

Online Supplementary Material

Day J, Scammon DL, Kim J, et al. Quality, satisfaction, and financial efficiency associated with elements of primary care practice transformation: preliminary findings. *Ann Fam Med*. 2013;11(Suppl 1):S50-S59.

[http://www.annfammed.org/content/11/Suppl\\_1/S50](http://www.annfammed.org/content/11/Suppl_1/S50).

**Supplemental Appendix 3. CBD Implementation Correlation Outcomes**

**Table 3.A. Correlations Between Elements in CBD Implementation and Clinical Quality Measures**

CBD Element/ Quality Measure	Quality Measures for CAD Patients					Quality Measures for Diabetic Patients					Quality Measures for HF Patients			Preventive Care Measures							
	Patients who were prescribed antiplatelet therapy	Drug Therapy for LDL Chol	Patients with prior MI who were prescribed $\beta$ Blocker	Lipid Profile	LDL $\leq$ 100	Patients who also have LVSD and/or diabetes who were prescribed ACE/ARB	Patients with blood pressure $<$ 140/80 mm Hg (both in compliance)	HbA <sub>1c</sub> $<$ 9%	Urine protein	LDL-C testing	Patients with most recent LDL-C $<$ 100 mg/dL	HbA <sub>1c</sub> Testing	Eye Exam	Foot Exam	Patients with LVF assessment ever	Patients who were provided HF education in past year	Patients with AF who were prescribed warfarin therapy	Women 40-69 who had a mammogram in past 2 years	Colon cancer screening	Patients $\geq$ 50 who received a flu shot during Sep-Feb	Patients $\geq$ 65 who received a pneumococcal vaccination (ever)
<b>Appropriate Access</b>																					
Same-day appointments	0.18	0.37	-0.30	-0.08	-0.01	0.39	-0.15	-0.42	-0.16	-0.25	-0.47	-0.38	0.16	-0.01	-0.24	-0.18	0.57 <sup>b</sup>	-0.09	-0.16	-0.43	-0.66 <sup>a</sup>
Primary care clinician continuity	-0.02	-0.20	0.13	-0.10	0.27	-0.13	0.23	0.04	-0.12	-0.02	-0.09	0.46	-0.47	0.25	-0.29	-0.01	-0.41	0.36	0.05	0.68 <sup>a</sup>	0.46
Response to messages	-0.03	0.18	0.39	0.35	-0.01	0.03	-0.64 <sup>a</sup>	0.17	0.31	0.35	0.27	-0.22	0.45	-0.23	0.36	-0.01	0.05	-0.26	0.06	-0.35	0.16

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Call abandonment	-0.62 <sup>b</sup>	-0.31	0.16	0.16	-0.23	-0.70 <sup>a</sup>	-0.08	-0.31	-0.54	-0.23	-0.08	-0.16	-0.47	-0.47	-0.23	-0.08	-0.39	0.31	-0.08	0.23	0.08
Calls answered within standard	0.03	-0.20	-0.12	0.11	0.18	-0.12	0.43	0.06	-0.07	0.18	0.31	0.32	-0.50	-0.10	-0.06	0.14	-0.66 <sup>a</sup>	0.70 <sup>a</sup>	0.30	0.54	0.35
Patients signed up for MyChart	-0.08	-0.52	0.13	-0.35	-0.15	0.05	0.49	-0.35	-0.33	-0.38	0.19	-0.26	-0.76 <sup>a</sup>	-0.10	-0.07	0.58 <sup>b</sup>	-0.71 <sup>a</sup>	0.42	0.19	-0.07	-0.13
<b>Care Teams</b>																					
MA use of X-files	0.12	0.36	0.02	0.37	0.05	0.19	-0.48	0.25	0.31	0.38	0.20	-0.14	0.45	-0.12	0.32	-0.15	0.23	-0.54	-0.14	-0.45	-0.05
Clinician use of physical template	-0.21	-0.02	0.27	-0.03	-0.29	0.04	-0.33	-0.47	-0.40	-0.49	-0.27	-0.63 <sup>a</sup>	-0.10	-0.16	0.04	0.09	0.01	-0.35	-0.24	-0.63 <sup>a</sup>	-0.47
Response to BPAs	-0.13	-0.65 <sup>a</sup>	0.59 <sup>b</sup>	-0.43	-0.10	-0.17	0.24	0.25	0.11	-0.14	0.26	0.25	-0.33	0.24	0.12	0.45	-0.60 <sup>b</sup>	-0.06	0.07	0.23	0.57 <sup>b</sup>
Standardized stocking in exam rooms	0.23	0.23	-0.19	0.08	0.08	0.47	0.08	-0.70 <sup>a</sup>	-0.38	-0.30	-0.15	-0.56 <sup>b</sup>	-0.35	-0.17	-0.13	0.21	-0.14	0.63 <sup>b</sup>	0.28	-0.28	-0.62 <sup>b</sup>
Efficient visit (< 10 min wait throughout visit)	-0.20	-0.54	-0.12	-0.75 <sup>a</sup>	-0.64 <sup>a</sup>	-0.22	0.56 <sup>b</sup>	-0.20	-0.22	-0.72 <sup>a</sup>	-0.27	-0.21	0.04	0.01	-0.07	0.21	0.26	0.01	-0.10	-0.26	-0.41
Huddles and schedule reviews	0.38	-0.08	-0.05	0.10	-0.23	0.32	0.41	0.10	0.19	-0.05	0.57 <sup>b</sup>	-0.21	0.20	-0.02	0.78 <sup>a</sup>	0.46	-0.43	0.35	0.50	-0.35	-0.12
Blood draws done in room	0.11	0.30	-0.22	-0.19	0.14	0.23	-0.08	-0.29	-0.17	-0.26	-0.61	-0.04	0.07	0.29	-0.42	-0.27	0.61 <sup>b</sup>	-0.18	-0.23	-0.01	-0.38
Continuity of MA throughout visit	-0.46	-0.21	0.04	-0.02	-0.03	-0.54	0.12	-0.03	-0.42	-0.22	-0.17	0.16	-0.47	0.12	-0.27	-0.10	-0.14	-0.36	-0.30	0.35	0.13
MA engagement in visit	0.06	-0.33	-0.29	-0.35	-0.46	-0.01	0.63 <sup>a</sup>	-0.30	-0.23	-0.51	-0.02	-0.25	-0.06	-0.19	0.12	0.25	-0.12	0.64 <sup>a</sup>	0.25	-0.18	-0.41
Documentation of patient communication needs	0.19	0.26	0.00	0.21	0.32	0.35	0.16	-0.32	-0.16	-0.03	0.28	-0.36	-0.35	0.33	0.16	0.52	-0.15	0.05	0.49	0.04	-0.29

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Presence of Advance Directives	0.57 <sup>b</sup>	0.03	0.00	0.03	0.17	0.51	0.19	0.70 <sup>a</sup>	0.81 <sup>a</sup>	0.61 <sup>b</sup>	0.72 <sup>a</sup>	0.31	0.40	0.20	0.61 <sup>b</sup>	0.31	-0.22	-0.13	0.29	-0.16	0.37
PHQ-2 or -9	0.15	-0.26	0.16	-0.39	-0.09	0.16	-0.20	0.42	0.42	0.17	-0.21	0.44	0.25	-0.12	-0.16	-0.35	-0.03	-0.17	-0.53	-0.20	0.40
List of community resources for common needs	-0.28	-0.31	0.23	-0.41	-0.55	-0.10	-0.45	-0.28	-0.21	-0.48	-0.66 <sup>a</sup>	-0.29	0.17	-0.53	-0.31	-0.41	0.16	-0.14	-0.71 <sup>a</sup>	-0.69 <sup>a</sup>	-0.25
Efficient communication among team members	-0.68 <sup>a</sup>	-0.47	0.29	-0.17	-0.14	.63 <sup>b</sup>	-0.06	-0.12	-0.29	-0.05	0.11	-0.15	-0.56 <sup>b</sup>	-0.29	-0.37	0.23	-0.21	-0.20	-0.14	0.16	0.14
<b>Planned Care</b>																					
Use of registries	0.56 <sup>b</sup>	-0.26	-0.28	0.10	-0.29	-0.62 <sup>b</sup>	0.25	-0.13	-0.44	-0.11	0.16	-0.20	-0.45	-0.43	-0.14	0.04	-0.19	-0.13	-0.17	-0.01	-0.22
Tests done before visit	0.22	0.38	-0.01	0.39	0.49	0.36	-0.22	0.10	0.13	0.44	0.28	0.00	-0.21	0.18	0.06	0.10	-0.15	-0.33	0.05	-0.01	0.05
AVS given to patient	-0.10	-0.52	0.64 <sup>a</sup>	-0.21	-0.27	-0.17	0.13	0.40	0.36	0.01	0.67 <sup>a</sup>	-0.05	0.16	0.18	0.67 <sup>a</sup>	0.67 <sup>a</sup>	-0.40	-0.27	0.36	-0.11	0.43
Medication reconciliation at last visit	0.35	-0.18	0.13	-0.13	0.20	0.49	0.43	-0.07	0.18	0.11	0.6 <sup>b</sup>	-0.18	-0.42	0.15	0.26	0.79 <sup>a</sup>	-0.59 <sup>b</sup>	0.45	0.62 <sup>b</sup>	-0.01	0.01
Procedure/consult notes available at follow-up visit	0.26	0.06	-0.34	0.20	0.39	0.34	0.46	-0.18	-0.20	0.17	0.31	0.06	-0.80 <sup>a</sup>	-0.02	-0.12	0.28	-0.72 <sup>a</sup>	0.53	0.25	0.24	-0.06
Care plan documented	0.13	-0.08	-0.03	0.12	0.48	0.17	0.31	-0.08	-0.12	0.26	0.31	0.23	-0.85 <sup>a</sup>	0.05	-0.25	0.29	-0.77 <sup>a</sup>	0.55 <sup>b</sup>	0.28	0.53	0.29
Progress on care plan	0.28	-0.04	-0.01	0.13	0.36	0.34	0.05	0.01	0.02	0.29	0.12	0.29	-0.56 <sup>b</sup>	-0.18	-0.19	-0.04	-0.77 <sup>a</sup>	0.57 <sup>b</sup>	-0.01	0.19	0.33
Contact patients post discharge	0.16	-0.05	0.23	0.03	0.35	-0.01	0.11	0.68 <sup>a</sup>	0.70 <sup>a</sup>	0.68 <sup>a</sup>	0.68 <sup>a</sup>	0.49	0.23	0.39	0.29	0.35	-0.03	-0.12	0.47	0.53	0.70 <sup>a</sup>
<b>Overall</b>																					
Overall appropriate access	-0.28	-0.33	0.07	-0.05	0.01	-0.27	0.18	-0.37	-0.53	-0.27	-0.18	0.03	-0.79 <sup>a</sup>	-0.25	-0.42	0.01	-0.64 <sup>a</sup>	0.55 <sup>b</sup>	-0.08	0.33	0.10
Overall care team	-0.08	0.01	0.05	-0.19	-0.22	0.16	-0.26	-0.35	-0.30	-0.43	-0.47	-0.38	-0.05	-0.12	-0.18	-0.15	0.16	-0.39	-0.48	0.60 <sup>b</sup>	-0.45
Overall planned care	-0.14	-0.13	0.20	0.18	0.22	-0.02	0.02	-0.05	-0.08	0.24	0.48	-0.15	-0.61 <sup>b</sup>	-0.09	0.01	0.44	-0.57 <sup>b</sup>	0.01	0.21	0.09	0.14
ACE = angiotensin-converting enzyme; AT = atrial fibrillation; ARB = angiotensin receptor blocker; AVS = after visit summary; CAD = coronary artery disease; CBD = Care by design;																					

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HBA<sub>1c</sub> = hemoglobin A<sub>1c</sub>; HF = heart failure; LDL-C = low-density lipoprotein cholesterol; LVG = left ventricular function; LVSD = left ventricular systolic dysfunction; MA = medical assistant; MI = myocardial infarction; PHQ = Patient Health Questionnaire.

<sup>a</sup> $P \leq .05$ .

<sup>b</sup> $P \leq .10$ .



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**Supplemental Appendix 3. CBD Implementation Correlation Outcomes**

**Table 3.B. Patient Satisfaction**

CBD Element/Patient Satisfaction Question	Overall is all 24 questions combined	Wait time at clinic	Friendliness/courtesy of the care provider	Explanations the care provider gave you about your problem or condition	Information the care provider gave you about medications	Instructions the care provider gave you about follow-up care	Amount of time care provider spent with you	Likelihood of your recommending this care provider to others
<b>Appropriate Access</b>								
Same-day appointments	0.50	0.52	0.01	-0.02	0.31	-0.03	0.18	-0.13
Primary care clinician continuity	0.30	0.21	0.42	0.57 <sup>b</sup>	0.24	0.63 <sup>b</sup>	0.32	0.72 <sup>a</sup>
Response to messages	-0.57 <sup>b</sup>	-0.75 <sup>a</sup>	-0.68 <sup>a</sup>	-0.61 <sup>b</sup>	-0.41	-0.58 <sup>b</sup>	-0.27	-0.64 <sup>a</sup>
Call abandonment	-0.23	-0.39	0.31	0.31	0.23	0.31	0.39	0.47
Calls answered within standard	-0.26	-0.20	0.01	0.27	-0.07	0.27	0.14	0.28
Patients signed up for MyChart	0.53	0.49	0.52	0.47	0.56 <sup>b</sup>	0.56 <sup>b</sup>	0.42	0.44
<b>Care Teams</b>								
MA use of X-files	-0.44	-0.52	-0.50	-0.70 <sup>a</sup>	-0.43	-0.68 <sup>a</sup>	-0.44	-0.77 <sup>a</sup>
Clinician use of physical template	0.55	0.35	0.44	-0.01	0.49	0.06	0.33	0.06
Response to BPAs	0.31	0.20	0.45	0.41	0.22	0.50	0.03	0.51
Standardized stocking in exam rooms	0.49	0.46	0.02	0.10	0.44	0.16	0.60 <sup>b</sup>	0.03
Efficient visit (< 10 min wait throughout visit)	0.49	0.79 <sup>a</sup>	0.54	0.49	0.38	0.35	0.02	0.39
Huddles and schedule reviews	-0.28	0.05	-0.24	-0.41	-0.40	-0.50	-0.21	-0.50

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Blood draws done in room	0.68a	0.66 <sup>a</sup>	0.31	0.26	0.40	0.27	0.27	0.29
Continuity of MA throughout visit	0.22	0.13	0.82 <sup>a</sup>	0.35	0.32	0.41	0.26	0.61 <sup>b</sup>
MA engagement in visit	0.15	0.51	0.15	0.30	0.14	0.13	0.12	0.15
Documentation of patient communication needs	0.26	0.27	0.15	-0.26	0.19	-0.05	0.53	-0.09
Presence of advance directives	-0.49	-0.31	-0.69 <sup>a</sup>	-0.57 <sup>b</sup>	-0.69 <sup>a</sup>	-0.59 <sup>b</sup>	-0.75 <sup>a</sup>	-0.79 <sup>a</sup>
PHQ-2 or -9	0.18	0.02	-0.17	0.31	-0.02	0.20	-0.61 <sup>b</sup>	0.03
List of community resources for common needs	0.51	0.26	0.18	0.45	0.47	0.31	-0.13	0.23
Efficient communication among team members	-0.13	-0.37	0.26	0.24	0.35	0.40	0.22	0.34
<b>Planned Care</b>								
Use of registries	-0.38	-0.32	0.34	0.01	0.08	0.01	0.04	0.05
Tests done before visit	-0.03	-0.21	-0.13	-0.41	-0.08	-0.22	0.02	-0.35
AVS given to patient	-0.30	-0.24	-0.07	-0.27	-0.28	-0.22	-0.24	-0.19
Medication reconciliation at last visit	0.15	0.20	-0.17	-0.07	0.10	0.09	0.21	-0.15
Procedure/consult notes available at follow-up visit	0.18	0.17	0.19	0.14	0.20	0.26	0.31	0.12
Care plan documented	0.14	-0.01	0.14	0.30	0.24	0.48	0.38	0.35
Progress on care plan	0.16	-0.07	-0.07	0.30	0.14	0.36	0.07	0.18
Contact patients post discharge	-0.70a	-0.62 <sup>b</sup>	-0.62 <sup>b</sup>	-0.39	-0.62 <sup>b</sup>	-0.29	-0.40	-0.35
<b>Overall</b>								
Overall appropriate access	0.36	0.16	0.55 <sup>b</sup>	0.67 <sup>a</sup>	0.54	0.72 <sup>a</sup>	0.53	0.76 <sup>a</sup>
Overall care team	0.71a	0.54	0.45	0.18	0.52	0.19	0.13	0.13
Overall planned care	-0.13	-0.33	0.02	-0.13	0.13	0.09	0.22	-0.05
<sup>a</sup> P ≤ .05.								
<sup>b</sup> P ≤ .10.								



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<b>Supplemental Appendix 3. CBD Implementation Correlation Outcomes</b>															
<b>Table 3.C. Provider Satisfaction</b>															
<b>CBD Element/Provider Satisfaction Question</b>	<b>How Satisfied With Overall Practice?</b>	<b>Morale of Your Group</b>	<b>Quality of Care Dimension (Qs 14-18)</b>	<b>Quality of Care You Are Able to Provide</b>	<b>Time Spent Working Dimension (Qs 20-24)</b>	<b>Time You Spend Working</b>	<b>Time You Spend With Each Patient</b>	<b>Volume of My Patient Load is Reasonable</b>	<b>Patient Interaction Dimension (Qs 26-29)</b>	<b>Your Relationship With Patients</b>	<b>Continuity of Patient Care You Are Able to Provide</b>	<b>Relationships With Staff Dimension (Qs 40-43)</b>	<b>Non-Physicians In My Practice Reliably Carry Out</b>	<b>There Are Not Enough Support Staff in My Practice</b>	<b>Using An Electronic Medical Record Has Improved</b>
<b>Appropriate Access</b>															
Same-day appointments	0.05	0.05	-0.02	0.33	0.18	0.39	-0.11	0.24	0.03	0.54	0.45	-0.66 <sup>b</sup>	0.03	0.30	0.31
Primary care clinician continuity	0.21	0.08	0.25	0.22	-0.04	-0.44	0.02	0.07	-0.05	-0.14	-0.21	0.62 <sup>b</sup>	0.22	-0.04	0.11
Response to messages	-0.04	0.09	-0.09	-0.51	-0.02	0.08	0.17	-0.15	0.02	-0.57	0.06	-0.05	-0.15	0.01	-0.29
Call abandonment	-0.28	0.09	-0.18	-0.09	-0.60 <sup>b</sup>	-0.62 <sup>b</sup>	-0.14	-0.52	-0.23	-0.47	-0.64 <sup>b</sup>	0.51	-0.18	-0.14	-0.23
Calls answered within standard	-0.14	-0.18	-0.14	-0.13	-0.43	-0.84 <sup>a</sup>	0.17	-0.34	-0.35	-0.48	-0.63 <sup>b</sup>	0.40	-0.14	0.25	-0.35
Patients signed up for MyChart	-0.49	-0.07	-0.32	-0.03	-0.19	-0.19	-0.39	-0.06	0.22	0.15	-0.25	-0.03	-0.45	0.18	-0.54
<b>Care Teams</b>															
MA use of X-files	-0.07	-0.12	-0.03	-0.23	0.15	0.41	0.31	-0.03	0.06	-0.03	0.13	-0.28	0.04	-0.08	-0.01
Clinician use of physical template	-0.18	0.24	0.08	0.33	0.16	0.58	-0.35	0.20	0.58 <sup>b</sup>	0.35	0.30	-0.08	-0.04	-0.07	0.08
Response to BPAs	0.07	0.20	0.24	-0.10	0.31	0.11	-0.21	0.31	0.49	-0.07	0.09	0.61 <sup>b</sup>	0.04	-0.33	-0.20
Standardized stocking in exam rooms	-0.28	-0.05	-0.34	0.14	-0.33	-0.31	-0.25	-0.12	-0.05	-0.04	-0.03	-0.52	-0.45	0.79 <sup>a</sup>	-0.34
Efficient visit (< 10	-0.17	0.46	-0.03	0.28	0.13	0.29	-0.71 <sup>a</sup>	0.30	0.36	0.57	0.33	-0.10	-0.15	-0.12	0.06

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min wait throughout visit)															
Huddles and schedule reviews	-0.09	-0.01	0.00	-0.08	0.04	-0.18	-0.05	0.17	0.46	-0.48	0.05	0.12	-0.31	0.65 <sup>b</sup>	-0.61 <sup>b</sup>
Blood draws done in room	0.32	0.07	0.22	0.53	0.32	0.47	-0.14	0.37	0.05	0.71 <sup>a</sup>	0.51	-0.40	0.30	-0.02	0.64 <sup>b</sup>
Continuity of MA throughout visit	0.09	-0.25	0.24	0.41	0.05	0.19	0.03	-0.01	0.12	0.42	-0.24	0.45	0.35	-0.62 <sup>b</sup>	0.41
MA engagement in visit	-0.28	0.29	-0.24	0.12	-0.30	-0.48	-0.51	-0.01	0.06	-0.09	-0.07	-0.06	-0.43	0.56	-0.39
Documentation of patient communication needs	0.00	-0.66 <sup>b</sup>	-0.23	0.07	-0.15	0.14	-0.11	-0.15	0.07	0.10	-0.05	-0.47	-0.31	0.17	-0.18
Presence of advance directives	-0.04	-0.24	-0.05	-0.50	0.31	0.15	0.39	0.15	0.09	-0.19	0.11	-0.17	-0.08	0.14	-0.39
PHQ-2 or -9	0.02	0.60 <sup>b</sup>	0.29	-0.07	0.50	0.22	0.16	0.47	0.18	0.18	0.36	0.24	0.34	-0.09	0.14
List of community resources for common needs	-0.29	0.88 <sup>a</sup>	0.08	0.12	0.21	0.27	-0.33	0.30	0.34	0.26	0.35	0.09	0.05	0.00	0.07
Efficient communication among team members	-0.55	-0.23	-0.58	-0.59 <sup>b</sup>	-0.53	-0.11	-0.27	-0.70 <sup>a</sup>	-0.35	-0.04	-0.60 <sup>b</sup>	-0.08	-0.45	-0.73 <sup>a</sup>	-0.36
<b>Planned Care</b>															
Use of registries	-0.59 <sup>b</sup>	-0.45	-0.50	-0.20	-0.58 <sup>b</sup>	-0.19	-0.03	-0.70 <sup>a</sup>	-0.33	0.12	-0.77 <sup>a</sup>	-0.06	-0.31	-0.45	-0.24
Tests done before visit	-0.04	-0.67 <sup>a</sup>	-0.08	-0.10	0.12	0.36	0.46	-0.09	-0.03	0.20	-0.09	-0.37	0.05	-0.09	0.00
AVS given to patient	-0.03	0.03	-0.03	-0.48	0.11	0.21	-0.30	0.03	0.49	-0.43	0.08	0.31	-0.31	-0.32	-0.52
Medication reconciliation at last visit	-0.33	-0.37	-0.48	-0.45	-0.23	-0.28	-0.17	-0.19	0.00	-0.28	-0.19	-0.38	-0.65 <sup>b</sup>	0.43	-0.79 <sup>a</sup>
Procedure/consult notes available at follow-up visit	-0.39	-0.60 <sup>b</sup>	-0.31	0.06	-0.34	-0.46	0.24	-0.28	-0.21	0.06	-0.58 <sup>b</sup>	-0.14	-0.25	0.41	-0.39
Care plan documented	-0.27	-0.53	-0.29	-0.15	-0.41	-0.70 <sup>a</sup>	0.25	-0.37	-0.37	-0.21	-0.69 <sup>a</sup>	0.11	-0.23	0.25	-0.43
Progress on care plan	-0.23	0.01	0.00	-0.03	-0.11	-0.64 <sup>b</sup>	0.43	-0.02	-0.16	-0.29	-0.41	0.33	0.04	0.52	-0.32
Contact patients post discharge	0.19	-0.39	-0.16	-0.71 <sup>a</sup>	-0.02	-0.12	0.23	-0.24	-0.32	-0.47	-0.14	-0.03	-0.14	-0.32	-0.28
<b>Overall</b>															
Overall appropriate access	-0.22	0.12	-0.02	0.24	-0.36	-0.64 <sup>b</sup>	-0.07	-0.18	-0.13	-0.10	-0.51	0.51	-0.01	0.13	-0.10
Overall care team	-0.14	0.32	0.18	0.49	0.36	0.68 <sup>a</sup>	-0.20	0.39	0.48	0.72 <sup>a</sup>	0.42	-0.17	0.20	-0.09	0.35
Overall planned care	-0.49	-0.61 <sup>b</sup>	-0.52	-0.53	-0.40	-0.16	0.08	-0.56	-0.18	-0.20	-0.59 <sup>b</sup>	-0.18	-0.48	-0.18	-0.60 <sup>b</sup>
<sup>a</sup> P ≤.05.															
<sup>b</sup> P ≤.10.															





Online Supplementary Material

Day J, Scammon DL, Kim J, et al. Quality, satisfaction, and financial efficiency associated with elements of primary care practice transformation: preliminary findings. *Ann Fam Med.* 2013;11(Suppl 1):S50-S59.

[http://www.annfammed.org/content/11/Suppl\\_1/S50](http://www.annfammed.org/content/11/Suppl_1/S50).

<b>Supplemental Appendix 3. CBD Implementation Correlation Outcomes</b>									
<b>Table 3.D. Productivity and Finance</b>									
<b>CBD Element/Productivity and Financial Measure</b>	<b>Net Revenue per Visit</b>	<b>Provider Cost per Visit</b>	<b>Provider Cost per WRVU</b>	<b>Staff Cost per Visit</b>	<b>Net Revenue per WRVU</b>	<b>Staff Cost per WRVU</b>	<b>Staff Cost per Provider FTE</b>	<b>WRVUs per Provider FTE</b>	<b>Visits per Provider FTE</b>
<b>Appropriate Access</b>									
Same-day appointments	-0.61 <sup>b</sup>	0.42	0.74 <sup>a</sup>	0.26	-0.18	0.38	-0.87 <sup>a</sup>	-0.83 <sup>a</sup>	-0.89 <sup>a</sup>
Primary care clinician continuity	-0.01	-0.15	-0.09	-0.06	0.23	-0.17	0.36	0.37	0.52
Response to messages	0.59 <sup>b</sup>	0.27	-0.14	0.09	0.29	0.15	0.13	0.04	-0.16
Call abandonment	0.08	-0.62 <sup>b</sup>	-0.66 <sup>a</sup>	-0.47	-0.08	-0.39	0.54	0.47	0.54
Calls answered within standard	0.18	-0.35	-0.48	-0.09	-0.09	-0.18	0.78 <sup>a</sup>	0.58 <sup>b</sup>	0.69 <sup>a</sup>
Patients signed up for MyChart	-0.24	0.02	0.07	0.22	-0.28	0.31	-0.16	-0.19	-0.05
<b>Care Teams</b>									
MA use of X-files	0.28	0.22	-0.07	-0.04	-0.05	0.02	-0.21	-0.13	-0.36
Clinician use of physical template	-0.29	0.29	0.34	0.03	-0.21	0.24	-0.82 <sup>a</sup>	-0.62 <sup>b</sup>	-0.69 <sup>a</sup>
Response to BPAs	0.37	-0.01	-0.15	0.05	0.35	-0.02	0.21	0.36	0.48
Standardized stocking in exam rooms	-0.56 <sup>b</sup>	0.44	0.61 <sup>b</sup>	0.49	-0.35	0.64 <sup>a</sup>	-0.51	-0.75 <sup>a</sup>	-0.73 <sup>a</sup>
Efficient visit (< 10 min wait throughout visit)	-0.33	-0.22	0.18	-0.04	-0.13	-0.05	-0.26	-0.13	0.03
Huddles and schedule reviews	0.34	0.16	-0.14	0.22	-0.35	0.17	0.29	0.14	0.11
Blood draws done in room	-0.68 <sup>a</sup>	0.27	0.73 <sup>a</sup>	0.16	0.01	0.19	-0.76 <sup>a</sup>	-0.65 <sup>a</sup>	-0.60 <sup>b</sup>
Continuity of MA throughout visit	-0.30	-0.56 <sup>b</sup>	-0.39	-0.50	-0.24	-0.49	-0.02	0.21	0.35

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MA engagement in visit	-0.17	-0.15	0.03	0.08	-0.29	0.06	0.18	0.04	0.15
Documentation of patient communication needs	-0.55	0.30	0.43	0.54	-0.46	0.64 <sup>a</sup>	-0.46	-0.74 <sup>a</sup>	-0.59 <sup>b</sup>
Presence of advance directives	0.63 <sup>b</sup>	0.34	-0.09	0.31	0.09	0.17	0.26	0.24	0.10
PHQ-2 or -9	0.57 <sup>b</sup>	0.25	0.04	-0.18	0.63 <sup>b</sup>	-0.26	-0.03	0.41	0.17
List of community resources for common needs	0.17	0.20	0.20	-0.29	0.39	-0.17	-0.50	-0.06	-0.29
Efficient communication among team members	-0.06	-0.51	-0.45	-0.21	0.00	-0.08	0.12	0.09	0.21
<b>Planned Care</b>									
Use of registries	-0.22	-0.81 <sup>a</sup>	-0.76 <sup>a</sup>	-0.54	-0.62 <sup>b</sup>	-0.44	0.23	0.25	0.32
Tests done before visit	-0.14	0.29	0.13	0.20	-0.24	0.27	-0.38	-0.38	-0.46
AVS given to patient	0.64 <sup>a</sup>	0.01	-0.31	0.18	0.21	0.12	0.36	0.31	0.38
Medication reconciliation at last visit	-0.04	0.41	0.31	0.71 <sup>a</sup>	-0.16	0.74 <sup>a</sup>	-0.06	-0.37	-0.26
Procedure/consult notes available at follow-up visit	-0.34	0.01	-0.04	0.17	-0.55	0.20	0.01	-0.12	-0.06
Care plan documented	-0.14	-0.01	-0.09	0.20	-0.15	0.20	0.24	0.07	0.18
Progress on care plan	0.22	0.22	-0.07	0.05	0.09	0.04	0.21	0.26	0.15
Contact patients post discharge	0.53	-0.05	-0.26	0.29	0.39	0.12	0.68 <sup>a</sup>	0.40	0.49
<b>Overall</b>									
Overall appropriate access	-0.15	-0.28	-0.24	-0.21	-0.07	-0.16	0.22	0.25	0.35
Overall care team	-0.36	0.32	0.46	-0.05	-0.13	0.10	-0.94 <sup>a</sup>	-0.58 <sup>b</sup>	-0.70 <sup>a</sup>
Overall planned care	-0.02	-0.04	-0.22	0.16	-0.24	0.27	0.02	-0.13	-0.08
<sup>a</sup> $P \leq .05$ .									
<sup>b</sup> $P \leq .10$ .									