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### Section 1. Identifying Information

1. **Given Name (First Name)**
   - Haseeb

2. **Surname (Last Name)**
   - Nawaz

3. **Date**
   - 19-March-2014

4. **Are you the corresponding author?**
   - Yes [ ]
   - No [x]

   Corresponding Author’s Name
   - Khaled Saleh

5. **Manuscript Title**
   - Teaming: An Approach to the Growing Complexities in Healthcare

6. **Manuscript Identifying Number (if you know it)**
   - JBJS-D-13-01268R2

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Did you or your institution at any time receive payment or services from a third party (government, commercial, private foundation, etc.) for any aspect of the submitted work (including but not limited to grants, data monitoring board, study design, manuscript preparation, statistical analysis, etc.)? Are there any relevant conflicts of interest?  
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- No [x]

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- Yes [ ]
- No [x]

### Section 4. Intellectual Property -- Patents & Copyrights

Do you have any patents, whether planned, pending or issued, broadly relevant to the work?  
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ICMJE Form for Disclosure of Potential Conflicts of Interest

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Dr. Nawaz has nothing to disclose.

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**ICMJE Form for Disclosure of Potential Conflicts of Interest**

### Section 1. Identifying Information

1. **Given Name (First Name)**
   - Tony

2. **Surname (Last Name)**
   - Tzeng

3. **Date**
   - 19-March-2014

4. **Are you the corresponding author?**
   - [ ] Yes  ✔ No

5. **Corresponding Author’s Name**
   - Khaled Saleh

6. **Manuscript Title**
   - Teaming: An Approach to the Growing Complexities in Healthcare

7. **Manuscript Identifying Number (if you know it)**
   - JBJS-D-13-01268R2

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Dr. Tzeng has nothing to disclose.

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### Section 1. Identifying Information

1. Given Name (First Name)  
Khaled

2. Surname (Last Name)  
Saleh

3. Date  
19-March-2014

4. Are you the corresponding author?  
✔ Yes  
No

5. Manuscript Title  
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6. Manuscript Identifying Number (if you know it)  
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Dr. Saleh has nothing to disclose.

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<table>
<thead>
<tr>
<th>1. Given Name (First Name)</th>
<th>Jamal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Surname (Last Name)</td>
<td>Saleh</td>
</tr>
<tr>
<td>3. Date</td>
<td>20-March-2014</td>
</tr>
<tr>
<td>4. Are you the corresponding author?</td>
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</tr>
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Corresponding Author’s Name

Khaled Saleh

5. Manuscript Title
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</tr>
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<tbody>
<tr>
<td>Amy</td>
<td>Edmondson</td>
<td>20-March-2014</td>
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4. Are you the corresponding author?  
   - [ ] Yes  
   - ✔ No  

Corresponding Author’s Name: Khaled Saleh

5. Manuscript Title  
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Are there any relevant conflicts of interest?  
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Dr. Edmondson has nothing to disclose.

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   For grants you have received for work outside the submitted work, you should disclose support ONLY from entities that could be perceived to be affected financially by the published work, such as drug companies, or foundations supported by entities that could be perceived to have a financial stake in the outcome. Public funding sources, such as government agencies, charitable foundations or academic institutions, need not be disclosed. For example, if a government agency sponsored a study in which you have been involved and drugs were provided by a pharmaceutical company, you need only list the pharmaceutical company.


   This section asks about patents and copyrights, whether pending, issued, licensed and/or receiving royalties.

5. Relationships not covered above.

   Use this section to report other relationships or activities that readers could perceive to have influenced, or that give the appearance of potentially influencing, what you wrote in the submitted work.

Definitions.

Entity: government agency, foundation, commercial sponsor, academic institution, etc.
Grant: A grant from an entity, generally [but not always] paid to your organization
Personal Fees: Monies paid to you for services rendered, generally honoraria, royalties, or fees for consulting, lectures, speakers bureaus, expert testimony, employment, or other affiliations
Non-Financial Support: Examples include drugs/equipment supplied by the entity, travel paid by the entity, writing assistance, administrative support, etc.
Other: Anything not covered under the previous three boxes
Pending: The patent has been filed but not issued
Issued: The patent has been issued by the agency
Licensed: The patent has been licensed to an entity, whether earning royalties or not
Royalties: Funds are coming in to you or your institution due to your patent
ICMJE Form for Disclosure of Potential Conflicts of Interest

Section 1. Identifying Information

1. Given Name (First Name)  
   Kevin

2. Surname (Last Name)  
   Bozic

3. Date  
   24-March-2014

4. Are you the corresponding author?  
   Yes ☑️  No

   Corresponding Author’s Name  
   Khaled J Saleh, BSc, MD, MSc, FRCS (C), MHCM

5. Manuscript Title  
   Teaming: An Approach to the Growing Complexities in Healthcare

6. Manuscript Identifying Number (if you know it)

Section 2. The Work Under Consideration for Publication

Did you or your institution at any time receive payment or services from a third party (government, commercial, private foundation, etc.) for any aspect of the submitted work (including but not limited to grants, data monitoring board, study design, manuscript preparation, statistical analysis, etc.)?  

Are there any relevant conflicts of interest?  
   Yes ☑️  No

Section 3. Relevant financial activities outside the submitted work.

Place a check in the appropriate boxes in the table to indicate whether you have financial relationships (regardless of amount of compensation) with entities as described in the instructions. Use one line for each entity; add as many lines as you need by clicking the “Add +” box. You should report relationships that were present during the 36 months prior to publication.

Are there any relevant conflicts of interest?  
   Yes ☑️  No

If yes, please fill out the appropriate information below.

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<th>Grant?</th>
<th>Personal Fees?</th>
<th>Non-Financial Support?</th>
<th>Other?</th>
<th>Comments</th>
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ICMJE Form for Disclosure of Potential Conflicts of Interest

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Section 4. **Intellectual Property -- Patents & Copyrights**

Do you have any patents, whether planned, pending or issued, broadly relevant to the work? ☐ Yes ☑ No

Section 5. **Relationships not covered above**

Are there other relationships or activities that readers could perceive to have influenced, or that give the appearance of potentially influencing, what you wrote in the submitted work?

☐ Yes, the following relationships/conditions/circumstances are present (explain below):

☑ No other relationships/conditions/circumstances that present a potential conflict of interest

At the time of manuscript acceptance, journals will ask authors to confirm and, if necessary, update their disclosure statements. On occasion, journals may ask authors to disclose further information about reported relationships.

Section 6. **Disclosure Statement**

Based on the above disclosures, this form will automatically generate a disclosure statement, which will appear in the box below.

Dr. Bozic reports other from AHRQ, NIH, RWJF, CHCF, UC CHQI, CMS , personal fees from Institute for Healthcare Improvement, Pacific Business Group on Health, Visiting Scholar, Harvard Business School

, non-financial support from AAOS (Council on Research and Quality)

AAHKS (Health Policy, EBPC)
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, outside the submitted work; .
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