Appendix A: Items Contained in Physician Satisfaction Scales

| Satisfaction with Managerial Decision Making | 1. Use of planning by group  
                                             | 2. Goal setting activity  
                                             | 3. Speed of response to changing conditions  
                                             | 4. Flexibility of organization  
                                             | 5. Communication between decision-makers and managers  
                                             | 6. Relationships between physicians and managers  
                                             | 7. Aggressiveness in meeting competition |
| Satisfaction with Practice Competitiveness    | 1. Group image and reputation  
                                             | 2. Quality of practice  
                                             | 3. Uniqueness of practice  
                                             | 4. Patient loyalty and satisfaction  
                                             | 5. Referring physician loyalty and satisfaction  
                                             | 6. Skill of physician staff |
| Satisfaction with Staff & Human Resources     | 1. Adequate number of nurses/clinical staff  
                                             | 2. Enthusiasm of staff  
                                             | 3. Service attitude of staff  
                                             | 4. Ability to attract and retain non-medical staff |
| Satisfaction with Technological Sophistication| 1. Technical resource utilization  
                                             | 2. Ability to assimilate new technology  
                                             | 3. Ability to assimilate new information  
                                             | 4. Level of technology used in practice |
| Satisfaction with Price Competition           | 1. Low service cost  
                                             | 2. Ability to compete on price |
| Satisfaction with Financial Capabilities      | 1. Access to capital when needed  
                                             | 2. Profitability  
                                             | 3. Liquidity – availability of funds  
                                             | 4. Equitable method of physician compensation  
                                             | 5. Incentives to promote physician productivity |