

Observational Categories from Management

Category	Sub-Category	Chief of Staff	Deputy Chief of Staff
Care Models	Patient-centered care		
Care Models	PACT model implementation & sustainment		
Care Models	Specialty care model		
Data Integrity	Inaccurate workload capture		
Data Integrity	Coding accuracy		
Data Integrity & Capture	Capturing true work effort		
Other	Management & service line leadership turnover		
Other	Additional time dedicated to creating sense of community for patient		
Other	Academic affiliation		
Other	Measurement & management of quality processes and outcomes		
Other	Geography		
Other	Parking		
Other	Morale		
Patient Population	Patient demographics & complexity		
People	Provider licensure		
People	Insufficient clinical support staff		
People	Insufficient non-clinical support staff		
People	Performance improvement		
People	Compensation incentives		
People	Provider staffing		
People	Advanced practitioner support		
People	Recruitment and retention		
Scheduling	Master scheduling		
Scheduling	Appointment no-shows & late arrivals		
Scheduling	Referrals documentation		
Scheduling	Clinic hours of operation		
Space & Equipment	Exam rooms		
Space & Equipment	Equipment availability		
Technology	Electronic Medical Records (CPRS) ease of use		
Technology	Telehealth		

Observations			
Category	Sub-Category	Surgery	PM&R
Care Models	Patient-centered care		
Care Models	PACT model implementation & sustainment		
Care Models	Specialty care model		
Data Integrity	Inaccurate workload capture		
Data Integrity	Coding accuracy		
Data Integrity & Capture	Capturing true work effort		
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Other	Academic affiliation		
Other	Measurement & management of quality processes and outcomes		
Other	Geography		
Other	Parking		
Other	Morale		
Patient Population	Patient demographics & complexity		
People	Provider licensure		
People	Insufficient clinical support staff		
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Scheduling	Master scheduling		
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Space & Equipment	Exam rooms		
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Category
Space & Equipment
People
People
Technology
People
People
Care Models
Scheduling
Space & Equipment
People
Patient Population
Care Models
Scheduling
Care Models
Other
Scheduling
Scheduling
People
Technology
Other
Data Integrity & Capture
People
Other
Data Integrity
People
Data Integrity

Observational Categories from Provider Interviews

Sub-Category

Insufficient exam rooms
Insufficient clinical support staff
Insufficient non-clinical support staff
VA's electronic medical record is slow to use
Insufficient provider staff
Not working to top of provider licensure
Workload associated with prevention/clinical reminders
Centralized scheduling does not optimize available provider time
Equipment unavailable when needed
Difficulties with recruitment and retention
VA patients have more complex health issues
Lack staff to fully implement PACT
Appointment no-shows & late arrivals
Specialty care model
Measurement & management of quality processes and outcomes
Insufficient parking
Additional time dedicated to creating sense of community for patient
Management & service line leadership turnover
Low staff morale
Delays in receiving documentation from referrals
Failure to coordinate clinic hours of operation
Insufficient compensation incentives
Telehealth technology not working
Responsibilities at academic affiliate
Capturing true work effort
Advanced practitioner support
Lack proximity to skilled labor sources
Inaccurate workload capture
Performance improvement
Coding accuracy

Aggregate (%) Count	Total Count (Long Beach)	Total Count (Lexington)	Total Count (Jackson)	Total Count (Gainesville)
	1b	1c	1b	1a
49%	20	6	18	15
43%	15	5	19	11
29%	12	1	10	6
28%	13	1	6	8
24%	6	9	13	12
23%	9	4	6	7
18%	2	5	2	8
18%	9	3	5	4
17%	3	2	11	1
17%	4	3	7	5
16%	5	5	7	3
13%	6	2	6	1
11%	4	2	6	4
9%	2	0	0	3
9%	4	0	0	0
8%	9	0	1	0
8%	1	0	3	0
7%	2	0	2	0
7%	6	2	1	0
6%	7	0	2	0
6%	6	1	2	4
6%	3	0	1	4
5%	0	4	4	1
5%	2	1	5	0
4%	4	0	2	0
3%	2	0	3	0
3%	1	1	1	0
3%	1	0	1	1
2%	1	0	2	0
1%	1	0	1	0

Total Count (Central Texas)	Total Count (Central Alabama)	Total Count (Boston)	Total Count (Canandaigua)	Total Count (Durham)
1c	2	1a	3	1a
25	8	2	9	25
19	9	6	0	15
13	9	6	1	13
7	2	3	2	12
7	3	3	1	2
13	1	5	4	12
9	0	1	4	5
16	3	0	3	2
1	3	2	0	6
5	3	7	1	5
11	4	2	2	4
4	3	0	0	1
5	2	2	1	5
0	2	1	0	12
0	1	0	0	15
1	0	2	0	12
2	0	0	2	8
6	3	1	0	0
1	2	1	0	4
5	1	2	1	0
1	0	0	0	1
2	1	1	1	1
1	0	1	0	3
0	0	0	0	6
1	0	2	0	0
0	0	1	0	0
1	3	0	0	1
0	1	2	0	2
0	0	1	0	1
0	1	2	0	0

Total Count (Albuquerque)	Total Count (Coatesville)	Total Count (Northport)	Total Count (Detroit)	Total Count (Iron Mountain)
1a	3	1c	1b	3
16	1	8	4	1
21	5	7	8	2
9	5	2	6	0
22	2	3	7	0
16	2	1	2	2
4	3	0	3	1
8	7	4	1	3
8	5	1	3	0
9	2	5	5	1
6	1	5	0	2
6	1	1	2	0
4	3	3	2	1
2	1	0	1	0
5	1	1	3	0
3	1	2	2	0
0	0	3	0	0
2	4	2	0	0
7	1	0	0	0
5	0	1	0	1
1	0	0	0	0
4	1	0	0	0
1	0	0	1	2
4	0	0	0	0
1	0	1	0	0
3	2	1	0	0
2	2	0	0	0
0	0	0	0	0
1	0	0	0	0
0	1	0	1	0
0	0	0	0	0

Total Count (Palo Alto)	Total Count (Fargo)	Total Count (Ft Harrison)
1a	2	2
3	7	6
6	3	1
5	2	4
4	5	3
1	1	3
0	3	5
2	2	2
0	2	0
4	2	4
3	2	1
4	0	0
1	5	3
3	0	2
0	2	1
0	3	0
0	0	0
2	1	0
0	0	3
0	0	0
0	1	2
2	0	0
2	0	0
0	1	0
0	1	0
0	0	0
0	0	1
1	1	0
0	0	0
0	0	0
0	0	0