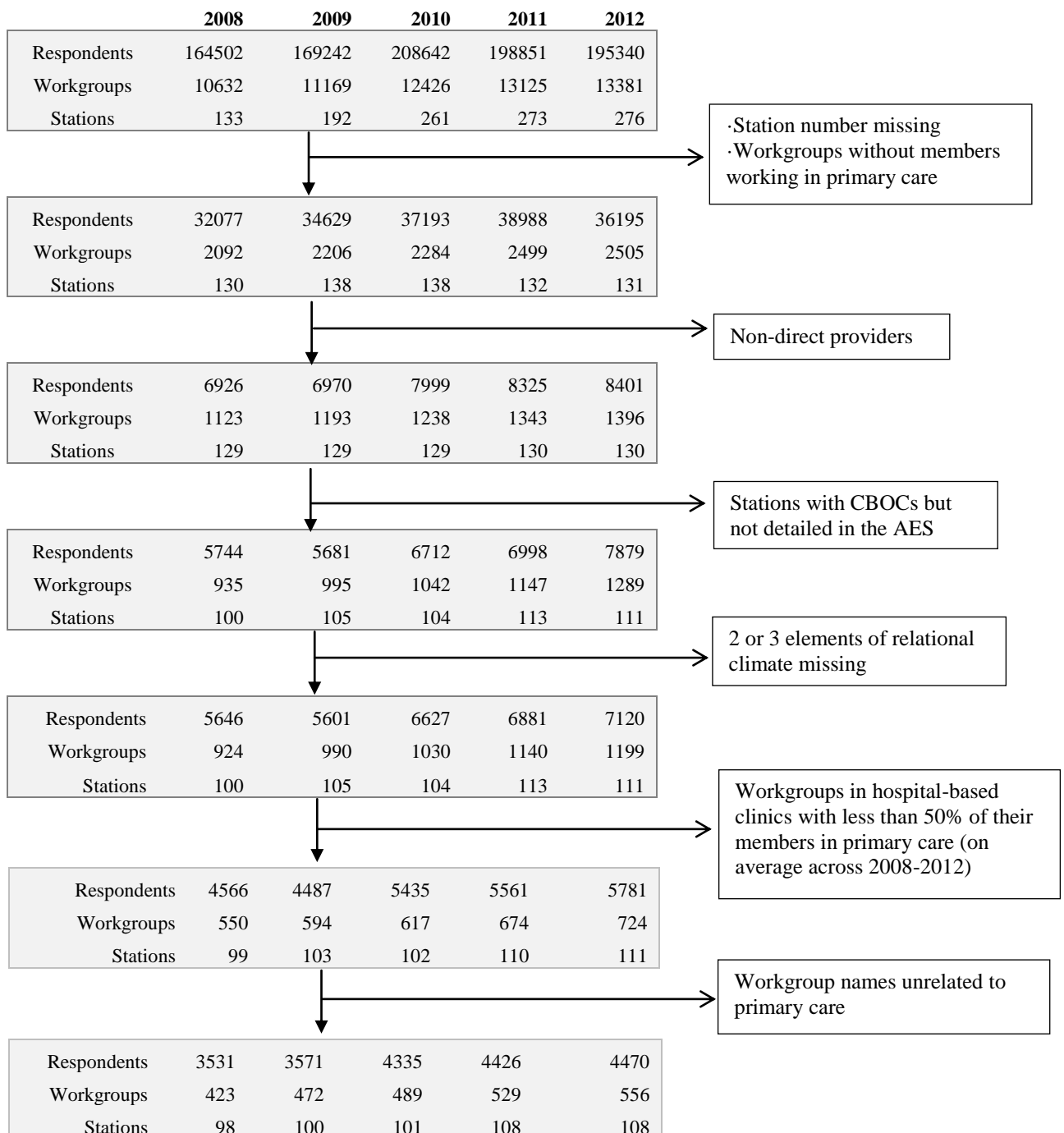


## APPENDICES

**Table A1: Items from the All-Employees Survey Used to Measure Relational Climate**

1) A spirit of cooperation and teamwork exists in my groups
2) Disputes or conflicts are resolved fairly in my work group
3) Differences among individuals are respected and valued in my work group

**Figure A1: Sample Size Evolution to Build Relational Climate based on the All-Employees Survey**



**Table A2: Occupational categories of interest based upon the All Employees Survey (AES)**

Clinical Nurse Specialist	Physician - Medicine including all sub-specialists
Educator/Learning Officer (for example Nurse)	Physician - Primary Care
LPN	Physician - Psychiatrist
Nurse Practitioners	Physician - Surgeon including all sub-specialists
Nursing Assistant	Physician Assistant
Optometrist	Podiatrist
Other certified or licensed hands-on direct	Psychologist
Other non-licensed hands-on direct patient	RN - Level I
Pharmacist	RN - Level II
Pharmacy Technician	RN - Level III
Physical Medicine Therapist	RN - Level IV
Physician - All other physicians	RN - Level V
Physician – Anesthesiologist	Social Worker

**Table A3: Conditions included in the Elixhauser Index**

Congestive heart failure	Lymphoma
Cardiac arrhythmias	Metastatic cancer
Valvular disease	Solid tumor without metastasis
Pulmonary circulation disorders	Rheumatoid arthritis
Peripheral vascular disorders	Coagulopathy
Hypertension	Obesity
Paralysis	Weight loss
Fluid and electrolyte disorders	Blood loss anemia
Chronic pulmonary disease	Deficiency anemias
Diabetes uncomplicated	Renal failure
Diabetes complicated	Peptic ulcer
Liver disease	Hyperthyroidism
AIDS	Renal failure
Alcohol abuse	Liver disease
Psychoses	Depression

Source: Elixhauser, A., Steiner, C., Harris, D. R. & Coffey, R. M. Comorbidity Measures for Use with Administrative Data. *Medical Care* 36, (1998).

**Table A4: Conditions Included in the Registry Categories**

Spinal cord injury	Alcohol dementia
Chronically mentally ill	Stroke
Blind rehab	Hepatitis C
Post-traumatic Stress Disorder (PTSD)	Long-term care patient
Domiciliary patient	Home health
AIDS	Transplant
End stage renal disease	

**Table A5: Patient, clinic and facility sample characteristics 2008-2012**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Patient</b>	296,183	321,272	327,805	325,664	297,256
Age	67.42 (11.31)	66.40 (11.23)	65.51 (11.17)	64.59 (11.09)	63.82 (11.20)
Gender (Male)	96.60 (96.54-96.67)	96.58 (96.52-96.65)	96.44 (96.37-96.50)	96.25 (96.19-96.32)	96.07 (96.01-96.14)
Marital Status					
Single; Married; Separated, Divorced or Widowed; Unknown (Married)	35.65 (35.47-35.82)	35.42 (35.25-35.58)	35.55 (35.38-35.71)	36.01 (35.95-36.15)	35.95 (35.80-36.05)
Priority status					
Group 1-Group 8 (Group 1)	35.02 (34.85-35.20)	35.33 (35.16-35.49)	35.36 (35.20-35.53)	35.82 (35.66-35.99)	35.7 (35.51-35.87)
Elixhauser Index (0,1,2-4, +4)					
2-4 (both included)	80.89 (80.75-81.03)	80.84 (80.70-80.97)	80.69 (80.55-80.82)	80.49 (80.35-80.62)	80.02(79.87-80.16)
Mental Health Diagnosis (Yes)	36.24 (36.07-36.41)	37.06 (36.90-37.23)	37.94 (37.78-38.11)	38.95 (38.78-39.11)	39.98 (39.81-40.16)
Insulin (Yes)	62.06 (61.89-62.24)	60.65 (60.48-60.82)	59.14 (58.97-59.31)	58.54 (58.37-58.71)	57.22 (57.01-57.40)
% All tests and procedures (Yes)	51.62 (51.44-51.80)	56.55 (56.38-56.72)	56.78 (56.61-56.95)	55.89 (55.70-55.99)	55.54 (55.36-55.72)
Five or four vs. fewer than 4 (5 or 4)	82.27 (82.14-82.41)	84.61 (84.49-84.74)	84.85 (84.73-84.97)	84.70 (84.10-84.84)	84.53 (84.40-84.66)
LDL-C	92.49 (34.88)	91.89 (34.78)	91.88 (34.85)	89.97 (34.83)	90.29 (35.28)
Blood Pressure					
Systolic	133.29 (19.74)	133.38 (19.55)	133.28 (19.38)	133.33 (19.47)	133.66 (19.68)
Diastolic	74.37 (12.53)	74.70 (12.54)	74.85 (12.46)	75.06 (12.45)	75.24 (12.50)
HbA1c	7.37 (1.75)	7.36 (1.68)	7.39 (1.65)	7.47 (1.73)	7.50 (1.75)
<b>Clinic</b>	189	204	212	231	242
CBOCs					
Relational Climate	10.93 (1.28)	11.16 (1.13)	11.51 (1.25)	11.75 (1.08)	10.83 (1.34)
<b>Parent facility</b>	98	100	101	108	108
Funding available (% change 2012-2011)	2.06 (4.03)	2.01 (3.98)	2.14 (4.01)	2.55 (6.91)	2.94 (7.73)
Beds available	362.64 (221.87)	366.88 (226.62)	350.18 (224.07)	348.49 (219.52)	346.21 (219.19)
Teaching status (resident/beds)	0.03 (0.08)	0.025 (0.072)	0.022 (0.06)	0.014 (0.04)	0.013 (0.04)
Resignation rate (% resignations per average onboard employee)	6.80 (0.02)	5.67 (0.02)	6.36 (0.02)	4.78 (0.02)	6.49 (0.02)

Full time equivalent employees	2388.85 (1310.28)	2571.42 (1388.54)	2537.11 (1363.95)	2597.02 (1364.98)	2611.66 (1356.28)
Diabetes prevalence (state level)	8.84 (1.11)	9.18 (1.26)	9.35 (1.21)	9.56 (1.33)	9.74 (1.46)

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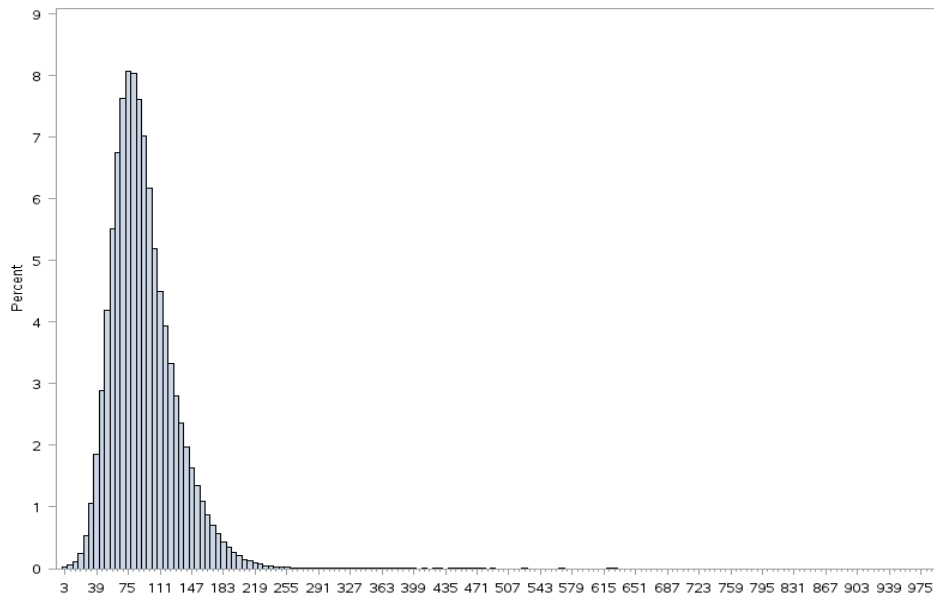
Notes: Mean for continuous variables (SD); percentage for categorical variables (95% CI)

**Table A6: Observed versus predicted likelihood of guideline compliance by decile**

Group	Total	Q_ALLNONE = 1		Q_ALLNONE = 0	
		Observed	Expected	Observed	Expected
1	92366	24671	24481.81	67695	67884.19
2	92367	37464	37067.71	54903	55299.29
3	92371	43548	43588.26	48823	48782.74
4	92364	48432	48610.18	43932	43753.82
5	92365	52339	52844.19	40026	39520.81
6	92367	56701	56748.17	35666	35618.83
7	92366	60518	60696.74	31848	31669.26
8	92367	65052	64759.13	27315	27607.87
9	92372	69297	69356.20	23075	23015.80
10	92348	75923	75792.47	16425	16555.53

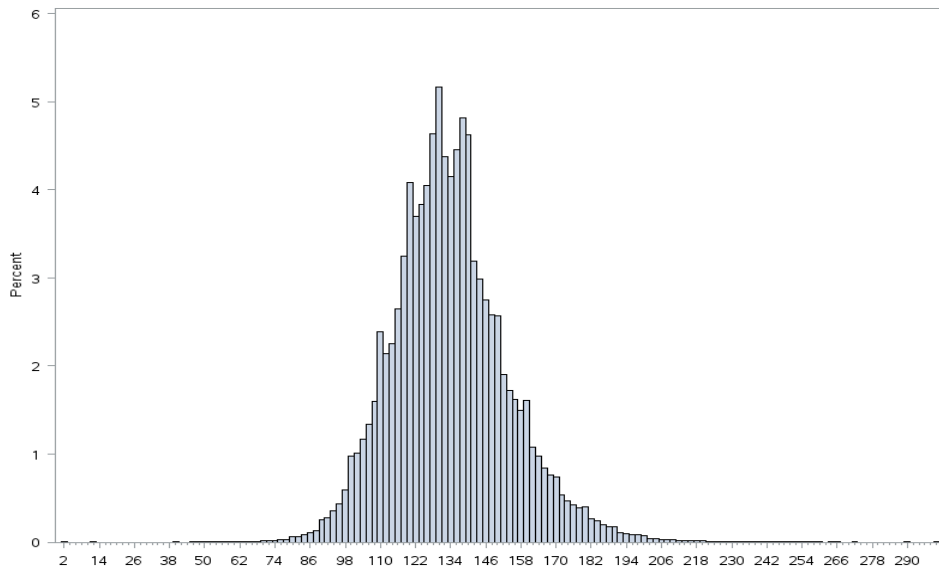
**Figure A3: Distribution of the Intermediate Outcome Indicators: LDL-C, diastolic and systolic blood pressure and glycated hemoglobin.**

A) LDL-C -Cholesterol

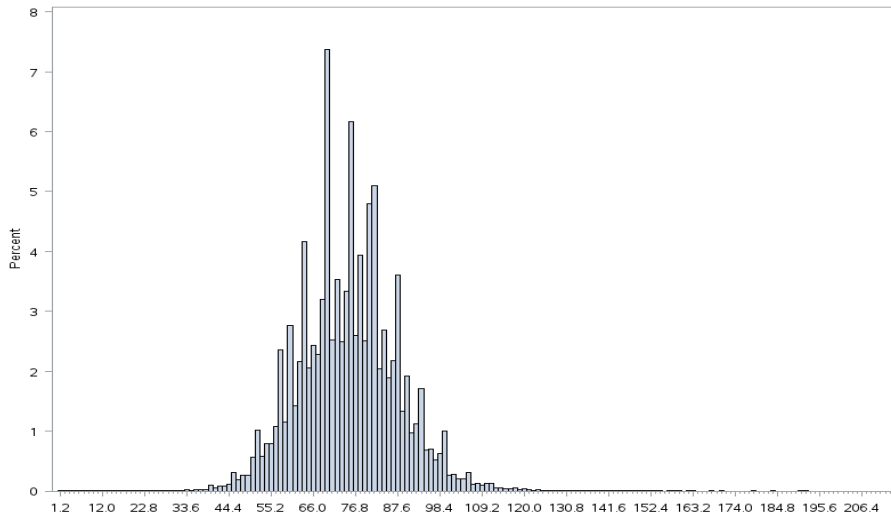


Mean	91.30
Median	86
Mode	76
Skewness	1.05
Kurtosis	3.54

B) Blood Pressure, systolic and diastolic

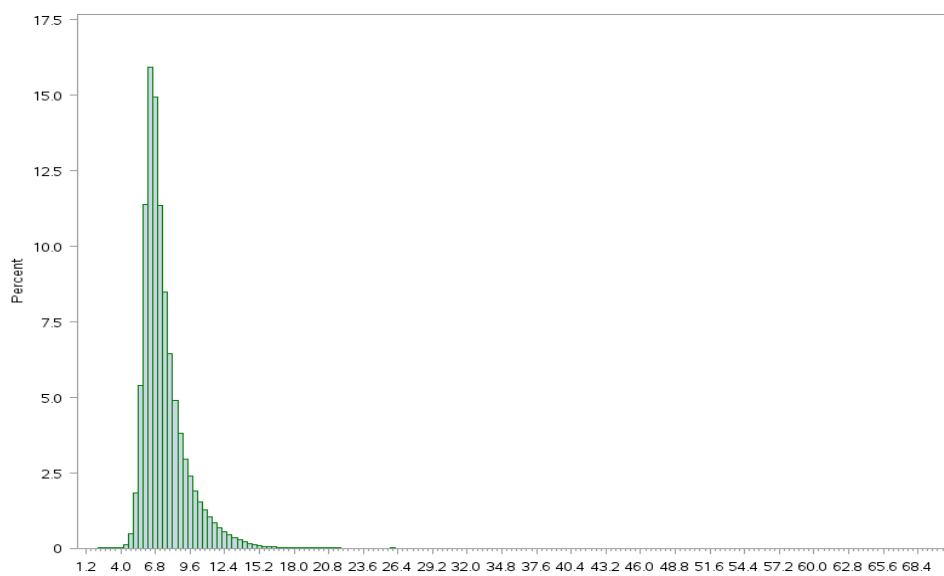


Mean	133.38
Median	132
Mode	130
Skewness	0.50
Kurtosis	1.03



Mean	74.85
Median	75
Mode	70
Skewness	0.22
Kurtosis	0.77

### C) Glycated hemoglobin



Mean	7.42
Median	6.9
Mode	6.5
Skewness	1.77
Kurtosis	5.79