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OPTIMUM OPERATING HOURS FOR AMBULATORY CLINICS: A PILOT STUDY.(U)  
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OPTIMUM OPERATING HOURS FOR AMBULATORY CLINICS:  
A PILOT STUDY

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April 1981

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) Most medical treatment facilities follow a set pattern for the operation of the Ambulatory Clinics which closely conforms to the duty hours of the normal operation of the post. However, are patients aware of the operating hours of selected ambulatory care clinics and are these operating hours acceptable to the patients? Patients were surveyed about the operating hours of the clinic from which they sought health care. Staff members of selected clinics were surveyed about the hours of operation of the clinics, the convenience of the			

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hours, to staff and patients, and about patient needs. The study objectives were: (1) to determine the optimal hours for certain ambulatory care clinics to be operational based on consumer and staff responses, (2) to determine the feasibility of operating the selected ambulatory care clinics during optimum hours, and (3) to determine the acceptability of changes in forms of operations to users and providers of health care. Staff members believed the clinic operating hours were reflective of patient needs and that the normal operating hours were both convenient and preferable for the patients. Staff members perceived the clinic operating hours were reflective of staff needs. Patients reported the normal operating hours of the clinic as both convenient and preferable to them. Staff reported being generally unwilling to change the operating hours of the clinic.

## TABLE OF CONTENTS

		Page
1.	INTRODUCTION . . . . .	1
2.	OBJECTIVE(S) . . . . .	2
3.	METHODOLOGY . . . . .	2
4.	FINDINGS . . . . .	3
5.	DISCUSSION . . . . .	3
6.	CONCLUSIONS . . . . .	4
7.	RECOMMENDATION(S) . . . . .	4
8.	REFERENCES . . . . .	5
9.	APPENDICES . . . . .	16-20
10.	DISTRIBUTION LIST . . . . .	21

## LIST OF TABLES

### TABLE

1.	Staff Responses . . . . .	7
2	Patient Responses . . . . .	10
3	Comparison Between Staff and Patient Responses . . . . .	13

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## Optimum Operating Hours for Ambulatory Clinics: A Pilot Study

### 1. INTRODUCTION.

a. **Problem.** To determine the optimum hours for the operation of ambulatory clinics for both health care providers and health care consumers.

b. **Purpose.** The investigation will consider operating hours of selected ambulatory patient care clinics. A report will be developed which will demonstrate feasible schedules for selected ambulatory clinics that would cover the optimal operating hours.

c. **Background.**

(1) Most Medical Treatment Facilities (MTFs) follow a set pattern for the operation of their ambulatory clinics which closely conforms to the duty hours of the normal operation of other post activities. Although the duty hours in the MTF may be convenient for health care providers, the hours may be inconvenient for the health care consumers.

(2) Literature surveys were performed on the keywords "flexitime" and "outpatient scheduling." The searches were by: MEDLARS II (search number 5415009), Defense Documentation Center (searches 085615 and 086393), and Defense Logistics Studies Information Exchange (search number 6525-79).

(3) Patient's satisfaction with health care received is an important factor in determining the quality of the health care services. Numerous instruments have been used to assess patient's satisfaction and reactions (Ware et al., 1978) Several investigators have measured various aspects of patient's satisfaction with the convenience of the medical activity including perceptions of operating hours.

(4) Mangelsdorff (1979, 1980) used the Patient Satisfaction Questionnaire to assess patients' perceptions of the health care provided in ambulatory care clinics at Ft Ord, California. Using a five-point Likert Scale ranging from "completely dissatisfied" (1) to "completely satisfied" (5), patients reported a value of 4.62 (the mean of 1610 respondents) to the statement "Convenience of operating hours of this clinic." Patients were satisfied with the general care received, reporting a value of 4.52 to the statement "Quality of health care" (Gerstenberger, Eschen, Lotz, and Mangelsdorff, 1976).

(5) The report of the Military Health Care Study (1975) surveyed beneficiaries eligible for care in military medical facilities and civilian hospitals in Northern California and at Ft Hood, Texas during April through July 1974. Respondents felt the overall quality of health care was satisfactory (both in military and in civilian facilities). To the statement "Care is hard to get outside of regular office hours," roughly 50% of the respondents felt the statement was true for both civilian and military health care facilities.

(6) Berkanovic and Marcus (1976) demonstrated that consumer satisfaction results from organizational behaviors that are manipulable by policy changes. Satisfaction with health services was related to "Trouble getting an appointment" and "Trouble seeing doctor without appointment." "Trouble getting an appointment" influenced the patients "Tendency to delay" and "Actual delay" in seeking health care.

(7) Ware and associates have investigated the components of patient satisfaction with health services (1975, 1978). Among the multiple characteristics that influence patient satisfaction are "availability of medical care resources," "accessibility/convenience of services," and "quality of care."

(8) Wilson (1977) measured patient satisfaction in a Navy Family Practice Clinic in May 1975. Patients reported satisfaction that "Regular office appointments can be made with little delay." A majority of the respondents (55%) did not know if "It is difficult to see a doctor after regular hours or on the weekend." A significant portion (24%) did not know whether "In a sudden illness, it is difficult to get an immediate appointment with the doctor during regular office hours."

(9) Zyzanski, Hulka, and Cassel (1974), in their scale for measurement of satisfaction with medical care, included several items dealing with cost/convenience: "People complain too much about how hard it is to see a doctor." "It is hard to get a quick appointment to see a doctor," "Doctors should have evening office hours for working people." The category of cost/convenience was a major concern to patients.

## 2. OBJECTIVES.

The study objectives are:

(1) To determine the optimal hours for certain ambulatory care clinics to be operational based on consumer and staff responses.

(2) To determine the feasibility of operating the selected ambulatory care clinics during optimum hours.

(3) To determine the acceptability of changes in forms of operations to users and providers of health care.

## 3. METHODOLOGY.

a. Overall approach. Surveys of health care consumers and health care providers were conducted at selected ambulatory care clinics. Comparisons were made between responses.

b. Data collection.

(1) Health care consumers were asked which operating hours they prefer to come to the clinic, their knowledge about the clinic operating hours, and selected demographic characteristics. See Appendix A.

(2) Providers were surveyed about the hours of operation of their clinics. See Appendix B.

(3) The study was conducted using survey instruments mailed to the medical treatment facility commander. Surveys were coordinated through the Personnel Division. When completed, the instruments were returned to Health Care Studies Division.

c. Analysis of Data:

(1) Descriptive statistics (means, standard deviations, frequencies) of responses were calculated.



(2) Consumers' responses were compared with those of providers as to the hours of operation of six selected outpatient clinics.

(3) The CDC 6500 computer at Ft Leavenworth, Kansas, was used to run programs from the Statistical Package for the Social Sciences (Nie et al., 1975).

#### 4. FINDINGS.

a. Staff Responses. Surveys were received from 133 staff members of the 469 distributed (28%). Compliance was voluntary. Six clinics were selected for analysis. Mean responses to each question are entered as appropriate Appendix A. Table 1 contains staff responses by clinic and overall.

b. Patient Responses. Surveys were received from 585 patients during the recording period. Compliance was voluntary. Responses from patients to the six clinics selected for staff analysis were analyzed. Mean responses to each question are entered in Appendix B. Table 2 contains patient responses by clinic and overall.

c. Comparisons between Staff and Patient Responses for Selected Clinics. For the items common to the two surveys, comparisons were made between staff and patient perceptions. Table 3 summarizes the analysis.

#### 5. DISCUSSION.

a. Operational Hours: Actual and Optimal. Staff members believed the clinic operating hours were reflective of patient needs and that the normal operating hours were both convenient and preferable for the patients. Staff members perceived the clinic operating hours were reflective of staff needs. Opening the clinics before 0700 was not perceived convenient to a significant percentage of the staff. Staff perceived that patients would prefer the clinic being open after 1700. The days of operating clinic hours convenient to the greatest number of staff were the five day work week of Monday through Friday. Selected clinics which operated on Saturdays and/or on Sundays were recognized as acceptable to selected staff members.

Patients reported the normal operating hours of the clinic as both convenient and preferable to them. Patients perceived it less convenient for other family members eligible for medical care to come during the normal operating hours. Opening before 0700 was not perceived convenient to a significant percentage of the patients. Patients preferred keeping the clinics open until at least 1700 (if not until 1800). The work week preferred most frequently was the five day week of Monday through Friday.

b. Feasibility of Operating During Optimum Hours. Comparisons were made between staff and patient responses on the common items. There was no significant difference between clinics on the common items for staff responses. There was no significant difference between staff and patients on their perceptions of (1) the availability of information about the operating hours of the clinic or (2) of the convenience of the operating hours of the clinic. There was a significant difference between patient and staff perceptions of the preferability of the hours to patients, with the staff believing the hours were less convenient to the patients. In fact, the patients reported the clinic operating hours were preferable to them.

Operating the clinics from 0700 through 1700 on Monday through Fridays was perceived best for the staff. Staff recognized patients' preference for keeping selected clinics open until 1800. Keeping the clinic open after 1700 was reported convenient for only a minority of staff respondents (less than 10%).

c. Acceptability of Changes To Staff and Patients. Staff reported being generally unwilling to change the operating hours of the clinic. The clinic operating hours were reflective of staff needs. The possibility of staff working an alternate work schedule like flexitime received neither a favorable nor unfavorable response. Only selected clinics and staff members were favorable to changing the operating hours of their clinic.

## 6. CONCLUSIONS.

a. Patients were aware of and accepted the actual operating hours of selected clinics as reported by staff members.

b. Patients reported the clinic operating hours were preferable to them.

c. Staff reported being generally unwilling to change the operating hours of the clinic.

## 7. RECOMMENDATIONS.

a. Recommend that the findings of the report be made available to Professional Activities (Ambulatory Care), Health Services Command.

b. Recommend that no further studies be conducted as patients accepted the normal operating hours. Each medical activity is likely to have clinic operating hours reflecting staff needs and will be generally unwilling to change the operating hours of the selected clinics.

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## NOTES TO TABLES

Six clinics were selected for analysis from the 69 clinics responding. The six clinics selected were: (I) radiology, (II) OB-GYN, (III) orthopedics, (IV), audiology, (V) pediatrics, and (VI) dermatology. The column labeled OVERALL represents responses from all the respondents, which includes responses from the six clinics as well as all the remaining clinics.

Table 1  
Staff Responses

VARIABLE	CLINIC:						OVERALL 133
	I	II	III	IV	V	VI	
Cell Size (N)	16	12	8	6	7	7	
Sex							
Male (%)	73.3	72.7	100.0	16.7	71.4	71.4	61.3
Female (%)	26.7	27.3	0	83.3	28.6	28.6	38.7
Percentage of patients coming to clinic							
emergency walk-in (unscheduled)	28.4	9.5	30.7	8.7	51.6	20.0	26.5
scheduled through central appt system (CAS)	30.0	63.5	55.1	15.0	35.0	75.0	43.5
scheduled directly through this clinic (not by CAS)	49.4	31.5	21.6	89.5	10.3	8.0	42.7
other	14.4	0.7	10.0	0	6.0	7.5	15.6
SEVEN-POINT LIKERT ITEMS (mean response)							
where 1 = Minimum and 7 = Maximum							
To what extent do patients have trouble finding the clinic?	2.2	1.6	2.0	4.0	1.5	1.1	2.3
Is public transportation available for patients to get to this medical activity?	5.2	6.5	6.0	5.0	6.1	6.0	5.7
How available to patients is informa- tion about the operating hours of this clinic?	5.5	6.0	6.4	5.3	6.2	5.8	6.0
If applicable, to what extent do patients have a choice of the date and time of an appointment?	4.9	5.2	3.8	4.5	5.4	5.7	5.0
To what extent are the clinic operating hours reflective of patient needs?	6.5	5.8	5.7	5.6	5.1	5.7	5.9
How convenient for the patients are the normal operating hours of this clinic?	5.9	5.7	6.0	5.6	5.2	4.8	5.9
To what extent are these clinic operating hours preferable to patients?	5.4	5.6	5.6	5.0	4.5	5.1	5.6
To what extent are the clinic operating hours reflective of staff needs?	5.9	5.6	4.2	4.3	5.5	5.7	5.5
To what extent would the staff be willing to change the operating hours of this clinic?	2.7	2.8	3.1	4.8	2.1	2.2	3.0
To what extent would you be willing to work on an alternate work schedule like flexitime?	4.8	3.0	5.8	5.8	3.7	3.0	4.4

Table 1 continued

VARIABLE		CLINIC						OVERALL
OPERATING HOURS		I	II	III	IV	V	VI	
ACTUAL REPORTED (%)								
AM Open	before 0700	7.7	0	0	0	0	0	3.7
	0700	7.7	0	0	0	0	33.3	5.6
	0730	53.8	0	0	100.0	0	0	32.4
	0800	30.8	100.0	83.3	0	57.1	66.7	45.4
	0830	0	0	0	0	0	0	2.8
	0900	0	0	0	0	42.9	0	6.5
PM Closed	1530	8.3	0	0	0	14.3	16.7	3.7
	1600	50.0	58.3	0	20.0	57.1	0	28.7
	1630	25.0	33.3	83.3	80.0	28.6	83.3	56.5
	1700	16.7	8.3	16.7	0	0	0	5.6
	after 1700	0	0	0	0	0	0	6.5
CONVENIENT FOR STAFF (%)								
AM Open	before 0700	7.1	0	0	0	0	0	7.3
	0700	35.7	0	25.0	20.0	0	33.3	19.8
	0730	28.6	10.0	0	20.0	16.7	0	15.6
	0800	28.6	90.0	25.0	60.0	50.0	66.7	44.8
	0830	0	0	0	0	0	0	2.1
	0900	0	0	25.0	0	16.7	0	7.3
PM Closed	1530	14.3	0	25.0	20.0	0	16.7	7.1
	1600	35.7	50.0	0	40.0	16.7	0	37.4
	1630	14.3	30.0	50.0	40.0	33.3	83.3	26.3
	1700	0	20.0	25.0	0	16.7	0	7.1
	1730	0	0	0	0	0	0	1.0
	1800	7.1	0	0	0	16.7	0	3.0
	after 1800	7.1	0	0	0	0	0	3.0
CONVENIENT FOR PATIENTS (%)								
AM Open	before 0700	0	0	0	0	0	0	5.7
	0700	30.8	0	0	0	16.7	14.3	13.3
	0730	23.1	0	0	50.0	16.7	0	14.3
	0800	46.2	90.9	40.0	16.7	33.3	57.1	47.6
	0830	0	0	0	0	0	14.3	3.8
	0900	0	9.1	40.0	33.3	16.7	14.3	11.4
PM Closed	1530	0	0	0	16.7	0	0	1.9
	1600	30.8	36.4	40.0	0	0	28.6	29.2
	1630	38.5	36.4	40.0	33.3	33.3	71.4	37.3
	1700	7.7	9.1	0	16.7	0	0	6.6
	1730	0	0	0	0	0	0	0
	1800	23.1	18.2	0	16.7	33.3	0	11.3
	after 1800	0	0	0	0	33.3	0	5.7

Table 1 continued

VARIABLE	CLINIC						OVERALL
	I	II	III	IV	V	VI	
DAYS OPERATING							
1. ACTUAL OPERATING MTWThF (%)	71.4	100.0	85.7	100.0	100.0	50.0	80.7
2. ACTUAL OPERATING MTWThFS (%)	0	0	0	0	0	50.0	5.0
3. ACTUAL OPERATING MTWThFSSu (%)	28.6	0	0	0	0	0	9.2
4. CONVENIENT STAFF MTWThF (%)	85.7	90.0	42.9	100.0	60.0	66.7	82.1
5. CONVENIENT STAFF MTWThFS (%)	0	0	0	0	20.0	33.3	2.8
6. CONVENIENT STAFF MTWThFSSu (%)	0	0	0	0	0	0	1.9
7. CONVENIENT PATIENTS MTWThF (%)	85.7	71.4	100.0	83.3	50.0	60.0	75.5
8. CONVENIENT PATIENTS MTWThFS (%)	0	28.6	0	0	33.3	40.0	9.2
9. CONVENIENT PATIENTS MTWThFSSu (%)	7.1	0	0	0	16.7	0	8.2
Have you ever worked under flexitime (or any alternate work schedule than the eight hour day)?							
Yes (%)	25.0	8.3	25.0	16.7	50.0	42.9	29.9
No (%)	75.0	91.7	75.0	83.3	50.0	57.1	70.1
Is your floor space used by other clinics?							
Yes (%)	6.3	8.3	75.0	0	16.7	0	22.0
No (%)	93.8	91.7	25.0	100.0	83.3	100.0	78.0

Table 2

## Patient Responses

VARIABLE	CLINIC:						OVERALL 585
	I 89	II 100	III 10	IV 13	V 24	VI 12	
Cell Size (N)							
Sex							
Male (%)	50.6	0	20.0	58.3	47.8	66.7	39.9
Female (%)	49.4	100.0	80.0	41.7	52.2	33.3	60.1
Race							
Caucasian (%)	88.9	74.3	77.8	100.0	66.7	85.7	77.2
Black (%)	5.6	14.9	11.1	0	4.8	14.3	11.0
Latin (%)	1.4	6.8	11.1	0	23.8	0	6.5
Asian (%)	4.2	4.1	0	0	4.8	0	5.4
Rank							
E1-E5 (%)	12.0	9.0	10.0	18.0	9.0	9.0	9.0
E6-WO (%)	22.0	3.0	10.0	9.0	14.0	9.0	16.0
01-03 (%)	4.0	2.0	20.0	0	5.0	0	4.0
04-06 (%)	19.0	1.0	0	27.0	5.0	9.0	14.0
Government employees dependents	3.0	1.0	0	0	5.0	0	2.0
Government employees dependents	40.0	84.0	60.0	45.0	64.0	73.0	55.0
Age (mean in years)	51.1	43.2	25.8	50.0	22.1	39.7	47.3
Status							
Active Duty (%)	16.9	12.0	22.2	7.7	26.1	8.3	13.5
Active Duty Dependent (%)	12.4	29.0	33.3	23.1	47.8	25.0	16.8
Retired (%)	34.8	4.0	0	46.2	0	50.0	29.6
Retired Dependent (%)	31.5	49.0	44.4	23.1	26.1	16.7	36.3
Other (%)	4.5	6.0	0	0	0	0	3.7
Miles traveled from home to clinic today (mean)	35.0	22.7	68.0	22.9	15.1	28.6	28.6
Did you have an appointment today at this clinic?							
No (%)	67.8	0	20.0	0	45.8	16.7	34.0
Yes (%)	32.2	100.0	80.0	100.0	54.2	83.3	66.0
If had an appointment, did you have a choice of the date and time of the appointment?							
No (%)	45.5	29.9	87.5	8.3	28.6	0	28.3
Yes (%)	54.5	70.1	12.5	91.7	71.4	100.0	71.7
Is this your first contact with this clinic?							
No (%)	80.5	87.9	70.0	53.8	91.3	67.7	80.8
Yes (%)	19.5	12.1	30.0	46.2	8.7	33.3	19.2

WHICH CLINIC IS Peds?  
Doesn't tally



Table 2 continued

## Patient Responses

VARIABLE	CLINIC:						OVERALL
	I	II	III	IV	V	VI	
Have you received any other care from this clinic during the past six months?							
No (%)	41.9	55.1	44.4	63.6	20.8	41.7	43.1
Yes (%)	58.1	44.9	55.6	36.4	79.2	58.3	56.9
If received previous care, how many total visits have you made to this clinic in the past six months? (mean visits)	2.2	1.4	1.2	2.1	3.7	2.5	2.5
Is this a follow-up to a previous examination at this clinic?							
No (%)	65.1	59.8	10.0	46.2	58.3	50.0	53.8
Yes (%)	34.9	40.2	90.0	53.8	41.7	50.0	46.2
Is this a referral from another clinic?							
No (%)	19.8	86.2	50.0	45.5	95.5	50.0	64.1
Yes (%)	80.2	13.8	50.0	54.5	4.5	50.0	35.9
Did you have any trouble finding the clinic today?							
No (%)	95.5	100.0	100.0	92.3	100.0	100.0	98.3
Yes (%)	4.5	0	0	7.7	0	0	1.7
SEVEN-POINT LIKERT ITEMS (mean response) where 1 = Minimum and 7 = Maximum							
How convenient for you are the normal operating hours of this clinic?	6.1	6.1	5.8	5.5	5.5	6.2	6.0
To what extent are these clinic operating hours preferable to you?	6.1	5.9	5.8	4.9	5.5	6.0	6.0
How convenient is it for you to get to this clinic?	4.9	4.9	2.8	5.2	4.5	5.6	4.9
Is public transportation available for you to get to this medical activity?	3.8	4.4	3.1	3.2	5.1	5.4	4.2
How available to you is information about the operating hours of this clinic?	5.5	6.0	4.8	5.1	5.5	6.1	5.7
If there are other family members eligible for medical care, how convenient is it for them to get transportation to this medical activity?	4.5	5.4	3.3	4.7	4.9	5.3	4.9
If there are other family members eligible for medical care, how convenient is it for them to come during the normal operating hours of this clinic?	5.2	5.4	3.7	5.8	4.6	5.9	5.1

Table 2 continued

## Patient Responses

VARIABLE	CLINIC:						OVERALL		
	I	II	III	IV	V	VI			
<b>OPERATING HOURS</b>									
<b>ACTUAL REPORTED (%)</b>									
AM Open	before	0700	8.0	3.0	0	0	17.0	0	4.0
		0700	11.1	1.2	0	0	0	0	3.4
		0730	29.2	8.8	12.5	18.2	8.3	0	12.2
		0800	44.4	71.2	87.5	72.7	70.8	100.0	66.8
		0830	0	3.7	0	0	0	0	2.7
		0900	4.2	8.8	0	9.1	4.2	0	6.6
PM Closed		1530	12.7	0	0	0	0	0	5.4
		1600	46.5	64.9	87.5	54.5	83.3	9.1	51.8
		1630	15.5	11.7	12.5	27.3	4.2	90.9	20.2
		1700	18.3	15.6	0	0	12.5	0	14.8
	after	1700	4.0	0	0	0	0	0	2.2
<b>CONVENIENT (%)</b>									
AM Open	before	0700	2.0	2.0	0	0	25.0	0	2.8
		0700	10.4	8.5	0	0	18.8	0	8.0
		0730	12.5	6.8	0	16.7	6.3	0	6.4
		0800	52.1	40.7	57.1	50.0	43.8	90.9	47.6
		0830	2.1	3.4	0	16.7	6.3	0	2.8
		0900	4.2	18.6	14.3	0	0	9.1	9.4
PM Closed		1530	0	0	0	0	0	0	1.2
		1600	38.3	28.6	33.3	12.5	27.8	0	28.3
		1630	10.6	4.1	33.3	25.0	0	81.8	15.4
		1700	25.5	10.2	0	25.0	44.4	9.1	18.1
		1730	2.1	4.1	0	0	0	0	1.8
		1800	2.1	12.3	16.7	12.5	11.1	0	6.6
	after	1800	6.0	4.0	0	0	11.1	0	5.1
<b>DAYS OPERATING</b>									
1.	ACTUAL OPERATING MTWThF (%)		76.2	78.7	33.3	100.0	95.0	100.0	77.5
2.	ACTUAL OPERATING MTWThFS (%)		9.5	0	0	0	5.0	0	3.2
3.	ACTUAL OPERATING MTWThFSSu (%)		9.5	0	0	0	0	0	3.5
4.	CONVENIENT PATIENTS MTWThF (%)		50.0	39.4	28.6	42.9	29.4	80.0	47.0
5.	CONVENIENT PATIENTS MTWThFS (%)		13.5	6.1	0	28.6	29.4	10.0	11.0
6.	CONVENIENT PATIENTS MTWThFSSu (%)		15.2	7.6	0	0	11.8	0	7.0

Table 3

Comparison Between Staff and Patient Responses

OVERALL:

OVERALL: Patients vs Staff

COMMON ITEMS:

F (df) p Effect

1. How convenient for the patients are the normal operating hours of this clinic?	1.29 (1/643)	ns	
2. To what extent are these clinic operating hours preferable to patients?	9.03 (1/606)	.0028	p>s
3. Is public transportation available for patients to get to the medical activity?	31.48 (1/578)	.0001	s>p
4. How available to patients is information about the operating hours of the clinic?	2.12 (1/620)	ns	

BETWEEN SIX SELECTED CLINICS:

BETWEEN CLINICS FOR 6 SELECTED CLINICS

STAFF RESPONSES:

F (df) p

1. How convenient for the patients are the normal operating hours of this clinic?	0.87 (5/48)	ns	
2. To what extent are these clinic operating hours preferable to patients?	0.59 (5/42)	ns	
3. Is public transportation available for patients to get to the medical activity?	1.32 (5/47)	ns	
4. How available to patients is information about the operating hours of the clinic?	0.70 (5/48)	ns	

Table 3 continued

PATIENT RESPONSES:	F (df)	P
1. How convenient for the patients are the normal operating hours of this clinic?	1.10 (5/217)	ns
2. To what extent are these clinic operating hours preferable to patients?	1.82 (5/208)	ns
3. Is public transportation available for patients to get to the medical activity?	1.94 (5/193)	ns
4. How available to patients is information about the operating hours of the clinic?	1.31 (5/209)	ns

BETWEEN SIX SELECTED CLINICS:

2-WAY ANOVA	MAIN EFFECTS				INTERACTION	
	Clinics F	P	Pnt vs Staff F	P	Clinics x Pnt vs Staff F	P
1. How convenient for the patients are the normal operating hours of this clinic?	1.20	ns	2.50	ns	0.75	ns
2. To what extent are these clinic operating hours preferable to patients?	1.97	ns	6.85	.009	0.34	ns
3. Is public transportation available for patients to get to the medical activity?	2.22	ns	17.61	.001	0.54	ns
4. How available to patients is information about the operating hours of the clinic?	1.22	ns	0.61	ns	0.63	ns

APPENDIX A

**OPERATING HOURS INVENTORY - STAFF (OVERALL) N = 133**

Please answer all the items by filling in, or circling one choice, or whatever appears to be an appropriate response. For some items, a scale of seven points is to be used where 1 = Minimum and 7 = Maximum. If not applicable or do not know, please circle "NA/DNK".

Example: I just received a cash bonus; the extent I feel happy is:

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

Clinic Name: \_\_\_\_\_ Date: \_\_\_\_\_

Rank/Grade: \_\_\_\_\_ Position: \_\_\_\_\_

Sex: Male Female  
61.3% 38.7%

What percentage of the patients coming to your clinic are:

	$\bar{x}$
Emergency walk-in (unscheduled)	<u>26.5Z</u>
Scheduled through central appointment system (CAS)	<u>43.5Z</u>
Scheduled directly through this clinic (not by CAS)	<u>42.7Z</u>
Other (please specify)	<u>15.6Z</u>

What are the normal operating hours of this clinic (to the best of your knowledge)? Please be specific.

Hours in AM \_\_\_\_\_ Circle day(s) clinic operates

Hours in PM \_\_\_\_\_ M Tu W Th F Sat Su

To what extent do patients have trouble finding the clinic?

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

	$\bar{x}$	$Z$
	2.3	10.5Z

Is public transportation available for patients to get to this medical activity?

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

	5.7	15.0Z
--	-----	-------

How available to patients is information about the operating hours of this clinic?

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

	6.0	6.0Z
--	-----	------

If applicable, to what extent do patients have a choice of the date and time of an appointment?

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

	5.0	17.8Z
--	-----	-------

To what extent are the clinic operating hours reflective of patient needs?

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

	5.9	6.0Z
--	-----	------

How convenient for patients are the normal operating hours of this clinic?

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

	5.9	6.0Z
--	-----	------

To what extent are these clinic operating hours preferable to patients?

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

$\bar{x}$	%
5.6	14.3%

To what extent are the clinic operating hours reflective of staff needs?

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

5.5	6.8%
-----	------

To what extent would the staff be willing to change the operating hours of this clinic?

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

3.0	18.0%
-----	-------

What specific operating hours would be most convenient for you, that is, when would you prefer to work? Please be specific as to the hours and the days of the week.

Hours in AM \_\_\_\_\_ Circle day(s) clinic operates

Hours in PM \_\_\_\_\_ M Tu W Th F Sat Su

To what extent would you be willing to work on an alternate work schedule like flexitime?

Minimum 1 2 3 4 5 6 7 Maximum NA/DNK

4.4	20.3%
-----	-------

Have you ever worked under flexitime (or and alternate work schedule than the eight hour day)?

Yes	No
29.9%	70.1%

Is your floor space used by other clinics? Yes No  
22.0% 78.0%

If yes, which clinic and when?

What do you feel are the most convenient operating hours for the patients?

Hours in AM \_\_\_\_\_ Circle day(s) clinic operates

Hours in PM \_\_\_\_\_ M Tu W Th F Sat Su

If the operating hours most convenient for you to work at this clinic differ from the normal operating hours, for what personal reason(s) would you request a change in the operating hours of this clinic?

Additional comments (optional):

Thank you for your cooperation.

APPENDIX B



OPERATING HOURS INVENTORY - PATIENTS (OVERALL) N = 585

Please answer all the items by filling in, or circling one choice, or whatever appears to be an appropriate response.

Clinic Name: \_\_\_\_\_ Date: \_\_\_\_\_ Time of day: \_\_\_\_\_

Your Sex: Male 39.9% Female 60.1% Rank/Grade (civilian): \_\_\_\_\_

Age: 47.3 (years) Race/Ethnic Background: \_\_\_\_\_

Your Status: a) Active Duty 13.5% b) Active Duty Dependent 16.8% c) Retired 29.6%  
 d) Retired dependent 36.3% e) Other: 3.7%

How many miles one way did you have to travel from your home to get to this clinic today?  
28.6 (Miles)

Did you have an appointment today at this clinic? Yes 66.0% No 34.0%  
 If yes, did you have a choice of the date and time of the appointment? Yes 71.7% No 28.3%  
 If no choice of date and/or time of appointment, why not?

Is this your first contact with this clinic? Yes 19.2% No 80.8%

Have you received any other care from this clinic during the past six months?  
 Yes 56.9% No 43.1%

If yes, how many total visits have you made to this clinic in the past six months?  
2.5 (visits)

Is this a follow-up to a previous examination at this clinic? Yes 46.2% No 53.8%

Is this a referral from another clinic? Yes 35.9% No 64.1%

If yes, which clinic? \_\_\_\_\_

Did you have any trouble finding the clinic today? Yes 1.7% No 98.3%

To the best of your knowledge, what are the normal operating hours of this clinic? Please be specific.

Hours in AM \_\_\_\_\_ Circle day(s) clinic operates

Hours in PM \_\_\_\_\_ M Tu W Th F Sat Su

What was the medical reason for your coming to this clinic today? What was the specific medical complaint or condition (if known)? (optional)

A scale of seven points is to be used where 1 = Minimum and 7 = Maximum. If the item is not applicable, or you do not know, please circle "NA/DNK".

Example: I just received a cash bonus; the extent I feel happy is:

	Minimum	1	2	3	4	5	6	7	Maximum	NA/DNK	$\bar{x}$	Z
How convenient for you are the normal operating hours of this clinic?											6.0	12.5%
To what extent are these clinic operating hours preferable to you?											6.0	15.6%
How convenient is it for you to get to this clinic?											4.9	9.2%
Is public transportation available for you to get to this medical activity?											4.2	20.0%
How available to you is information about the operating hours of this clinic?											5.7	14.9%
If there are other family members eligible for medical care, how convenient is it for them to get transportation to this medical activity?											4.9	26.7%
If there are other family members eligible for medical care, how convenient is it for them to come during the normal operating hours of this clinic?											5.1	29.9%

What specific operating hours would be most convenient for you, that is, when would you prefer to come to this clinic? Please be specific as to the hours and the days of the week.

Hours in AM \_\_\_\_\_ Circle day(s) clinic operates

Hours in PM \_\_\_\_\_ M Tu W Th F Sat Su

If the operating hours most convenient for you to come to this clinic differ from the normal operating hours, for what personal reason(s) would you request a change in the operating hours of this clinic?

Thank you for your cooperation