

Appendices

Table e1. Demographics of patient respondents with an assigned primary care provider to the Veterans Affairs (VA) Survey of Healthcare Experiences of Patients, Consumer Assessment of Healthcare Providers and Systems version, and self-reported characteristics of staff respondents to the VA National Primary Care Provider and Staff Survey, 2016.

	Patient respondents N = 241,122
Age in years, mean (SD)	67.2 (12.1)
18-34 y, %	1.8
35-44 y, %	2.7
45-54 y, %	7.9
55-64 y, %	20.4
65-74 y, %	41.0
+75 y, %	26.2
Female, %	5.8
Respondent Veterans Integrated Service Network (VISN), %	
VISN 1: New England	5.6
VISN 2: NY/NJ	6.3
VISN 4: PA/DE/NJ/WV/OH	5.0
VISN 5: Capitol Health	3.1
VISN 6: Mid-Atlantic	5.4
VISN 7: Southeast	5.4
VISN 8: Sunshine Health	7.6
VISN 9: Mid-South	4.8
VISN 10: OH/IN/MI/IL	7.6
VISN 12: Great Lakes	5.3
VISN 15: Heartland	5.2
VISN 16: South Central	5.1
VISN 17: Heart of Texas	4.9
VISN 18: Southwest	3.5
VISN 19: Rocky Mountain	4.8
VISN 20: Northwest	5.6
VISN 21: Sierra Pacific	6.9
VISN 22: Desert Pacific	1.8
VISN 23: Midwest	6.1
	Staff respondents N = 4,815
Years of experience at VA, mean (SD)	4.7 (1.9)
Years with PACT team, mean (SD)	3.4 (1.0)
Female, %	75.3
Age in years	
< 25	0.2
25-29	2.8
30-39	16.2
40-49	27.9
50-59	36.1
≥ 60	16.8

Table e2. Association of access to same day, urgent, and routine care (as differences in percentage of patients in highest category of perceived access) with staff report of presence of organizational factors and access-related initiatives used at their clinic, stratified by staff respondent role (primary care provider (PCP), registered nurse (RN), clinical associate (CA), or medical support assistant (CLK)). Models adjusted for patient and clinic characteristics. *P<0.05.

1. Same-Day Care:

	PCP	RN	CA	CLK	CA+CLK
Burnout	-1.84*	-1.01	-2.04*	0.36	-1.02*
PCP Loss or Change	-1.11	-1.61*	-1.07	0.09	-0.62
RN Loss or Change	-0.74	-0.83	-1.22	-1.64	-1.29*
CA Loss or Change	-0.31	1.16*	1.07	0.89	1.05
CLK Loss or Change	-1.13*	-1.58*	-0.93	-1.71*	-1.26*
Role Descriptions	-0.85	-0.86	-1.54	-0.54	-1.09
Fully Staffed	-2.38*	-0.92	-0.03	-0.16	0.01
Daily Huddle	-0.09	-0.76	-0.13	1.1	0.37
Matched To Training	-0.05	0.22	-1.18	0.6	-0.55
Review Reports	0.71	0.09	0.61	1.96*	1.18
Leadership Structure	1.88*	0.33	0.31	0.14	0.11

	PCP	RN	CA	CLK	CA+CLK
Clinical Pharmacy Visits	-1.68*	0.39	-1.31	-0.51	-1.1
Telephone Visits	0.87	0.09	-0.65	-0.81	-0.79
Nursing Visits	0.58	-1.54	-0.91	-0.58	-0.76
Group Visits	0.8	-1.09	-0.03	-0.6	-0.1
Virtual (Telehealth) Visits	0.84	0.47	1.64*	2.82*	2.05*
Secure Messaging	-0.34	0.57	-1.98	2.85	-0.07
No-Show Reports	0.73	0.03	0.17	0.93	0.48
Phone Reminders	-0.38	0.34	0.35	-1.51	-0.22
Recall Scheduling	0.23	0.09	-1.83	-0.98	-1.62
Carve Out Slots	0.02	0.31	-0.87	0.94	-0.23
Open Access	1.69*	1.3*	2.32*	0.72	1.67*

2. Urgent Care:

	PCP	RN	CA	CLK	CA+CLK
Burnout	-2.2*	-1.21*	-2.04*	0.68	-0.91
PCP Loss or Change	-0.8	-2.38*	-0.77	-1.77*	-1.14*
RN Loss or Change	-0.22	-1.03	-1.79*	0.62	-0.79
CA Loss or Change	-0.24	-0.07	0.69	0.29	0.6
CLK Loss or Change	-1.11*	-0.49	-1.02	-1.87*	-1.42*
Role Description	-1.33*	-0.82	-1.23	-0.27	-0.74

Fully Staffed	-2.56*	-1.02	0.32	0.09	0.36
Daily Huddle	-0.25	-0.62	-0.7	0.18	-0.27
Matched To Training	-0.78	-0.33	-0.61	0.88	-0.08
Review Reports	0.82	0.29	0.82	2.81*	1.7*
Leadership Structure	2.64*	1.41	1.07	0.37	0.67

	PCP	RN	CA	CLK	CA+CLK
Clinical Pharmacy Visits	-2.31*	0.27	-1.27	-2.54*	-1.83*
Telephone Visits	0.72	-0.05	0.16	-2.39*	-0.87
Nursing Visits	1.26	0.12	-0.46	0.09	-0.33
Group Visits	0.8	-0.44	0.23	0.62	0.42
Virtual (Telehealth) Visits	1.14	0.62	1.09	2.43*	1.71*
Secure Messaging	1.83*	1.28	-0.8	3.77*	1.27
No-Show Reports	-0.47	-0.07	0.09	0.46	0.17
Phone Reminders	-0.2	-0.13	-0.26	-0.64	-0.35
Recall Scheduling	1.13	0.54	0.66	1.95	0.9
Carve Out Slots	-0.22	0.18	-2.09*	-0.33	-1.41*
Open Access	1.33*	1.44*	2.49*	1.84*	2.24*

3. Routine Care:

	PCP	RN	CA	CLK	CA+CLK
Burnout	-2.1*	-0.78	-1.62*	1.48*	-0.38
PCP Loss or Change	0.03	-1.71*	-1.07	-0.47	-0.88*
RN Loss or Change	-0.01	-1.22*	-1.23*	0.56	-0.48
CA Loss or Change	-0.21	-0.1	0.6	-0.36	0.34
CLK Loss or Change	-0.83	-0.35	-1.19	-1.52*	-1.36*
Role Descriptions	-0.88	-0.75	-1.84*	-0.76	-1.31
Fully Staffed	-1.07*	-0.72	0.32	0.9	0.6
Daily Huddle	-0.67	-1.33*	-1.18*	-0.64	-0.9*
Matched To Training	-0.64	0.49	-0.13	0.91	0.23
Review Reports	0.9	0.62	1.45*	2.8*	2.08*
Leadership Structure	1.29	1.5*	-0.17	0.07	-0.26

	PCP	RN	CA	CLK	CA+CLK
Clinical Pharmacy Visits	-2.06*	-0.31	-1.43*	-1.91*	-1.64*
Telephone Visits	-0.05	0.87	-1.07	-1.95*	-1.43*
Nursing Visits	1.45	1.15	-0.31	0.51	0.01
Group Visits	0.73	-0.69	0.14	0.87	0.48
Virtual (Telehealth) Visits	1.18*	0.85	1.55*	2.36*	1.9*
Secure Messaging	2.42*	-0.77	-0.89	2.19	0.49

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No-Show Reports	-0.93	-0.17	-0.09	0.79	0.22
Phone Reminders	0.3	0.26	-0.09	-0.19	-0.1
Recall Scheduling	0.55	0.88	1.35	2.22	1.44*
Carve Out Slots	-0.1	-0.02	-1.09	-0.49	-0.86
Open Access	0.48	0.66	1.46*	0.82	1.19*

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