

Supplemental materials for:

Smith PC, Lyon C, English A, Conry C. Practice transformation under the University of Colorado's Primary Care Redesign model. *Ann Fam Med.* 2019;17(Suppl\_1):S24-S32.

Supplemental Table 1: Provider Experience Survey

Category	Question	Jan 15	Jun 15	Jan 16	Nov 16	May 17	Nov 17	Jul 18	
	Response rate (%)	66.7	60.9	73.9	58.3	70.8	41.7	52.2	
Communication Coordination (Pilot)	People keep each other informed about work related issues in the team.	3.20	3.21	3.47	3.67	3.88	3.73	4.17	
	We keep in touch with each other as a team.	3.27	3.07	3.29	3.77	3.82	3.75	4.17	
	Team huddles or electronic huddles are used to discuss patient load for the day and/or plan for patient visits.	3.07	2.53	3.24	3.87	4.12	4.09	3.83	
Satisfaction (Pilot)	<i>I am satisfied with my job.</i>	4.13	3.73	4.06	3.83	4.53	4.23	4.33	
Efficiency (Pilot)	<i>I find my job easier to perform.</i>		2.25	3.24	2.79	3.50	3.30	3.83	
	<i>My appointments are more efficient.</i>		2.40	3.24	3.00	4.00	3.60	3.24	
	<i>I am satisfied with the efficiency of patient flow in my clinic.</i>	2.60	2.73	3.31	2.89	3.94	3.54	4.25	
Documentation (Pilot)	<i>I finish my clinical work before I leave the clinic each day.</i>	2.00	2.73	2.93	2.72	3.06	3.08	2.75	
	<i>My documentation time has decreased significantly.</i>		2.29	3.18	3.36	2.71	3.40	4.00	
Team Function Attitudes (Pilot)	People feel understood and accepted by each other.	3.13	3.29	3.59	3.80	3.88	3.50	4.17	
	The team approach makes the delivery of care more efficient.	3.63	3.20	3.00	3.88	4.18	4.31	4.67	
	We have a "we are in it together" attitude.	3.13	3.20	3.65	3.60	4.18	4.00	4.25	
	We have a "patients first" attitude"	3.47	3.36	3.82	3.80	4.24	4.00	4.67	
	Working on a team keeps most health professionals enthusiastic and interested in their jobs.	4.35	3.73	4.06	4.06	4.35	4.31	4.33	
	Team members have defined roles that makes optimal use of their training and skill sets.	2.69	3.00	3.53	3.53	4.00	4.18	4.17	
Scope of Practice (Pilot)	<i>The in-basket messages I receive are appropriate for my role.</i>	2.44	2.93	3.06	2.80	3.47	3.46	3.17	
	<i>I do work that others on my team could be doing.***</i>	1.69	2.08	2.31	2.39	3.12	2.69	2.42	
	Training is provided for team members taking on new roles and responsibilities.	3.13	3.33	3.94	4.13	4.00	4.18	4.08	
	Protocols and standing orders have been implemented to better distribute workload throughout the team.	2.44	3.21	3.94	4.07	4.35	4.27	4.17	
Burnout***	5 - I enjoy my work. I have no symptoms of burnout 4 - Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out. 3 - I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion. 2 - The symptoms of burnout that I'm experiencing won't go away. I think about frustration at work a lot. 1 - I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some sort of help	Pilot Practice Score (RR %)	3.44 (66.7)	3.50 (60.9)	3.71 (73.9)	3.21 (58.3)	3.94 (70.8)	3.60 (41.7)	4.00 (52.2)
	Wave 2 Practice Score (RR %)					3.8 (62.5)	4.5 (66.7)	4.5 (66.7)	4 (60.0)

All questions except Burnout are 5-point Likert scales: Not at all/Slightly/Somewhat/Mostly/Completely, or Strongly disagree/Disagree/Neither agree nor disagree/Agree/Strongly agree; *Italicized* items developed via modified Delphi process without formal psychometric testing.

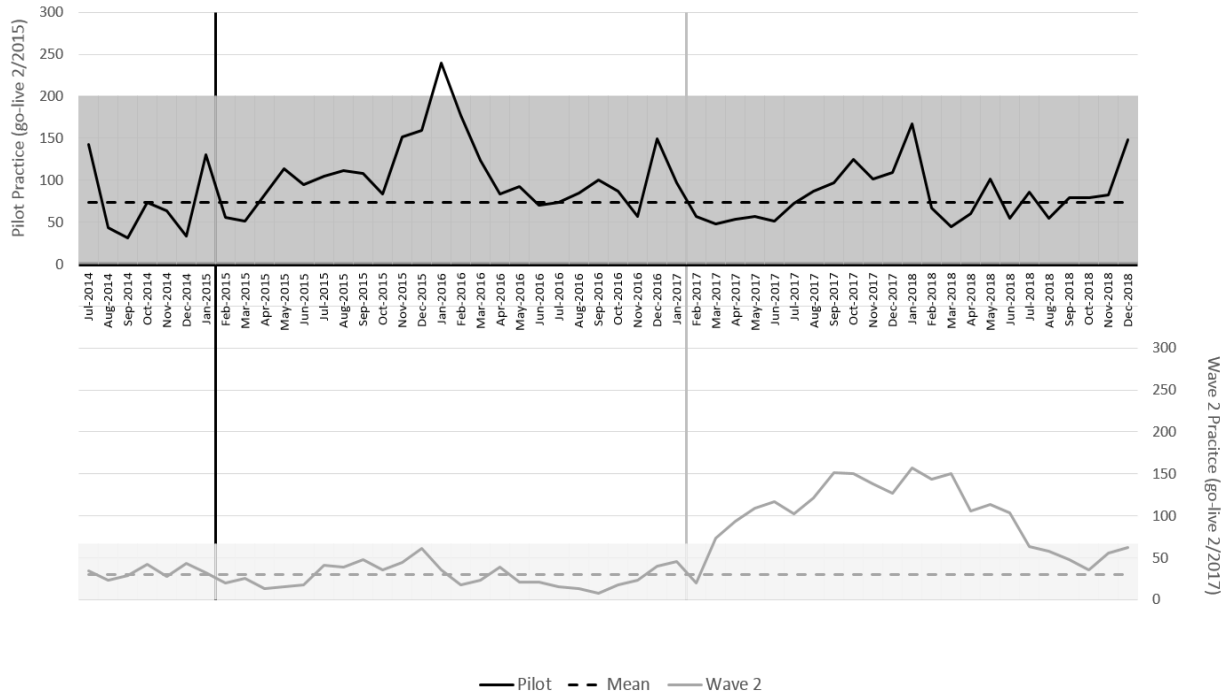
\*\*\*Negatively worded items are reverse coded; higher values are desirable for all items.

Supplemental Table 2: Staff Experience Survey, Pilot Practice

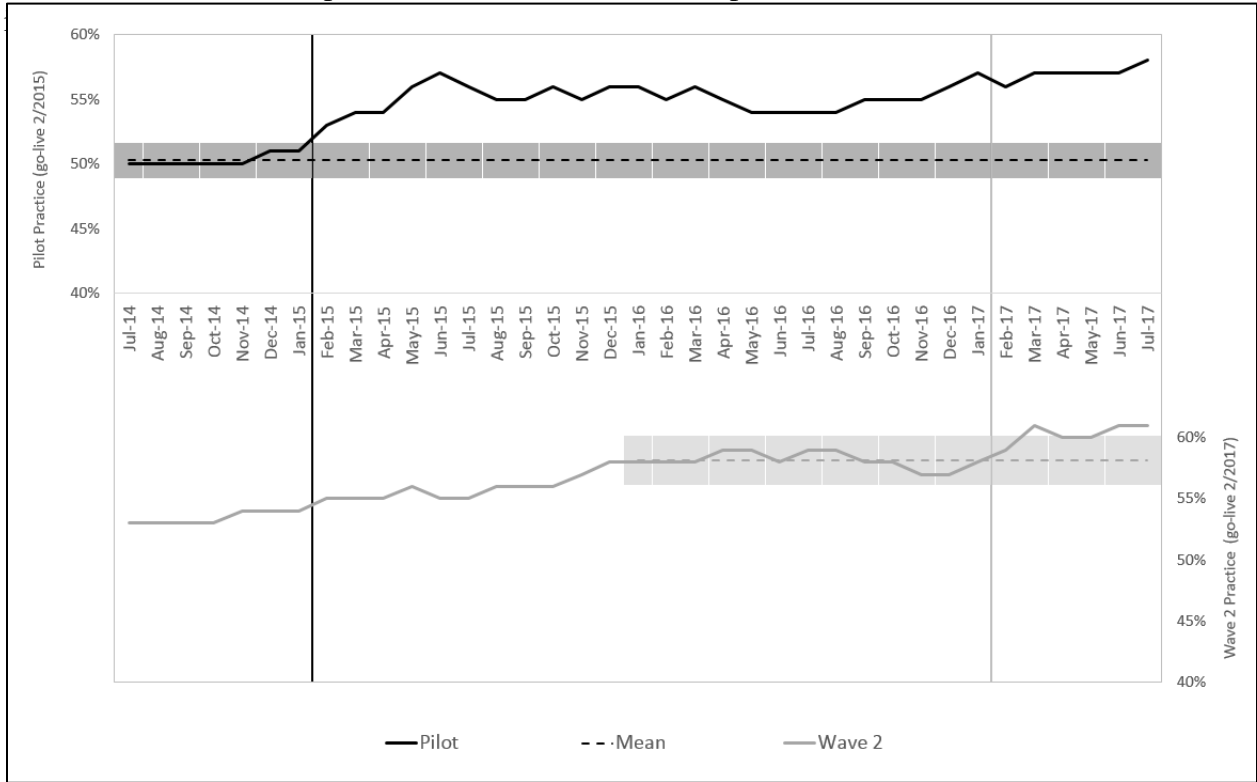
Category	Question	Jan 15	Jun 15	Jan 16	Nov 16	May 17	Nov 17	Jul 18	
Response Rate (%)		94.1	63.6	77.3	92.3	57.1	70.8	92.3	
Communication Coordination (Pilot)	People keep each other informed about work related issues in the team.	4.00	4.11	3.30	3.76	4.06	3.20	3.76	
	Team huddles or electronic huddles are used to discuss patient load for the day and/or plan for patient visits.	4.43	4.06	4.26	3.54	3.89	4.13	3.91	
Satisfaction (Pilot)	<i>I am satisfied with my job.</i>	4.32	4.17	4.26	4.27	4.00	4.00	4.32	
Efficiency (Pilot)	<i>I am satisfied with the efficiency of patient flow in my clinic.</i>	4.04	3.39	3.43	3.67	4.06	3.73	4.12	
Team Function Attitudes (Pilot)	People feel understood and accepted by each other.	3.63	3.89	2.91	3.40	3.37	2.73	3.56	
	The team approach makes the delivery of care more efficient.	4.40	4.17	4.39	4.31	4.00	4.20	4.36	
	We have a "we are in it together" attitude.	3.88	3.89	3.17	3.56	3.78	3.20	3.88	
	We have a "patients first" attitude"	4.00	4.00	3.57	4.04	4.06	3.93	4.25	
	Working on a team keeps most health professionals enthusiastic and interested in their jobs.	4.16	4.17	4.13	4.31	3.94	4.13	4.15	
	Team members have defined roles that makes optimal use of their training and skill sets.	3.71	3.78	3.91	3.83	3.79	3.93	4.25	
Scope of Practice (Pilot)	<i>The in-basket messages I receive are appropriate for my role.</i>	3.84	3.78	3.57	3.50	3.75	3.36	3.16	
	I do work that others on my team could be doing.***	2.48	2.78	3.09	2.69	2.84	2.53	2.68	
	Training is provided for team members taking on new roles and responsibilities.	4.26	4.35	3.78	3.75	3.89	4.27	4.08	
	Protocols and standing orders have been implemented to better distribute workload throughout the team.	3.86	4.18	3.95	3.88	4.17	4.00	4.25	
Burnout***	5 - I enjoy my work. I have no symptoms of burnout 4 - Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out. 3 - I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion. 2 - The symptoms of burnout that I'm experiencing won't go away. I think about frustration at work a lot. 1 - I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some sort of help	Pilot Practice Score (RR%)				3.75 (92.3)	4.00 (57.1)	2.80 (70.8)	4.25 (92.3)
		Wave 2 Score (RR%)					3.57 (91.0)	3.79 (93.3)	3.89 (75.0)

All questions except Burnout are 5-point Likert scales: Not at all/Slightly/Somewhat/Mostly/Completely, or Strongly disagree/Disagree/Neither agree nor disagree/Agree/Strongly agree; *Italicized* items developed via modified Delphi process without formal psychometric testing. \*\*\*Negatively worded items are reverse coded; higher values are desirable for all items.

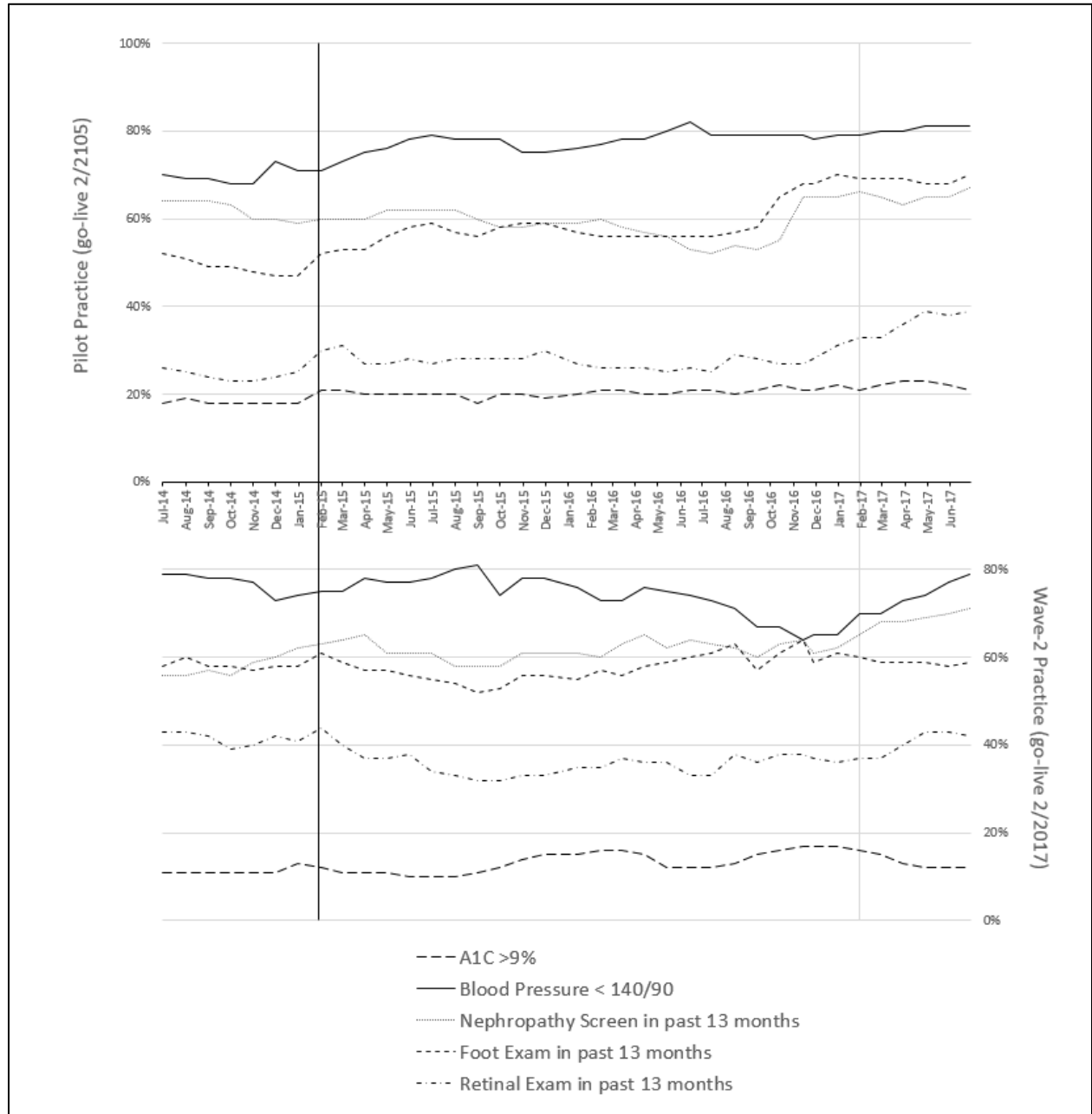
**Supplemental Figure 1: New patient appointments made within 2 days of request, Pilot vs. Wave 2 Practice Shaded areas represent 3 standard deviations  $\pm$  pre-implementation mean**



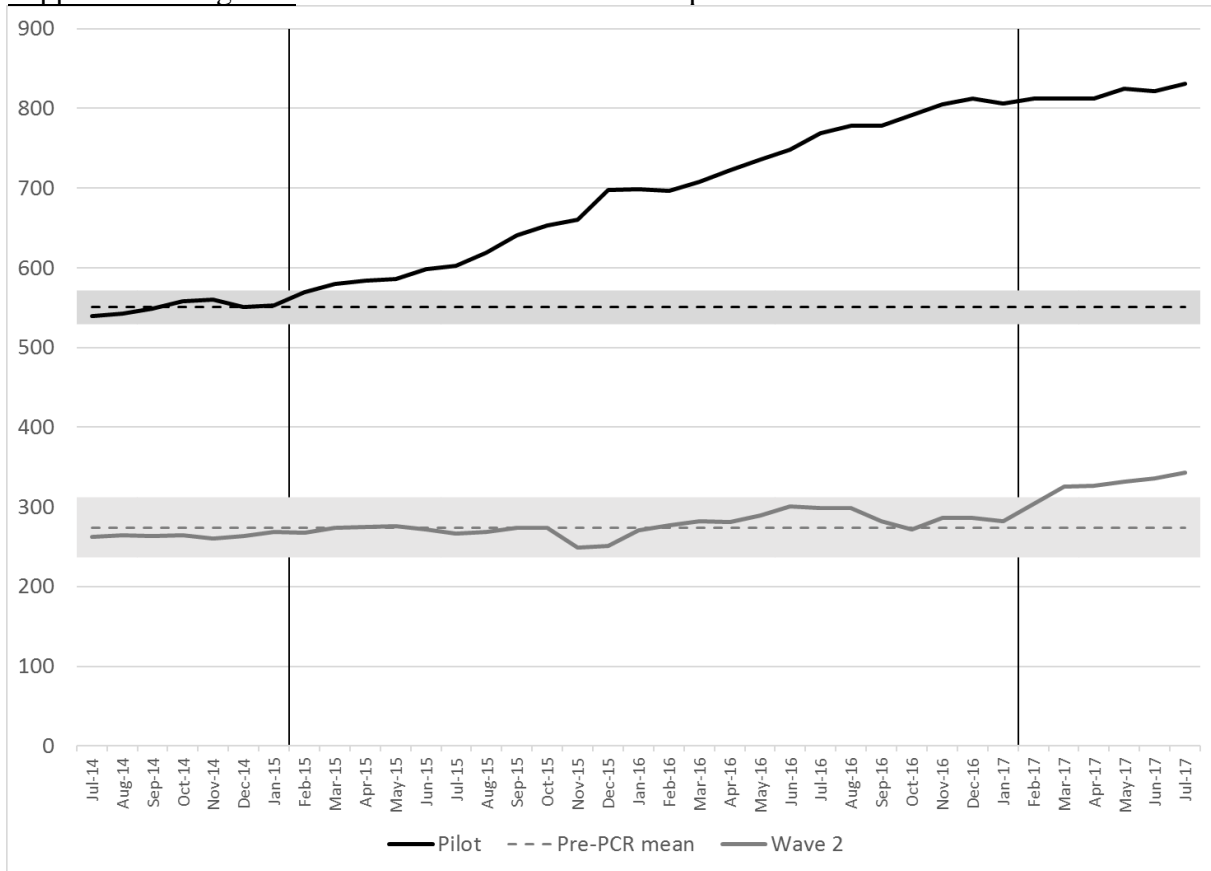
Supplemental Figure 2: Colorectal Cancer Screening, Pilot vs. Wave 2  
 Practice Shaded areas represent 3 standard deviations  $\pm$  pre-



Supplemental Figure 3: Diabetes Process Measures and Uncontrolled Hgb A1C, Pilot vs. Wave 2 Practice



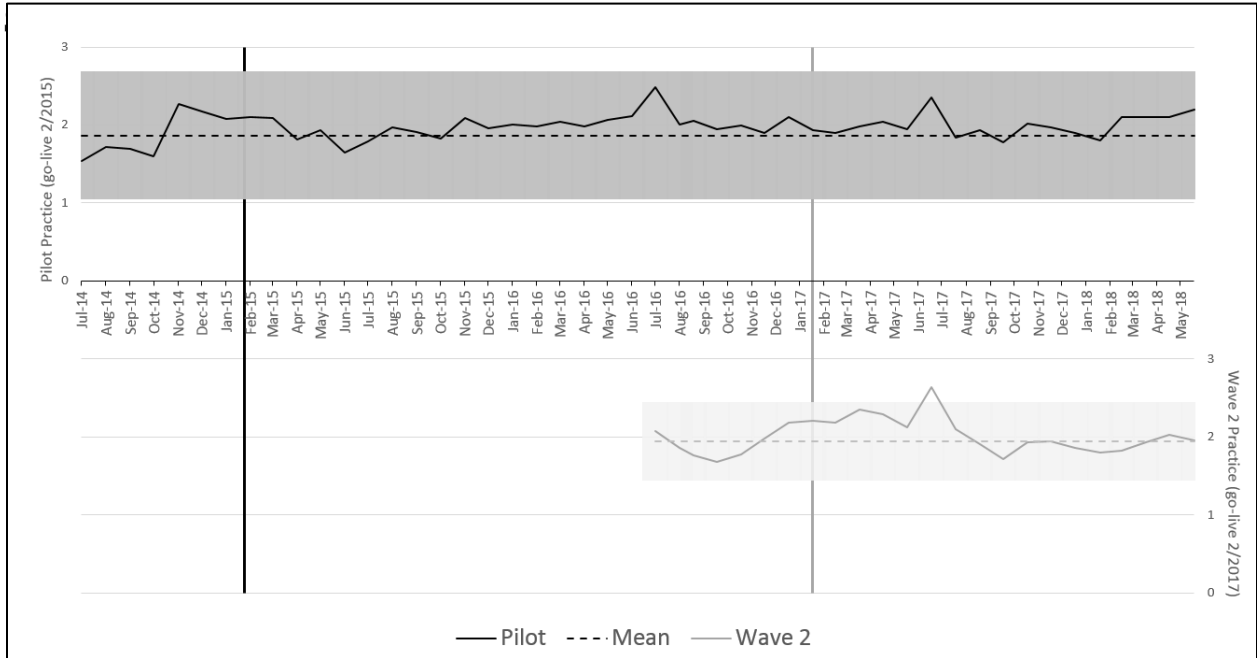
Supplemental Figure 4: Patients with diabetes on the problem list seen in the last 13 months



Vertical lines mark formal start of PCR for each practice. Dashed lines represent the pre-2/15 mean. Shaded areas represent  $\pm 3\sigma$  upper and lower control limits.

Supplemental Figure 5: Staffing Hours Per Visit, Pilot vs. Wave 2

Practice



Vertical lines mark formal start of PCR for each practice. Dashed lines represent the pre-2/15 mean. Shaded areas represent  $\pm 3\sigma$  upper and lower control limits.