

Appendix D, Table 11. Provider Outcomes – Organizational Culture Studies

Study	Job Stress		Job Satisfaction		Burnout	
	Measured as:	Main Finding	Measured as:	Main Finding	Measured as:	Main Finding
Chomienne 2011 ⁶⁷	NR	NR	Physician questionnaire on 5 point scale	8/10 doctors reported improved office atmosphere and quality of life at work 7/10 reported improved workload	NR	NR
Linzer 2009 ⁶	Association with physician rated clinic values: a) Quality emphasis: b) Information and comm. Emphasis: c) Trust in organization: d) Workplace cohesiveness: e) Values alignment:	a) -0.34 (-0.48 to -0.20) b) -0.25 (-0.37 to -0.13) c) -0.31 (-0.43 to -0.19) d) -0.25 (-0.39 to -0.11) e) -0.34 (-0.46 to -0.22)	Association with physician rated clinic values: a) Quality emphasis: b) Information and comm. Emphasis: c) Trust in organization: d) Workplace cohesiveness: e) Values alignment:	a) 0.51 (0.41 to 0.61) b) 0.32 (0.21 to 0.42) c) 0.55 (0.45 to 0.65) d) 0.43 (0.30 to 0.59) e) 0.48 (0.37 to 0.59)	Association with physician rated clinic values: a) Quality emphasis: b) Information and comm. Emphasis: c) Trust in organization: d) Workplace cohesiveness: e) Values alignment:	a) -0.57 (-0.76 to -0.37) b) -0.33 (-0.51 to -0.14) c) -0.51 (-0.69 to -0.34) d) -0.33 (-0.50 to -0.15) e) -0.49 (-0.66 to -0.33)
Reid 2009 ⁶⁴	NR	NR	NR	NR	Maslach Burnout Inventory	10% of PCMH staff reported emotional exhaustion vs. 30% of control clinics p<0.01

Notes: We focus on the following organizational culture components:

- vii. Team-based Care
- viii. Patient Centered Medical Home (PCMH)
- ix. Care Environment
- x. Clinic Values

Abbreviations used: NR = not reported