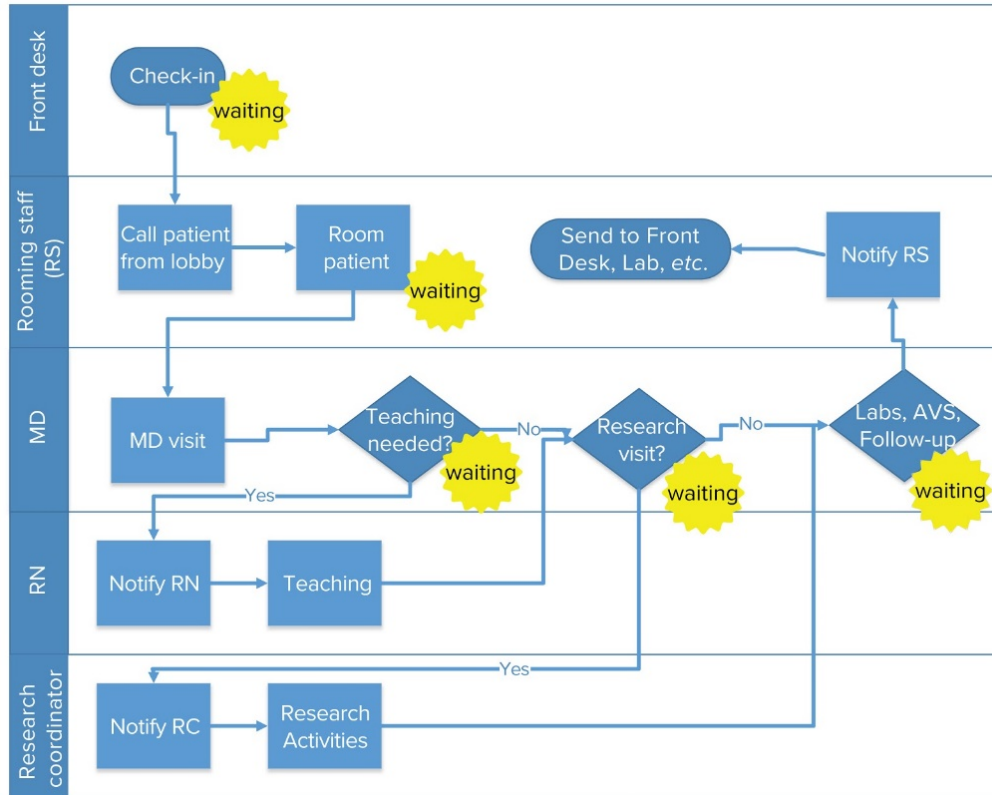


Supplemental Figure 1: Baseline Process Map

Legend: Patients spend time waiting (NVAT) at many steps during their visit, and standard work is not well-defined in our clinic, particularly at certain steps in the process such as after the physician leaves the room. This results in time wasted looking for staff and communicating and implementing a plan.

AVS: After visit summary

MD: Physician

RC: Research coordinator

RN: Registered nurse

RS: Rooming staff