

**Additional File 3. Least Squares Means at 6-month Nested by Site (N=109)**

	Overall ORIC <sup>a</sup> (N=109)				Change efficacy (N=109)				Change commitment (N=102) <sup>b</sup>			
	n	Means	SE <sup>c</sup>	p-value	n	Means	SE <sup>c</sup>	p-value	n	Means	SE <sup>c</sup>	p-value
<b>Age (years)</b>				0.070				0.154				0.119
18-34	27	56.619	1.135		27	32.494	0.738		25	24.000	0.519	
35-44	36	56.014	0.980		36	32.194	0.638		35	23.800	0.439	
45-54	24	52.727	1.208		24	30.442	0.784		24	22.417	0.530	
55-64	17	58.315	1.465		17	33.604	0.938		14	24.571	0.694	
65 and older	5	55.016	2.764		5	31.935	1.744		4	22.750	1.298	
<b>Role</b>				0.007				0.006				0.020
Community health worker/Peer navigator/Advocate/Patient navigator	25	57.524	1.184		25	33.516	0.745		22	23.864	0.537	
Case manager/Social worker	12	49.906	1.710		12	28.758	1.075		12	21.167	0.727	
Mental health/Primary care provider	10	53.275	1.877		10	30.314	1.176		9	22.778	0.840	
Administrator	31	57.185	1.059		31	32.926	0.671		30	24.200	0.460	
Evaluator/Quality improvement manager	19	54.960	1.361		19	31.208	0.854		18	23.667	0.594	
Other	12	57.783	1.715		12	33.276	1.073		11	24.546	0.760	

<b>Length in this role</b>				0.406				0.401				0.468
<1 year	16	57.440	1.602		16	33.077	1.009		15	24.333	0.685	
1-5 years	41	56.089	1.023		41	32.379	0.654		38	23.605	0.431	
More than 5 years	52	55.051	0.921		52	31.632	0.594		49	23.347	0.379	
<b>Length in the organization</b>				0.883				0.848				0.907
<1 year	19	55.370	1.480		19	31.705	0.935		19	23.684	0.613	
1-5 years	39	55.583	1.047		39	32.086	0.672		37	23.432	0.439	
More than 5 years	51	56.112	0.930		51	32.319	0.604		46	23.674	0.394	
<b>Organization type</b>				0.321				0.215				0.867
Health center/Hospital	25	56.214	1.346		25	32.461	0.859		25	23.760	0.534	
AIDS service organization	20	57.677	1.496		20	33.527	0.952		14	23.786	0.714	
Community based organization/Health department/Other	64	55.065	0.884		64	31.585	0.577		63	23.476	0.337	

<sup>a</sup>ORIC – Organizational Readiness for Implementing Change.

<sup>b</sup>Site C was not included in the mixed model to estimate least squares means.

<sup>c</sup>SE – Standard errors.