ADDITIONAL FILE 1:

Facilitation activities performed by appointed facilitators, by Dogherty *et al*., 2012

Lessard S, Bareil C, Lalonde L, Duhamel F, Hudon E, Goudreau J, Lévesque L: **External facilitators and interprofessional facilitation teams: a qualitative study of their roles in supporting practice change**

Planning for change	
Increasing awareness 1) Highlighting a need for practice change 2) Selecting an area for change relevant to staff/recognized as a priority 3) Stimulating critical inquiry and assisting groups to develop/refine specific clinical practice questions 4) Assisting with/performing a formal/informal practice audit 5) Interpreting baseline data and providing feedback/insight into performance gaps 6) Emphasizing enhanced patient outcomes as opposed to poor practice as reason for change	*Developing a plan* 7) Goal-setting and assisting with development of an action plan 8) Helping identify and determine solutions to address potential barriers to EBP 9) Displaying and generating enthusiasm at the start of the project 10) Thinking ahead in the process
Leading and managing change	
Knowledge and data management 11) Knowledge translation/dissemination (assisting with conducting literature searches, obtaining articles, appraising and summarizing the evidence) 12) Helping to interpret the research and apply it in practice 13) Providing resources/tools for change	*Project management* 14) Identifying a leader 15) Establishing and allocating roles/delegating responsibilities 16) Advocating for resources and change
Recognizing the importance of context 17) Creating an open, supportive, and trusting environment conducive to change 18) Helping to build in the structures/processes to support staff and help them overcome obstacles 19) Creating local ownership of change 20) Assisting with adapting evidence to the local context 21) Boundary-spanning (addressing organizational systems/culture), managing the different requirements of each discipline/role 22) Tailoring/adapting facilitation services to the local setting	*Fostering team-building/group dynamics* 23) Relationship-building 24) Encouraging effective teamwork 25) Enabling individual and group development 26) Encouraging/ensuring adequate participation 27) Increasing awareness of and helping overcome resistance to change 28) Consensus-building (shared decision-making)
Administrative and project-specific support 29) Organizing/scheduling meetings 30) Leading/participating in meetings 31) Gathering information and assembling/distributing reports and materials	32) General planning 33) Providing skills training 34) Taking on specific tasks
Monitoring progress and ongoing implementation	
Problem-solving 35) Problem-solving and addressing specific issues 36) Making changes to the developed plan as necessary 37) Networking *Effective communication* 46) Providing regular communication (emails, phone calls) 47) Keeping group members informed 48) Acting as a liaison	*Providing support* 38) Mentoring and role-modelling EBP 39) Maintaining momentum and enthusiasm 40) Acknowledging ideas and efforts 41) Providing ongoing support/reassurance and constructive feedback 42) Empowering group members 43) Providing advice/guidance/assistance 44) Being available as needed 45) Ensuring group remains on task and things are not missed (process/methodology is followed)
Evaluating change	
Assessment 49) Performing/assisting with evaluation 50) Linking evidence implementation to patient outcomes 51) Acknowledging success, recognizing and celebrating achievements	

Source: Dogherty EJ, Harrison MB, Baker C, Graham ID: **Following a natural experiment of guideline adaptation and early implementation: a mixed-methods study of facilitation.** *Implementation Science* 2012