

**Additional File 4. Least Squares Means at 12-month Nested by Site (N=59)**

|   | Overall ORIC <sup>a</sup> (N=54) <sup>b</sup> |        |                 |         | Change efficacy (N=54) <sup>b</sup> |        |                 |         | Change commitment (N=50) <sup>c</sup> |        |                 |         |
|---|---|--------|-----------------|---------|-------------------------------------|--------|-----------------|---------|---------------------------------------|--------|-----------------|---------|
|   | n   | Means  | SE <sup>d</sup> | p-value | n                                   | Means  | SE <sup>d</sup> | p-value | n                                     | Means  | SE <sup>d</sup> | p-value |
| <b>Age (years)</b>  |   |        |                 | 0.163   |                                     |        |                 | 0.184   |                                       |        |                 | 0.393   |
| 18-34   | 10  | 53.946 | 2.375           |         |                                     | 30.681 | 1.477           |         | 8                                     | 23.375 | 0.954           |         |
| 35-44   | 17  | 57.212 | 1.947           |         |                                     | 32.984 | 1.212           |         | 17                                    | 24.118 | 0.655           |         |
| 45-54   | 12  | 54.207 | 2.099           |         |                                     | 31.225 | 1.306           |         | 12                                    | 23.333 | 0.779           |         |
| 55-64   | 13  | 55.913 | 2.022           |         |                                     | 32.283 | 1.258           |         | 11                                    | 23.182 | 0.814           |         |
| 65 and older  | 2   | 47.748 | 4.056           |         |                                     | 27.595 | 2.520           |         | 2                                     | 20.000 | 1.909           |         |
| <b>Role</b>   |   |        |                 | 0.153   |                                     |        |                 | 0.200   |                                       |        |                 | 0.172   |
| Community health worker/Peer navigator/Advocate/Patient navigator | 10  | 54.540 | 2.154           |         |                                     | 31.098 | 1.341           |         | 8                                     | 23.125 | 0.922           |         |
| Case manager/Social worker  | 4   | 48.547 | 3.011           |         |                                     | 28.357 | 1.878           |         | 4                                     | 20.000 | 1.303           |         |
| Mental health/Primary care provider                               | 5   | 59.290 | 2.802           |         |                                     | 34.150 | 1.747           |         | 5                                     | 24.800 | 1.166           |         |
| Administrator   | 18  | 56.431 | 1.924           |         |                                     | 32.856 | 1.196           |         | 17                                    | 23.647 | 0.632           |         |
| Evaluator/Quality improvement manager                             | 12  | 55.338 | 2.070           |         |                                     | 31.469 | 1.288           |         | 12                                    | 23.667 | 0.753           |         |
| Other   | 5   | 56.205 | 2.947           |         |                                     | 32.103 | 1.838           |         | 4                                     | 24.250 | 1.303           |         |

|  |    |        |       |       |  |        |       |       |    |        |       |       |
|--|----|--------|-------|-------|--|--------|-------|-------|----|--------|-------|-------|
| <b>Length in this role</b>                           |    |        |       | 0.807 |  |        |       | 0.822 |    |        |       | 0.917 |
| <1 year  | 10 | 56.378 | 2.232 |       |  | 32.331 | 1.376 |       | 9  | 23.667 | 0.921 |       |
| 1-5 years  | 16 | 55.187 | 1.957 |       |  | 31.984 | 1.204 |       | 16 | 23.563 | 0.691 |       |
| More than 5 years                                    | 28 | 54.994 | 1.656 |       |  | 31.548 | 1.017 |       | 25 | 23.280 | 0.553 |       |
| <b>Length in the organization</b>                    |    |        |       | 0.516 |  |        |       | 0.564 |    |        |       | 0.280 |
| <1 year  | 9  | 53.368 | 2.237 |       |  | 30.622 | 1.385 |       | 8  | 22.250 | 0.950 |       |
| 1-5 years  | 17 | 56.168 | 1.841 |       |  | 32.065 | 1.138 |       | 17 | 24.177 | 0.652 |       |
| More than 5 years                                    | 28 | 55.378 | 1.585 |       |  | 32.028 | 0.979 |       | 25 | 23.320 | 0.538 |       |
| <b>Organization type</b>                             |    |        |       | 0.843 |  |        |       | 0.813 |    |        |       | 0.651 |
| Health center/Hospital                               | 16 | 55.960 | 1.951 |       |  | 32.180 | 1.208 |       | 12 | 24.000 | 0.792 |       |
| AIDS service organization                            | 9  | 54.548 | 2.347 |       |  | 31.181 | 1.452 |       | 9  | 23.667 | 0.914 |       |
| Community based organization/Health department/Other | 29 | 55.083 | 1.632 |       |  | 31.743 | 1.012 |       | 29 | 23.138 | 0.509 |       |

<sup>a</sup>ORIC – Organizational Readiness for Implementing Change.

<sup>b</sup>Site C was not included in the mixed model to estimate least squares means.

<sup>c</sup>Site C and Site G were not included in the mixed model to estimate least squares means.

<sup>d</sup>SE – Standard errors.