

APPENDIX 1. HVCCS among Internal Medicine Hospitalists Across 12 Medical Centers who Agree or Strongly Agree (n = 255 participants)

Participants were asked "How much do you disagree or agree with the following statements."

Examples Statements from HVCCS Subdomains (n, %)	Overall (n = 255)	University (n = 147)	Community (n = 85)	Safety-net (n = 23)	P Value
<i>Leadership and Health System Messaging</i>					
The leadership of our group provides a work climate that promotes the delivery of quality care at low cost	156 (61.2)	86 (58.5)	64 (75.3)	6 (26.1)	<.001***
The actions of the leadership of our group show that delivering quality care at low cost is a top priority	131 (51.4)	81 (55.1)	43 (50.6)	7 (30.4)	0.09
The leadership of our group values efforts to deliver quality care at low cost	173 (67.8)	106 (72.1)	54 (63.5)	13 (56.5)	0.48
The leadership provides support for system changes to improve the delivery of quality care at low cost	160 (62.7)	97 (66.0)	52 (61.2)	11 (47.8)	0.45
My group encourages pointing out unnecessary practices	160 (62.7)	97 (66.0)	48 (56.5)	15 (65.2)	0.55
My supervisor seriously considers our suggestions to improve care quality at low cost	173 (67.8)	110 (74.8)	50 (58.8)	14 (60.9)	.03*
My group openly discusses ways to deliver quality care at low cost	138 (54.1)	94 (63.9)	36 (42.4)	8 (34.8)	.002**
The majority of clinicians in my group consistently role model providing quality care at low cost	128 (50.2)	70 (47.6)	51 (60.0)	7 (30.4)	.05*
Clinicians in my group weigh costs in their clinical decision-making	148 (58.0)	97 (66.0)	38 (44.7)	13 (56.5)	.009**
My group encourages the consideration of cost in clinical decision-making	160 (62.7)	107 (72.8)	39 (45.9)	14 (60.9)	<.001***
My group encourages frontline clinicians to pursue quality improvement projects	215 (84.3)	132 (89.8)	70 (82.4)	13 (56.5)	<.001***
Clinicians in my group take pride in being able to reduce costs to patients	129 (50.6)	82 (55.8)	40 (47.1)	7 (30.4)	.11
My group is actively implementing projects that address costs of care	147 (57.6)	107 (72.8)	34 (40.0)	6 (26.1)	<.001***
Clinicians in my group are willing to work with administrators, staff, and other colleagues to identify opportunities and make changes that minimize inappropriate care	204 (80.0)	118 (80.3)	72 (84.7)	14 (60.9)	.03*
Previous efforts to promote quality care at lower cost in my group have been met with success	127 (49.8)	80 (54.4)	41 (48.2)	6 (26.1)	.05*
Core educational opportunities (grand rounds and continuing medical education) are provided to my group to regularly address issues related to appropriate use, overuse, or healthcare costs	123 (48.2)	75 (51.0)	35 (41.2)	13 (56.5)	0.44
Clinicians in my group have access to information about the quality of care the group provides	120 (47.1)	65 (44.2)	48 (56.5)	7 (30.4)	.02*
<i>Data Transparency and Access</i>					
Clinicians in my group know where to go to find answers when they have questions about costs	41 (16.1)	29 (19.7)	10 (11.8)	2 (8.7)	0.25
Clinicians in my group have access to information about the costs of tests and procedures they order or provide	35 (13.7)	26 (17.7)	7 (8.2)	8 (56.5)	0.94
<i>Blame-free Environment</i>					
In my group, the clinicians' fear of legal repercussions affects how often they order unneeded tests or procedures	121 (47.5)	68 (46.3)	47 (55.3)	6 (26.1)	.03*
Individual clinicians are blamed for medical or surgical complications	53 (20.8)	25 (17.0)	25 (29.4)	3 (13.0)	.04*
<i>Comfort with Cost Conversations</i>					
Clinicians in my group are uncomfortable discussing costs of tests or treatments with patients	90 (35.3)	52 (35.4)	32 (37.6)	6 (26.1)	0.25
Patients that I see are uncomfortable discussing costs of tests or treatments	67 (26.3)	41 (27.9)	18 (21.2)	8 (34.8)	0.84
Clinicians in my group feel that it is not the role of physicians to discuss costs of tests or treatments with patients	60 (23.5)	24 (16.3)	32 (37.6)	4 (17.4)	<.001***
<p>"Group" is meant to represent the clinicians within your specialty that you work with most closely on a regular basis. For residents, please define your group as the residents in your training program.</p> <p>Any survey item had 3% or less missing data.</p> <p>*P value < .05, **P value < .01, ***P < .001.</p>					