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This supplementary material has been provided by the authors to give readers additional information about their work.

Supplemental Digital Appendix 1

2012 Teaching Hospital Survey, Characteristics of Respondents^a

Respondent characteristic Total respondents	No. (%) of respondents or median (IQR) 19 (100)
Employment position	
Leadership position HF program	8 (42)
Leadership position quality and safety program	4 (21)
Cardiology faculty	4 (21)
Internal medicine faculty	1 (5)
Cardiothoracic clinical nurse specialist	1 (5)
Cardiology and HF investigator	1 (5)
Professional background	
MD	9 (47)
RN	7 (37)
PhD	2 (11)
PharmD	1 (5)
Number of years in current position	4.5 (2.0 to 7.5)

Abbreviation: HF indicates heart failure.

^aRespondents represented 16 teaching hospitals from the Variations Collaborative Study Group (a convenience sample of 14 U.S. academic medical centers, representing 17 affiliated hospitals).

Supplemental Digital Appendix 2

Provider Participation in Multidisciplinary Rounds, Across Respondent Teaching Hospitals (n = 16), 2012 Survey^a

	Hospital ^c																
Provider type^b Cardiologist	Α	B √	C ✓	D √	E ✓	F ✓	G	H √	I ✓	J √	K ✓	L ✓	M ✓	N ✓	0 ✓	P ✓	No. (%) of hopsitals 15 (94)
Bedside nurse	√	✓	\checkmark	✓	\checkmark			\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	✓	✓	\checkmark	✓	14 (88)
Pharmacist	√	✓	✓	✓		✓		✓	✓	✓	\checkmark	✓	√		✓	✓	13 (81)
Advanced practice nurse		✓	√	✓	√	✓			√	√		√	✓	✓	√	✓	12 (75)
Social worker	✓		\checkmark	✓		\checkmark			\checkmark	\checkmark		\checkmark	√	\checkmark	\checkmark		10 (63)
Case manager	✓				\checkmark	✓		✓		✓	\checkmark	\checkmark	√	✓	\checkmark		10 (63)
Hospitalist	✓	\checkmark	\checkmark	✓		\checkmark				\checkmark		\checkmark	√	\checkmark			9 (56)
Physical therapist						√				✓		✓		✓	✓		5 (31)
Dietician			\checkmark	\checkmark		\checkmark									\checkmark		4 (25)
Physician assistant														✓			1 (6)
Stage of implementation ^d	5	4	5	5	5	5	1	5	4	5	4	5	5	5	3	3	_

^aRespondent hospitals were part of the Variations Collaborative Study Group, a convenience sample of 14 U.S. academic medical centers, representing 17 affiliated hospitals.

^bProvider types are ordered from most common to least common involvement in multidisciplinary rounds (top to bottom).

^cEach check mark represents involvement of the specified care provider during multidisciplinary rounds for HF patients for all stages of implementation as of May 2012. Hospital letters correspond to the total number of HF-specific and care transition interventions implemented at an advanced stage (rating of 4 of 5, see below), from the most (Hospital A) to the fewest (Hospital P).

^dStage of implementation was rated using a 5-point Likert scale: 1 = not implemented or being considered, 2 = pilot testing only, 3 = advanced HF patients only, $4 = \ge 75\%$ of all HF patients on the cardiology service, and $5 = \ge 75\%$ of patients with HF on all services.

Supplemental Digital Appendix 3

Specific Processes/Content in a Follow-up Telephone Call, Across Respondent Teaching Hospitals (n = 16), 2012 Survey^a

	Hospital ^c													$\mathbf{N}_{\mathbf{r}}$ (0/)			
Telephone call process/content ^b	A	В	С	D	E	F	G	н	Ι	J	K	L	Μ	N	0	Р	No. (%) of hospitals
Confirm follow-up appointment scheduled	✓		✓	✓	~	✓	~			✓	✓	✓	✓	✓	✓	✓	13 (81)
Assess medication understanding	√		√	√		√	√			✓	√	√	√	✓	√	✓	12 (75)
Review diet/nutrition	√	✓	✓	✓		✓	√			✓	✓	√	√		√		11 (69)
Confirm prescriptions filled	√	✓	✓	✓		✓	√			✓		√	√			✓	10 (63)
Review fluid management	✓	✓	✓	✓		✓	✓			✓	✓	✓	√				10 (63)
Assess & provide help in managing symptoms	✓		✓	~	✓	✓	✓			~	✓	✓	✓				10 (63)
Assess current and goal weight	√		✓	√		✓	√			✓	✓	✓	✓			✓	10 (63)
Confirm medication reconciliation	√	✓	√	√			√			✓	✓	✓	✓				9 (56)
Confirm transportation to appointment available	✓					✓	✓			✓		✓	✓				6 (38)
Assess patient satisfaction						✓	√			✓		√		✓	√		6 (38)
Stage of implementation ^d	5	4	5	5	3	5	5	1	1	3	2	3	2	5	3	3	

^aRespondent hospitals were part of the Variations Collaborative Study Group, a convenience sample of 14 U.S. academic medical centers, representing 17 affiliated hospitals.

^bProcess/content elements are ordered from the most common to the least common.

^cEach check mark represents content that a teaching hospital covers the specified element during a postdischarge follow-up telephone call for a HF patient as of May 2012 for all stages of implementation. Hospital letters correspond to the total number of HF-specific and care transition interventions implemented at an advanced stage (rating of 4 of 5, see below), from the most (Hospital A) to the fewest (Hospital P).

^dStage of implementation was rated using a 5-point Likert scale: 1 = not implemented or being considered, 2 = pilot testing only, 3 = advanced HF patients only, $4 = \ge 75\%$ of all HF patients on the cardiology service, and $5 = \ge 75\%$ of patients with HF on all services.