

### Appendix A: Items Contained in Physician Satisfaction Scales

Satisfaction with Managerial Decision Making	<ol style="list-style-type: none"> <li>1. Use of planning by group</li> <li>2. Goal setting activity</li> <li>3. Speed of response to changing conditions</li> <li>4. Flexibility of organization</li> <li>5. Communication between decision-makers and managers</li> <li>6. Relationships between physicians and managers</li> <li>7. Aggressiveness in meeting competition</li> </ol>
Satisfaction with Practice Competitiveness	<ol style="list-style-type: none"> <li>1. Group image and reputation</li> <li>2. Quality of practice</li> <li>3. Uniqueness of practice</li> <li>4. Patient loyalty and satisfaction</li> <li>5. Referring physician loyalty and satisfaction</li> <li>6. Skill of physician staff</li> </ol>
Satisfaction with Staff & Human Resources	<ol style="list-style-type: none"> <li>1. Adequate number of nurses/clinical staff</li> <li>2. Enthusiasm of staff</li> <li>3. Service attitude of staff</li> <li>4. Ability to attract and retain non-medical staff</li> </ol>
Satisfaction with Technological Sophistication	<ol style="list-style-type: none"> <li>1. Technical resource utilization</li> <li>2. Ability to assimilate new technology</li> <li>3. Ability to assimilate new information</li> <li>4. Level of technology used in practice</li> </ol>
Satisfaction with Price Competition	<ol style="list-style-type: none"> <li>1. Low service cost</li> <li>2. Ability to compete on price</li> </ol>
Satisfaction with Financial Capabilities	<ol style="list-style-type: none"> <li>1. Access to capital when needed</li> <li>2. Profitability</li> <li>3. Liquidity – availability of funds</li> <li>4. Equitable method of physician compensation</li> <li>5. Incentives to promote physician productivity</li> </ol>