness need to be informed of this lesson that we have learned.

Reflection on What You Learned From the Process of Identifying and Interpreting the Important Contextual Factors for Your Study

The process of identifying and interpreting the important contextual factors for our study enabled us to write this qualitative research article. The process of filling out this form prompted us to identify additional data from the key informant interviews to integrate into the revision of the article. Our iterative qualitative research approach has benefited from this prompt. The lessons are detailed in the article.