Supplemental A: Sources of Formal Feedback Described by Participants

Feedback Content Area	Formal Feedback Received
Clinical Acumen	**AdultPCP:** Chart review by peers, dashboard in electronic medical record with chronic disease management indicators and cancer screening **Some:** Formal case review "when something goes terribly wrong" (AdultHosp5)
Operations	**Most:** Billing, coding queries, open charts **Some:** RVUs, documentation turn-around time
Communication Skills	**AdultPCP:** Multisource feedback using 360 evaluations, patient experience surveys **Some:** Safety reports, patient complaints/ compliments

Caption: Physicians varied in the amount, type, and structure of formal feedback provided by the healthcare system. The adult primary care (AdultPCP) physicians described a robust feedback system across multiple content areas, whereas other physicians described fewer formal mechanisms for feedback, tending to focus on operational elements or specific instances of negative patient and safety outcomes (e.g. formal case review, safety reports, patient complaints).