APPENDICES

Appendix A: copy of Patient Aligned Care Team (PACT) Primary Care Personnel Survey

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2013 Patient Aligned Care Team (PACT) Personnel Survey

Purpose Statement: This survey is intended for primary care personnel. The purpose is to evaluate our progress in implementing Patient Aligned Care Teams (PACT) to assess the effects on providers, nurses, and other staff. The survey is voluntary, and your input is confidential and anonymous. Results of the survey will be used solely to evaluate the PACT initiative nationally. The results will not be used to certify PACT, but summary results will be provided to VA leadership to guide future development of PACT. Results will be provided only as grouped responses (e.g., average scores for clinics), not findings for specific individuals and no data from any site with fewer than 10 respondents will be reported to assure confidentiality.

We will field this survey again in approximately 1 year, to assess changes over time. We will share summary data with every clinic (or facility, if the clinic has fewer than 10 respondents).

We understand you are extremely busy and are often asked to complete surveys. We hope you will participate because it represents an opportunity for primary care staff to provide feedback about how implementation of PACT is affecting them. The survey should take approximately 20 minutes of your time to complete.

Are you an employee of any of the following locations?
(Check all that apply)

{ } No
{ } VISN 22, any location
{ } 648   - Portland VA Medical Center (VAMC), including the West Linn CBOC
{ } 648A4   - Portland VAMC Vancouver Campus
{ } 648GA   - Bend Community Based Outpatient Clinic (CBOC)
{ } 648GB   - Salem CBOC
{ } 648GD   - North Coast CBOC
{ } 648GE   - East Metro Portland CBOC
{ } 648GF   - West Metro Portland CBOC
{ } 653   - Roseburg HCS
{ } 653BY   - Eugene CBOC
{ } 653GA   - North Bend CBOC
{ } 653GB   - Brookings CBOC
{ } 692   - VA Southern Oregon Rehabilitation Center & Clinics (White City)
{ } 692GA   - Klamath Falls CBOC

If Anything But No,

Thank you for your interest in our survey, but you do not need to complete it. Your facility is a member of a PACT Demonstration Laboratory, and you will be asked to participate in Lab-specific surveys at another time.

Facility Information

Select VISN: (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 15, 16, 17, 18, 19, 20, 21, 23)

Select your Facility/Parent Facility: (Select from list provided)

Select the location where you spend the majority of your time (i.e., parent facility, CBOC, or sub-station): (Select from list provided)

Section 1

1. What percentage of your time do you work in primary care?
   { } <20%   { } 20%-40%   { } 41%-60%   { } 61-80%   { } >80%

2. If you provide clinical care, to what extent do your clinical duties involve providing care to one of the following primary care special populations? (If you do NOT provide clinical care, select *None*)

	None	<25%	26%-50%	51%-75%	76%-99%	100%
a. Women's Health	{ }	{ }	{ }	{ }	{ }	{ }
b. Geriatrics	{ }	{ }	{ }	{ }	{ }	{ }
c. Spinal Cord Injury	{ }	{ }	{ }	{ }	{ }	{ }
d. Operation Enduring Freedom/Operation Iraqi Freedom/Operation New Dawn (OEF/OIF/OND)	{ }	{ }	{ }	{ }	{ }	{ }

If Anything But None,

2a1. Is that care provided at a Women's Health clinic?
{ } Yes
{) No

2b1. Is that care provided at a Geriatrics clinic?
{ } Yes
{) No

2c1. Is that care provided at a Spinal Cord Injury clinic?
{ } Yes
{) No

2d1. Is that care provided at an OEF/OIF/OND clinic?
{ } Yes
{) No

3. What is your main job function in primary care?

{ } Provider (Physician)
{ } Provider (Physician Assistant (PA))
{ } Provider (Nurse Practitioner (NP))
{ } Nurse Care Manager (NP)
{ } Nurse Case Manager (NP)
{ } Nurse Care Manager (Registered Nurse (RN))
{ } Nurse Case Manager (RN)
{ } Licensed Practical Nurse, Licensed Vocational Nurse, Certified Nursing Assistant
{ } Medical Assistant, Health Technician, Medical Technician
{ } Program Support Assistant, Patient Services Assistant, Unit Clerk, Administrative Support, other non-clinical position

{ } Pharmacist
{ } Clinical Pharmacist
{ } Clinical Pharmacy Specialist (CPS)
{ } Mental Health Professional (primary job is mental health)
{ } Social Worker (primary job is other than mental health counseling)
{ } RN (roles other than Care or Case Manager)
{ } Resident/Trainee (Medicine, Nurse Practitioner, Nursing, or other)
{ } Dietician or Nutritionist
{ } Clinical Application Coordinator (CAC), Automated Data Processing Application Coordinator (ADPAC)
{ } Other

If Other,

3a. Please Specify: _____

4. Are you currently a member of a PACT teamlet?
Note: A PACT teamlet consists of a primary care provider (MD, NP, PA), registered nurse care manager, clinical associate (LPN or medical assistant/health technician) and an administrative associate (MA/MSA/health technician).

{ } Yes
{ } No   Skip to Section 2
{ } Not applicable; because of my role, I'm not assigned to a specific teamlet   Skip to Section 2
{ } Not sure   Skip to Section 2

If Yes,

4a. Are you currently a member of multiple PACT teamlets?
{ } Yes
{ } No
{ } Not sure

5. Is your teamlet currently staffed at the recommended ratio of 3.0 FTE teamlet members per primary care provider?

Note: A PACT teamlet consists of a primary care provider (MD, NP, PA), registered nurse care manager, clinical associate (LPN or medical assistant/health technician) and an administrative associate (MA/MSA/health technician).

{ } Yes
{ } No
{ } Not sure

Section 2

6. This section contains statements about job-related feelings. Please check the appropriate box to tell us how frequently you feel this way.*

	Never	A Few Times Per Year	Once a Month or Less	A Few Times Per Month	Once a Week	A Few Times Per Week	Every Day
a. I feel tired when I get up in the morning and have to face another day on the job.	{ }	{ }	{ }	{ }	{ }	{ }	{ }
b. Working all day is really a strain for me.	{ }	{ }	{ }	{ }	{ }	{ }	{ }
c. I feel burned-out from my work.	{ }	{ }	{ }	{ }	{ }	{ }	{ }
d. I have become less enthusiastic about my work.	{ }	{ }	{ }	{ }	{ }	{ }	{ }
e. In my opinion, I am good at my job.	{ }	{ }	{ }	{ }	{ }	{ }	{ }
f. I feel exhilarated when I accomplish something at work.	{ }	{ }	{ }	{ }	{ }	{ }	{ }
g. I have accomplished many worthwhile things in this job.	{ }	{ }	{ }	{ }	{ }	{ }	{ }
h. I just want to do my job and not be bothered.	{ }	{ }	{ }	{ }	{ }	{ }	{ }
i. I doubt the significance of my work.	{ }	{ }	{ }	{ }	{ }	{ }	{ }

7. Overall, based on your definition of burnout, how would you rate your level of burnout:*
   { } I enjoy my work. I have no symptoms of burnout.
   { } 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.
   { } I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion.
   { } The symptoms of burnout that I'm experiencing won't go away. I think about frustration at work a lot.
   { } 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.

8. Compared to what you think it should be, what is your current overall level of satisfaction with your job?
   { } Very satisfied
   { } Somewhat satisfied
   { } Neither satisfied nor dissatisfied
   { } Not very satisfied
   { } Not at all satisfied

Section 3

9. This section asks questions about the relationships you have with the people you work with.
Note: In Section 3, "staff" includes all job functions except Primary Care Providers (PCPs) and Registered Nurses (RNs). PCPs and RNs are named explicitly when the question refers to them.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A or Don't Know
a. When there is a conflict, the people involved usually talk it out and resolve the problem successfully.	{ }	{ }	{ }	{ }	{ }	{ }
b. People have constructive work relationships.	{ }	{ }	{ }	{ }	{ }	{ }
c. There is often tension among the people I work with.	{ }	{ }	{ }	{ }	{ }	{ }
d. Staff members, RNs, and PCPs I work with operate as a real team.	{ }	{ }	{ }	{ }	{ }	{ }
e. This practice encourages staff, RNs, and PCPs input for making changes and improvements.	{ }	{ }	{ }	{ }	{ }	{ }
f. All of the staff, RNs, and PCPs participate in important decisions about clinical operations (e.g., workflow).	{ }	{ }	{ }	{ }	{ }	{ }
g. Clinic leadership discourages nursing staff from taking initiative.	{ }	{ }	{ }	{ }	{ }	{ }
h. This clinic defines success as teamwork and concern for people.	{ }	{ }	{ }	{ }	{ }	{ }
i. Staff, RNs, and PCPs are involved in developing plans for improving quality.	{ }	{ }	{ }	{ }	{ }	{ }
j. It's hard to make any changes because we are so busy seeing patients.	{ }	{ }	{ }	{ }	{ }	{ }
k. Staff, RNs, and PCPs very frequently feel overwhelmed by the work demands.	{ }	{ }	{ }	{ }	{ }	{ }
l. It is stressful to work in this clinic.	{ }	{ }	{ }	{ }	{ }	{ }
m. This clinic is almost always in chaos.	{ }	{ }	{ }	{ }	{ }	{ }
n. Things have been changing so fast in our clinic that it is hard to keep up with what is going on.	{ }	{ }	{ }	{ }	{ }	{ }
o. Our clinic has changed how it takes initiative to improve patient care.	{ }	{ }	{ }	{ }	{ }	{ }
p. Our clinic has changed how it does business.	{ }	{ }	{ }	{ }	{ }	{ }
q. Our clinic has changed how everyone relates.	{ }	{ }	{ }	{ }	{ }	{ }
r. Some of the people I work with lack the knowledge and skills that they need to do their parts of the team's work.	{ }	{ }	{ }	{ }	{ }	{ }
s. Some of the people I work with do not carry their fair share of the overall workload.	{ }	{ }	{ }	{ }	{ }	{ }
t. We depend heavily on one another to get the team's work done.	{ }	{ }	{ }	{ }	{ }	{ }
u. Among people I work with, how seriously ideas are taken by others often depends more on who the person is than on how much he or she actually knows.	{ }	{ }	{ }	{ }	{ }	{ }

Section 4

10. Thinking about a typical day in your primary care clinic, about how many hours do you spend on the following?

	Number of Hours
(Hours can be a whole number or fraction, e.g., .25, 1.5)	
a. Meeting with your teamlet/clinic team to discuss patient care? (e.g., huddles)	_____
b. In face-to-face encounters with patients?	_____
c. Communicating with patients by telephone?	_____
d. Communicating with patients electronically? (e.g., email, instant messaging, secure messaging, MyHealtheVet)	_____

11. What proportion of your time each week do you typically spend doing the following?

	<25%	25%-49%	50%-74%	>75%	N/A or Don't Know
a. Work that could be done by someone with less training	{ }	{ }	{ }	{ }	{ }
b. Work for which you do not have enough training	{ }	{ }	{ }	{ }	{ }
c. Work that is well-matched to your training	{ }	{ }	{ }	{ }	{ }

12. Please check the boxes below to identify members of your <u>primary care teamlet, larger clinic team</u> <u>or</u> if the individual is not available in the primary care clinic.

Note: Teamlet refers to PACT teamlets defined above; larger clinic team refers to other colleagues in the clinic whom you consider to be your team members in delivering primary care to patients.

Potential Team Member	Primary Teamlet Member	Clinic Team Member	Individual not available in primary care clinic
a. Provider (Physician)	{ }	{ }	{ }
b. Provider (PA)	{ }	{ }	{ }
c. Provider (NP)	{ }	{ }	{ }
d. Resident/Trainee (Medicine, Nurse Practitioner, Nursing, or other)	{ }	{ }	{ }
e. Nurse Care Manager (NP)	{ }	{ }	{ }
f. Nurse Case Manager (NP)	{ }	{ }	{ }
g. Nurse Care Manager (RN)	{ }	{ }	{ }

Potential Team Member	Primary Teamlet Member	Clinic Team Member	Individual not available in primary care clinic
h. Nurse Case Manager (RN)	{ }	{ }	{ }
i. RN (roles other than Care OR Case Manager)	{ }	{ }	{ }
j. Licensed Practical Nurse, Licensed Vocational Nurse, Certified Nursing Assistant	{ }	{ }	{ }
k. Medical Assistant, Health Technician, Medical Technician	{ }	{ }	{ }
l. Program Support Assistant, Patient Services Assistant, Unit Clerk, Administrative Support, other non-clinical position	{ }	{ }	{ }
m. Health Educator	{ }	{ }	{ }
n. Pharmacist	{ }	{ }	{ }
o. Clinical Pharmacist	{ }	{ }	{ }
p. Clinical Pharmacy Specialist (CPS)	{ }	{ }	{ }
q. Social Worker (primary job is other than mental health counseling)	{ }	{ }	{ }
r. Mental Health Professional (primary job is mental health)	{ }	{ }	{ }
s. Clinical Application Coordinator (CAC), Automated Data Processing Application Coordinator (ADPAC)	{ }	{ }	{ }
t. Dietician or Nutritionist	{ }	{ }	{ }
u. Medical Sub-Specialist(s) *(List up to 3 below)*	{ }	{ }	{ }
v. Other(s) *(List up to 3 below)*	{ }	{ }	{ }

If Medical Sub-Specialist(s),

12u1. Please Specify:_____

If Other(s),

12v1. Please Specify:_____

13.

To what extent do you rely on your teamlet/clinic team to accomplish the following primary care activities?

To what extent does your teamlet/clinic team rely on you to accomplish the following primary care activities?

	Not At All	Slightly	Somewhat	A Great Deal
a. Gathering patient preventive services utilization history (e.g., immunization history)	{ }	{ }	{ }	{ }
b. Screening patients for diseases (e.g., doing a depression screen)	{ }	{ }	{ }	{ }
c. Responding to prescription refill requests	{ }	{ }	{ }	{ }
d. Receiving messages from patients (other than requests for prescriptions)	{ }	{ }	{ }	{ }
e. Resolving messages from patients (other than requests for prescriptions)	{ }	{ }	{ }	{ }
f. Evaluating patients and making treatment decisions	{ }	{ }	{ }	{ }
g. Assessing patient lifestyle factors (e.g., diet, smoking cessation)	{ }	{ }	{ }	{ }
h. Encouraging lifestyle modifications (e.g., diet, smoking cessation)	{ }	{ }	{ }	{ }
i. Educating patients about disease-specific self-care activities (e.g., foot care in diabetes)	{ }	{ }	{ }	{ }
j. Educating patients about medications	{ }	{ }	{ }	{ }
k. Completing forms for patients (e.g., disability documentation)	{ }	{ }	{ }	{ }
l. Responding to requests for Home Health Care orders	{ }	{ }	{ }	{ }
m. Tracking patient diagnostic data (e.g., labs, radiology studies)	{ }	{ }	{ }	{ }
n. Responding to patient diagnostic and treatment data (e.g., labs, radiology studies)	{ }	{ }	{ }	{ }
o. Following-up on referrals (e.g., to specialists)	{ }	{ }	{ }	{ }

14. How helpful are the following PACT-related activities or resources?

	Not Available/ Not Involved	Not Helpful	Somewhat Helpful	Very Helpful	N/A or Don't Know
a. Local (i.e., station, VISN) education sessions specifically about PACT.	{ }	{ }	{ }	{ }	{ }
b. Regional or national learning collaborative specifically about PACT.	{ }	{ }	{ }	{ }	{ }
c. Measurement tools associated with PACT to help assess your team's performance.	{ }	{ }	{ }	{ }	{ }
d. Teamlet huddles.	{ }	{ }	{ }	{ }	{ }
e. Regular teamlet meetings (not huddles) to discuss process / performance	{ }	{ }	{ }	{ }	{ }
f. Information systems to provide timely data and feedback to staff on PACT activities.	{ }	{ }	{ }	{ }	{ }
g. New approaches to scheduling.	{ }	{ }	{ }	{ }	{ }
h. Quality improvement methods to conduct small tests of change, such as VA System Redesign's TAMMACS model, or Lean Six Sigma.	{ }	{ }	{ }	{ }	{ }
i. Disease registries, such as for Diabetes and Heart Failure.	{ }	{ }	{ }	{ }	{ }
j. PACT Toolkit by Office of Systems Redesign (care delivery and organization tools).	{ }	{ }	{ }	{ }	{ }

15. How much, if at all, does each of the following factors limit your ability to provide optimal, patient- centered care for your patients?
    [Patient Centered Care: "An approach to healthcare that prioritizes the Veteran and their values and partners with them to create a personalized strategy to optimize their health, healing and well-being."]

	Does Not Limit	Limits Somewhat	Limits a Great Deal	N/A or Don't Know
a. Lack of support from clinical leadership	{ }	{ }	{ }	{ }
b. Difficulty accessing specialist care	{ }	{ }	{ }	{ }
c. Poor communication with specialists within VA	{ }	{ }	{ }	{ }
d. Poor communication with specialists outside the VA	{ }	{ }	{ }	{ }
e. Poor communication around inpatient care	{ }	{ }	{ }	{ }

	Does Not Limit	Limits Somewhat	Limits a Great Deal	N/A or Don't Know
f. Lack of control over my schedule	{ }	{ }	{ }	{ }
g. Lack of responsiveness to my requests for assistance from my team members	{ }	{ }	{ }	{ }
h. Inadequate time allotted to provide counseling or	{ }	{ }	{ }	{ }
i. Inadequate time allotted to provide follow-up care	{ }	{ }	{ }	{ }
j. Patients have limited VA benefits	{ }	{ }	{ }	{ }
k. Preferred medications are difficult to obtain	{ }	{ }	{ }	{ }
l. Inadequate support for patient behavioral change	{ }	{ }	{ }	{ }
m. Recruiting and retaining providers (MD, Nurse Practitioners and Physician	{ }	{ }	{ }	{ }
n. Recruiting and retaining non-provider clinicians (e.g., nurses)	{ }	{ }	{ }	{ }
o. Recruiting and retaining non-clinicians (e.g., administrative	{ }	{ }	{ }	{ }
p. Clinical reminder volume	{ }	{ }	{ }	{ }
q. Delivering opiate therapy	{ }	{ }	{ }	{ }
r. Time & effort to input notes	{ }	{ }	{ }	{ }
s. Computerized Patient Record System (CPRS) view alerts volume (e.g., provider-to-provider communication)	{ }	{ }	{ }	{ }

The following questions are about the PACT initiative.

16. How well do you understand what PACT is?
    { } Not at All
    { } A Little Bit
    { } Somewhat
    { } Very Much
    { } A Lot
    { } N/A or Don't Know

17. How confident are you that you are capable of implementing PACT?
    { } Not at All
    { } A Little Bit
    { } Somewhat
    { } Very Much
    { } A Lot
    { } N/A or Don't Know

18. How confident are you that your teamlet/clinic team is capable of implementing PACT?
    { } Not at All

{ } A Little Bit
{ } Somewhat
{ } Very Much
{ } A Lot
{ } N/A or Don't Know

19. How confident are you that PACT will improve VA primary care?
    { } Not at All
    { } A Little Bit
    { } Somewhat
    { } Very Much
    { } A Lot
    { } N/A or Don't Know

20. How much improvement have you seen in patient-centered primary care since you first became aware of PACT?
    { } No Improvement
    { } Little Improvement
    { } Some Improvement
    { } Much Improvement
    { } A Lot of Improvement
    { } N/A or Don't Know

Section 5

We have some questions about your demographic background. The reason we ask is to understand if employees of different backgrounds from the same institution are having different experiences. Demographic information will not be used to identify you individually and will only be reported in aggregate. You are free to choose not to answer any question.

21. What is your gender?
    { } Male
    { } Female

22. What is your current age in years?
    { } Less than 20 years
    { } 20-29
    { } 30-39
    { } 40-49
    { } 50-59
    { } 60 years or older

23. Are you Hispanic or Latino?
    { } Yes
    { } No

24. What is your race?
    { } White
    { } Black or African-American
    { } American Indian or Alaska Native
    { } Asian
    { } Native Hawaiian or other Pacific Islander
    { } Other/multi-racial

25. How long have you been with VA?
    { } Less than six months
    { } Between six months and one year
    { } Between one and two years
    { } Between two and five years
    { } Between five and ten years
    { } Between ten and fifteen years
    { } Between fifteen and twenty years
    { } More than twenty years

26. What is your level of supervisory responsibility?
    { } None
    { } Team Leader (informal; not responsible for performance ratings)
    { } First Line Supervisor (formal; rates performance, e.g.: Foreman, Section Chief)
    { } Manager (formal; rates performance e.g.: Division/Department/Service/Care Line managers)
    { } Executive (formal; rates performance e.g.: Associate Director, Chief of Staff, Program Director, Nurse Executive)
    { } Senior Executive (formal; rates performance e.g.: Network Director, Facility Director, Chief Medical Officer, Chief Officers, Deputy)

27. Is there anything else you would like us to relay to the VA Leadership in Central Office?

_____

_____

_____

28. Do you have any other comments or feedback on PACT?

_____

_____

_____

Appendix B: Alternative regression analysis results

Table B-1: Individual-level logistic-regression analysis of dichotomous burnout outcome from single-item measure of burnout

		Odds Ratio	Robust SE	Z	P>|Z|	LB 95% CI	UB 95% CI
Time spent in primary care (Q2, ref: <20%)	Between 20% and 40%	0.95	0.33	-0.16	0.873	0.48	1.87
	Between 41% and 60%	1.52	0.53	1.2	0.231	0.77	3.02
	Between 61% and 80%	1.73	0.57	1.66	0.097	0.91	3.32
	More than 80%	1.35	0.36	1.14	0.253	0.81	2.28
Team Occupation (Q3, ref: Provider)	Nurse	0.82	0.09	-1.72	0.086	0.66	1.03
	Clinical Associate	0.74	0.09	-2.39	0.017	0.58	0.95
	Administrative Clerk	1.07	0.18	0.37	0.709	0.76	1.49
Teamlet Member (Q4)	Yes	1.46	0.21	2.67	0.008	1.11	1.93
Multiple Teams (Q4a)	Yes	1.07	0.10	0.68	0.496	0.88	1.29
	Q4a_Multiple Teams Missing	1.00	(omitted)				
Fully Staffed (Q5)	Yes	0.79	0.06	-2.9	0.004	0.68	0.93
	Q5 Fully Staffed Missing	1.00	(omitted)				
Team Functioning (Q9)	Communication	0.92	0.07	-1	0.317	0.79	1.08
	Decision Making	0.65	0.04	-6.6	0	0.57	0.74
	Chaos/Stress	4.33	0.30	21.19	0	3.78	4.96
	History of Change	1.05	0.06	0.92	0.359	0.94	1.17
Huddle Half Hour (Q10)	Yes	0.91	0.07	-1.19	0.235	0.78	1.06
Working to Top of Competency (Q11, ref: <25%)	Someone with Less Training 25-49%	1.29	0.13	2.61	0.009	1.07	1.57
	Someone with Less Training 50-74%	1.10	0.14	0.76	0.45	0.86	1.40
	Someone with Less Training >75%	1.34	0.22	1.77	0.077	0.97	1.86
	Someone with Less Training Missing	0.80	0.12	-1.55	0.122	0.60	1.06
	Not Enough Training 25-49%	1.18	0.18	1.12	0.261	0.88	1.58
	Not Enough Training 50-74%	1.07	0.24	0.29	0.775	0.69	1.66
	Not Enough Training >75%	1.03	0.29	0.11	0.909	0.59	1.80
	Not Enough Training Missing	0.97	0.10	-0.26	0.792	0.81	1.18
Delegation of Care Components (Q13)	Patient care	0.99	0.02	-0.91	0.36	0.96	1.02
	Assess response	1.01	0.02	0.61	0.541	0.98	1.05
	Messages	1.00	0.02	0.04	0.968	0.96	1.04

		Odds Ratio	Robust SE	Z	P>|Z|	LB 95% CI	UB 95% CI
Collective Self-efficacy (Q18, ref: "Not at All")	A Little Bit Confident	0.92	0.19	-0.39	0.696	0.62	1.38
	Somewhat	0.71	0.13	-1.88	0.059	0.50	1.01
	Very Much	0.70	0.14	-1.85	0.064	0.47	1.02
	A Lot	0.72	0.16	-1.49	0.136	0.47	1.11
	N/A or Don't Know or Missing	0.49	0.15	-2.35	0.019	0.27	0.89
Tenure with VA (Q25, ref: < 6 months)	Between six months and one year	1.16	0.51	0.33	0.74	0.49	2.75
	Between one and two years	1.31	0.56	0.63	0.526	0.57	3.01
	Between two and five years	2.36	0.98	2.07	0.039	1.05	5.32
	Between five and ten years	2.20	0.89	1.94	0.052	0.99	4.87
	Between ten and fifteen years	2.13	0.89	1.81	0.07	0.94	4.83
	Between fifteen and twenty years	2.68	1.12	2.35	0.019	1.18	6.09
	More than twenty years	2.31	1.01	1.92	0.055	0.98	5.42
	Missing	1.89	0.98	1.22	0.224	0.68	5.24
Supervisory Responsibility Level (Q26, ref: "None")	Team Leader	1.02	0.09	0.26	0.797	0.85	1.23
	First Line Supervisor	1.24	0.26	1.03	0.305	0.82	1.89
	Manager	1.21	0.33	0.69	0.491	0.71	2.05
	Executive or Senior Executive	1.00	0.76	0.01	0.996	0.23	4.44
	Missing	1.19	0.39	0.54	0.591	0.63	2.28
VAMC Indicator Yes		1.11	0.12	1	0.317	0.90	1.36
Clinic Workload & Capacity	Patient intensity (DCG)	0.91	0.09	-0.92	0.359	0.75	1.11
	Adjusted panel size	0.95	0.04	-1.29	0.198	0.87	1.03
	Sta6 percent over capacity	0.96	0.25	-0.15	0.884	0.58	1.60
	[Constant]	0.01	0.01	-7.05	0	0.00	0.03
Model Statistics	**NOBS**	4539					
	Wald Chi2 (Logit) or F (Linear)	1232.7					
	Prob > chi2 (Logit) or F (Linear)	0.00					
	Pseudo R2 (Logit) or R2 (Linear)	0.30					
	N Clusters for Adjusted SE	588					

Table B-2: Individual-level linear-regression analysis of ordinal burnout outcome from single-item measure of burnout

		Estimate	Robust SE	t	P>|t|	LB 95% CI	UB 95% CI
Time spent in primary care (Q2, ref: <20%)	Between 20% and 40%	0.01	0.10	0.05	0.957	-0.20	0.21
	Between 41% and 60%	0.22	0.11	2.05	0.041	0.01	0.44
	Between 61% and 80%	0.24	0.09	2.56	0.011	0.06	0.43
	More than 80%	0.17	0.07	2.24	0.025	0.02	0.31
Team Occupation (Q3, ref: Provider)	Nurse	-0.07	0.04	-1.63	0.104	-0.15	0.01
	Clinical Associate	-0.14	0.04	-3.49	0.001	-0.22	-0.06
	Administrative Clerk	0.08	0.06	1.37	0.17	-0.04	0.21
Teamlet Member (Q4)	Yes	0.15	0.05	3.01	0.003	0.05	0.26
Multiple Teams (Q4a)	Yes	-0.01	0.03	-0.19	0.85	-0.07	0.06
	Q4a_Multiple Teams Missing	0.00	(omitted)				
Fully Staffed (Q5)	Yes	-0.05	0.03	-1.89	0.06	-0.11	0.00
	Q5 Fully Staffed Missing	0.00	(omitted)				
Team Functioning (Q9)	Communication	-0.02	0.03	-0.85	0.395	-0.08	0.03
	Decision Making	-0.21	0.02	-9.46	0	-0.25	-0.17
	Chaos/Stress	0.54	0.02	28.72	0	0.50	0.58
	History of Change	0.01	0.02	0.83	0.41	-0.02	0.04
Huddle Half Hour (Q10)	Yes	-0.03	0.03	-1.17	0.241	-0.08	0.02
Working to Top of Competency (Q11, ref: <25%)	Someone with Less Training 25-49%	0.08	0.03	2.48	0.013	0.02	0.15
	Someone with Less Training 50-74%	0.05	0.05	1.08	0.281	-0.04	0.14
	Someone with Less Training >75%	0.21	0.07	3.17	0.002	0.08	0.34
	Someone with Less Training Missing	-0.08	0.04	-1.9	0.058	-0.17	0.00
	Not Enough Training 25-49%	0.08	0.05	1.44	0.15	-0.03	0.19
	Not Enough Training 50-74%	0.09	0.09	0.92	0.359	-0.10	0.27
	Not Enough Training >75%	0.04	0.12	0.36	0.717	-0.19	0.27
	Not Enough Training Missing	-0.06	0.03	-2.09	0.037	-0.12	0.00
Delegation of Care Components (Q13)	Patient care	0.00	0.01	-0.33	0.74	-0.01	0.01
	Assess response	0.00	0.01	0.3	0.768	-0.01	0.01
	Messages	0.00	0.01	-0.24	0.81	-0.01	0.01

		Estimate	Robust SE	t	P>|t|	LB 95% CI	UB 95% CI
Collective Self-efficacy (Q18, ref: "Not at All")	A Little Bit Confident	-0.10	0.07	-1.33	0.185	-0.25	0.05
	Somewhat	-0.23	0.07	-3.52	0	-0.36	-0.10
	Very Much	-0.24	0.07	-3.49	0.001	-0.38	-0.11
	A Lot	-0.19	0.07	-2.57	0.01	-0.34	-0.05
	N/A or Don't Know or Missing	-0.33	0.10	-3.31	0.001	-0.53	-0.14
Tenure with VA (Q25, ref: < 6 months)	Between six months and one year	-0.02	0.10	-0.24	0.812	-0.21	0.17
	Between one and two years	0.04	0.09	0.49	0.625	-0.13	0.22
	Between two and five years	0.20	0.09	2.34	0.019	0.03	0.37
	Between five and ten years	0.21	0.08	2.58	0.01	0.05	0.37
	Between ten and fifteen years	0.23	0.09	2.61	0.009	0.06	0.39
	Between fifteen and twenty years	0.26	0.09	2.82	0.005	0.08	0.45
	More than twenty years	0.18	0.09	2	0.046	0.00	0.37
	Missing	0.15	0.12	1.21	0.226	-0.09	0.39
Supervisory Responsibility Level (Q26, ref: "None")	Team Leader	0.02	0.03	0.58	0.56	-0.04	0.07
	First Line Supervisor	0.08	0.07	1.07	0.284	-0.07	0.22
	Manager	0.07	0.08	0.8	0.427	-0.10	0.23
	Executive or Senior Executive	-0.04	0.14	-0.27	0.785	-0.32	0.24
	Missing	0.06	0.10	0.65	0.515	-0.13	0.26
VAMC Indicator Yes		0.02	0.04	0.59	0.557	-0.05	0.09
Clinic Workload & Capacity	Patient intensity (DCG)	-0.05	0.07	-0.71	0.476	-0.19	0.09
	Adjusted panel size	0.00	0.00	-0.75	0.456	0.00	0.00
	Sta6 percent over capacity	-0.19	0.36	-0.53	0.597	-0.90	0.52
	[Constant]	1.22	0.21	5.74	0	0.80	1.64
Model Statistics	**NOBS**						
	Wald Chi2 (Logit) or F (Linear)	4539					
	Prob > chi2 (Logit) or F (Linear)	77.8					
	Pseudo R2 (Logit) or R2 (Linear)	0.00					
	N Clusters for Adjusted SE	0.41					

Table B-3: Individual-level linear-regression analysis of ordinal burnout outcome from Emotional Exhaustion –Maslach Burnout Inventory measure of burnout

		Estimate	Robust SE	t	P>|t|	LB 95% CI	UB 95% CI
Time spent in primary care (Q2, ref: <20%)	Between 20% and 40%	-0.99	0.59	-1.7	0.09	-2.14	0.16
	Between 41% and 60%	0.74	0.63	1.17	0.241	-0.50	1.98
	Between 61% and 80%	0.90	0.55	1.63	0.103	-0.18	1.98
	More than 80%	0.48	0.43	1.11	0.269	-0.37	1.32
Team Occupation (Q3, ref: Provider)	Nurse	-1.14	0.20	-5.59	0	-1.53	-0.74
	Clinical Associate	-1.49	0.19	-7.68	0	-1.87	-1.11
	Administrative Clerk	-0.41	0.33	-1.25	0.212	-1.05	0.23
Teamlet Member (Q4)	Yes	0.90	0.24	3.71	0	0.42	1.38
Multiple Teams (Q4a)	Yes	0.19	0.15	1.34	0.181	-0.09	0.48
	Q4a_Multiple Teams Missing	0.00	(omitted)				
Fully Staffed (Q5)	Yes	-0.48	0.15	-3.27	0.001	-0.77	-0.19
	Q5 Fully Staffed Missing	0.00	(omitted)				
Team Functioning (Q9)	Communication	-0.10	0.14	-0.69	0.49	-0.37	0.18
	Decision Making	-0.62	0.11	-5.39	0	-0.85	-0.39
	Chaos/Stress	3.36	0.10	34.49	0	3.17	3.55
	History of Change	-0.03	0.09	-0.34	0.735	-0.20	0.14
Huddle Half Hour (Q10)	Yes	-0.06	0.14	-0.47	0.635	-0.33	0.20
Working to Top of Competency (Q11, ref: <25%)	Someone with Less Training 25-49%	0.37	0.16	2.28	0.023	0.05	0.69
	Someone with Less Training 50-74%	0.39	0.23	1.72	0.086	-0.06	0.84
	Someone with Less Training >75%	1.25	0.31	4.05	0	0.65	1.86
	Someone with Less Training Missing	-0.42	0.23	-1.81	0.071	-0.88	0.04
	Not Enough Training 25-49%	0.55	0.28	1.96	0.051	0.00	1.11
	Not Enough Training 50-74%	-0.09	0.44	-0.21	0.831	-0.96	0.77
	Not Enough Training >75%	0.31	0.52	0.6	0.55	-0.71	1.33
	Not Enough Training Missing	-0.41	0.16	-2.59	0.01	-0.73	-0.10
Delegation of Care Components (Q13)	Patient care	0.01	0.03	0.38	0.701	-0.04	0.06
	Assess response	-0.01	0.03	-0.3	0.767	-0.07	0.05
	Messages	0.02	0.04	0.5	0.618	-0.05	0.09

		Estimate	Robust SE	t	P>|t|	LB 95% CI	UB 95% CI
Collective Self-efficacy (Q18, ref: "Not at All")	A Little Bit Confident	-0.25	0.34	-0.74	0.462	-0.93	0.42
	Somewhat	-0.94	0.32	-2.93	0.004	-1.57	-0.31
	Very Much	-1.21	0.35	-3.5	0	-1.90	-0.53
	A Lot	-1.27	0.36	-3.5	0.001	-1.98	-0.56
	N/A or Don't Know or Missing	-2.05	0.50	-4.1	0	-3.03	-1.07
Tenure with VA (Q25, ref: < 6 months)	Between six months and one year	0.33	0.50	0.66	0.512	-0.66	1.32
	Between one and two years	0.27	0.48	0.57	0.57	-0.67	1.21
	Between two and five years	0.90	0.48	1.87	0.062	-0.05	1.84
	Between five and ten years	0.94	0.46	2.04	0.041	0.04	1.83
	Between ten and fifteen years	1.19	0.48	2.47	0.014	0.24	2.14
	Between fifteen and twenty years	1.24	0.49	2.51	0.012	0.27	2.21
	More than twenty years	1.02	0.48	2.13	0.033	0.08	1.97
	Missing	1.10	0.72	1.52	0.129	-0.32	2.51
Supervisory Responsibility Level (Q26, ref: "None")	Team Leader	0.25	0.15	1.62	0.107	-0.05	0.55
	First Line Supervisor	-0.28	0.38	-0.75	0.451	-1.03	0.46
	Manager	-0.43	0.44	-0.98	0.33	-1.30	0.44
	Executive or Senior Executive	-1.30	0.96	-1.36	0.176	-3.18	0.58
	Missing	0.07	0.58	0.13	0.899	-1.07	1.21
VAMC Indicator Yes		0.35	0.18	1.97	0.05	0.00	0.69
Clinic Workload & Capacity	Patient intensity (DCG)	-0.43	0.34	-1.27	0.206	-1.11	0.24
	Adjusted panel size	0.00	0.00	-2.03	0.043	0.00	0.00
	Sta6 percent over capacity	-1.51	1.47	-1.03	0.305	-4.40	1.38
	[Constant]	-0.14	1.10	-0.13	0.9	-2.30	2.02
Model Statistics	**NOBS**						
	Wald Chi2 (Logit) or F (Linear)	4539					
	Prob > chi2 (Logit) or F (Linear)	112.4					
	Pseudo R2 (Logit) or R2 (Linear)	0.00					
	N Clusters for Adjusted SE	0.46					

Table B-4: Clinic-level linear-regression analysis of proportion of respondents reporting burnout using dichotomous burnout outcome from single-item measure, weighted for number of respondents per site

Weighted Variable	Parameter Estimate	Standard Error	t Value	P>|t|
TimePCX2 (Q2)	1.14	0.32	0.47	0.636
TimePCX3	1.97	0.57	2.32	0.020
TimePCX4	1.75	0.45	2.18	0.030
TimePCX5	1.48	0.30	1.96	0.050
TeamOcc4X1 (Q3)	0.79	0.08	-2.23	0.026
TeamOcc4X2	0.54	0.06	-5.26	0
TeamOcc4X3	0.78	0.10	-1.91	0.056
Q4_YesOnTeam (Q4,bin)	1.47	0.41	1.37	0.171
MultTeams	0.89	0.15	-0.68	0.495
FullyStaffedBin (Q5)	0.90	0.11	-0.88	0.380
Comm (Q9)	0.92	0.14	-0.56	0.576
Dec	0.76	0.11	-1.86	0.064
Chaos	3.55	0.35	12.93	0
Hx	1.17	0.11	1.66	0.097
HuddleHalfHour (Q10)	0.96	0.16	-0.26	0.798
TOC_LessTraining	0.99	0.09	-0.10	0.916
TOC_NotEnoughTraining	1.14	0.14	1.06	0.289
Del_PtCare (Q13)	0.99	0.04	-0.20	0.843
Del_AssessResponse	1.00	0.04	-0.04	0.964
Del_Msgs	1.00	0.04	-0.05	0.962
ConfidentTeamImplement (Q18)	0.87	0.07	-1.75	0.080
TenureX2 (Q25)	1.89	0.62	1.95	0.051
TenureX3	3.23	0.99	3.81	0
TenureX4	5.99	1.78	6.02	0
TenureX5	5.79	1.71	5.94	0
TenureX6	5.68	1.73	5.70	0
TenureX7	7.27	2.24	6.45	0
TenureX8	5.30	1.69	5.23	0
TenureX55	6.24	2.32	4.93	0
Superviso2 (Q26)	0.90	0.07	-1.22	0.224
Superviso3	0.87	0.18	-0.66	0.507
Superviso4	0.69	0.16	-1.60	0.110
Superviso5	0.68	0.37	-0.72	0.473
Superviso55	1.17	0.28	0.67	0.506
VAMC1	1.10	0.09	1.16	0.245
MnDCG2x	0.89	0.07	-1.40	0.161
PanSizeAdj200	0.93	0.03	-1.94	0.053
Sta6PercOverCap4x	0.95	0.21	-0.24	0.807
cons	0.01	0.00	-6.02	0

NOBS	4565
Wald Chi2 (Logit) or F (Linear)	641.8
Prob > chi2 (Logit) or F (Linear)	<.0001
Pseudo R2 (Logit) or R2 (Linear)	0.11
N Clusters for Adjusted SE	536

Table B-5: Clinic-level linear-regression analysis of average of ordinal burnout outcome from single item measure of burnout, weighted for number of respondents per site

Weighted Variable	Parameter Estimate	Standard Error	t Value	P>|t|
TimePCX2 (Q2)	0.09	0.11	0.83	0.4070
TimePCX3	0.39	0.12	3.33	0.0010
TimePCX4	0.31	0.11	2.92	0.0040
TimePCX5	0.24	0.08	3.08	0.0020
TeamOcc4X1 (Q3)	-0.11	0.05	-2.25	0.0250
TeamOcc4X2	-0.36	0.05	-6.81	0
TeamOcc4X3	-0.10	0.07	-1.53	0.1250
Q4_YesOnTeam (Q4,bin)	0.17	0.13	1.35	0.1780
MultTeams	-0.09	0.07	-1.28	0.2000
FullyStaffedBin (Q5)	-0.06	0.06	-1.02	0.3070
Comm (Q9)	0.01	0.07	0.15	0.8810
Dec	-0.15	0.07	-2.30	0.0220
Chaos	0.57	0.04	14.48	0
Hx	0.03	0.04	0.74	0.4610
HuddleHalfHour (Q10)	-0.05	0.08	-0.64	0.5230
TOC_LessTraining	0.08	0.04	1.90	0.0580
TOC_NotEnoughTraining	0.08	0.06	1.40	0.1640
Del_PtCare (Q13)	-0.01	0.02	-0.50	0.6170
Del_AssessResponse	0.00	0.02	-0.02	0.9860
Del_Msgs	-0.01	0.02	-0.53	0.5990
ConfidentTeamImplement (Q18)	-0.03	0.04	-0.77	0.4420
TenureX2 (Q25)	0.17	0.09	1.81	0.0710
TenureX3	0.40	0.08	4.76	0
TenureX4	0.64	0.08	8.09	0
TenureX5	0.67	0.08	8.57	0
TenureX6	0.68	0.08	8.24	0
TenureX7	0.75	0.09	8.19	0
TenureX8	0.57	0.09	6.47	0
TenureX55	0.71	0.12	5.83	0
Superviso2 (Q26)	-0.07	0.04	-1.77	0.0770
Superviso3	-0.12	0.08	-1.39	0.1640
Superviso4	-0.21	0.09	-2.22	0.0270
Superviso5	-0.23	0.15	-1.55	0.1210
Superviso55	0.06	0.10	0.61	0.5420
VAMC1	0.01	0.04	0.21	0.8330
MnDCG2x	-0.05	0.04	-1.20	0.2300
PanSizeAdj200	-0.01	0.02	-0.70	0.4840
Sta6PercOverCap4x	-0.09	0.10	-0.97	0.3330
cons	0.17	0.38	0.44	0.6630

NOBS	4565
Wald Chi2 (Logit) or F (Linear)	30.2
Prob > chi2 (Logit) or F (Linear)	<.0001
Pseudo R2 (Logit) or R2 (Linear)	0.15
N Clusters for Adjusted SE	536

Table B-6: Clinic-level linear-regression analysis of average of ordinal burnout outcome from Emotional Exhaustion –Maslach Burnout Inventory measure of burnout, weighted for number of respondents per site

Weighted Variable	Parameter Estimate	Standard Error	t Value	P>|t|
TimePCX2 (Q2)	-0.46	0.63	-0.73	0.4660
TimePCX3	1.78	0.70	2.55	0.0110
TimePCX4	1.36	0.59	2.33	0.0200
TimePCX5	0.90	0.44	2.04	0.0420
TeamOcc4X1 (Q3)	-1.21	0.26	-4.60	0
TeamOcc4X2	-2.65	0.26	-10.00	0
TeamOcc4X3	-1.43	0.35	-4.13	0
Q4_YesOnTeam (Q4,bin)	1.37	0.65	2.11	0.0350
MultTeams	-0.43	0.40	-1.07	0.2850
FullyStaffedBin (Q5)	-0.21	0.27	-0.79	0.4300
Comm (Q9)	-0.19	0.39	-0.50	0.6160
Dec	-0.68	0.33	-2.07	0.0390
Chaos	3.44	0.21	16.11	0
Hx	0.18	0.22	0.82	0.4120
HuddleHalfHour (Q10)	-0.32	0.40	-0.80	0.4260
TOC_LessTraining	0.26	0.19	1.34	0.1820
TOC_NotEnoughTraining	0.36	0.27	1.32	0.1880
Del_PtCare (Q13)	-0.01	0.07	-0.14	0.8900
Del_AssessResponse	-0.02	0.09	-0.28	0.7790
Del_Msgs	-0.01	0.08	-0.07	0.9470
ConfidentTeamImplement (Q18)	-0.04	0.20	-0.21	0.8300
TenureX2 (Q25)	1.60	0.53	3.05	0.0020
TenureX3	2.47	0.50	4.97	0
TenureX4	3.55	0.48	7.39	0
TenureX5	3.60	0.46	7.77	0
TenureX6	3.94	0.50	7.90	0
TenureX7	4.11	0.52	7.85	0
TenureX8	3.39	0.51	6.64	0
TenureX55	4.43	0.76	5.81	0
Superviso2 (Q26)	-0.14	0.20	-0.69	0.4920
Superviso3	-1.16	0.45	-2.58	0.0100
Superviso4	-1.89	0.51	-3.74	0
Superviso5	-2.34	1.10	-2.12	0.0340
Superviso55	0.03	0.62	0.04	0.9670
VAMC1	0.37	0.19	1.94	0.0530
MnDCG2x	-0.44	0.19	-2.33	0.0200
PanSizeAdj200	-0.19	0.10	-1.90	0.0580
Sta6PercOverCap4x	-0.50	0.40	-1.24	0.2170
cons	-4.19	1.94	-2.16	0.0310

NOBS	4565
Wald Chi2 (Logit) or F (Linear)	35.9
Prob > chi2 (Logit) or F (Linear)	<.0001
Pseudo R2 (Logit) or R2 (Linear)	0.17
N Clusters for Adjusted SE	536

Appendix C: Tables comparing respondents from 2012 PACT Primary Care Personnel Survey to 2012 VA All Employee Survey

Appendix C Table 1: Comparison of respondent demographics for 2012 PACT Primary Care Personnel Survey to 2012 VA All Employee Survey

	2012 PACT Survey	2012 All Employee Survey
	n=6,467* (estimated response rate 29%)	n=11,674* (62% response rate)
Female	74.9%	75%
Hispanic or Latino	7.36%	7%
White	73.5%	67%
Black or African-American	10.2%	17%
American Indian or Alaska Native	0.8%	1%
Asian	6.6%	8%
Native Hawaiian or other Pacific Islander	0.9%	1%
Other	8.0%	4%
Age		
< 20 years	0.2%	0%
20-29	4.6%	5%
30-39	18.5%	16%
40-49	28.4%	27%
50-59	36.0%	37%
>=60 years	12.3%	14%
Tenure with VA		
< 6 months	2.7%	3%
6 months – 1 year	4.6%	5%
1 – 2 years	10.0%	10%
2 – 5 years	24.7%	24%
5 – 10 years	21.8%	21%
10 – 15 years	14.5%	13%
15 – 20 years	8.6%	8%
>20 years	13.2%	15%
Supervisory level		
None	62.9%	68%
Team Leader	28.3%	24%
First Line Supervisor	4.5%	4%

Manager	3.8%	3%
Executive	0.4%	<.01%
Senior Executive	0.2%	<.01%
Prevalence of burnout	36.6%	31%
Prevalence of burnout by occupation		
Provider	45.4%	40.3%
Nurse Care Manager	39.9%	--
Clinical Associate	30.7%	25.1%
Administrative Associate	37.3%	33.9%
RN (other than Care Manager)	33.8%	31.4%
All Others	26.9%	--

*These include all respondents to the survey, not just those in the 4 occupations that comprise PACTs; that is the reason the number of observations exceeds the totals for table 2 below.

Appendix B Table 2: Comparison of burnout rates by occupation for 2012 PACT Primary Care Personnel Survey to 2012 VA All Employee Survey

Profession*	2012 PACT Survey Respondents		2012 All Employee Survey Respondents			
			Primary Care only		All VHA	
	Burnout	n	Burnout	n	Burnout	n
Provider	45.4%	1,769	40.3%	2,565	28.1%	10,919
Nurse Care Manager	39.9%	1,135	--*	--*	--*	--*
RN (other than Care Manager)	33.8%	585	31.4%	3,699	30.4%	29,591
Clinical Associate	30.7%	1,358	25.1%	2,934	25.3%	12,597
Administrative Associate	37.3%	557	33.9%	218	30.2%	3,948
Total	38.5%	5,404	31.9%	9,416	28.8%	57,055

*Nurse care manager is not identified as a specific nursing role in the All Employee Survey.