Additional file 2: Facilitation role categories and roles, by fields of expertise

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**

A) Implementation-oriented facilitation roles			
	Fields of expertise		
Roles Themes	*Change management (CM)*	*Combination of CM+PM*	*Project management (PM)*
A1. Legitimation of change/project	a) Highlighting a need for change [1] b) Displaying and generating enthusiasm about the project [1] c) Emphasizing the benefits of change for people involved as opposed to poor practice as reason for change [1]	d) Assisting with/performing a formal/informal audit to gather baseline data [1] e) Interpreting baseline data and providing feedback/insight into performance gaps [1] f) Selecting area(s) for change relevant to staff/recognized as a priority [1]	
A2. Formation of a powerful guiding coalition [4]	a) Presenting change team members to the organization	b) Identifying a leader [1] c) Advocating for resources and change [1]	
A3. Communication of vision of change [4] **and project guidelines**	a) Mentoring and role-modelling project-related practices [1] b) Using storytelling	c) Knowledge translation/dissemination (assisting with conducting literature searches, obtaining articles, appraising and summarizing the evidence) [1] d) Assembling/distributing information about vision and strategies e) Helping to interpret the project [1]	
A4. Empowerment of others to act towards change [1,4]	a) Helping to build in the structures/processes to support staff and help them overcome obstacles [1] b) Creating local ownership of change [1] c) Networking [1] d) Assisting with adapting project requirements to the local context [1] e) Increasing awareness of and helping overcome resistance to change [1] f) Boundary-spanning (addressing organizational systems/culture), managing the different requirements of each discipline/role [1]	g) Establishing and allocating roles/delegating responsibilities [1] h) Providing resources/tools for change [1] i) Sharing ideas across project sites j) Providing advice/guidance/assistance [1] k) Problem-solving and addressing specific issues [1] l) Bringing problems reported off-meeting back to the group m) Acting as a liaison [1] n) Providing skills training [1] o) Being available as needed [1] p) Meeting actors of change outside regular meetings q) Establishing political links with / influencing stakeholders	
A5. Application of PDSA cycle (plan-do-study-act) [5,6]		a) Stimulating critical inquiry and assisting group to develop/refine specific project-related questions [1] b) Goal-setting and assisting with development of an action plan [1] c) Helping identify and determine solutions to address potential barriers to project/change implementation [1] d) Considering the bigger picture (impact on other unit sites, legal aspects, etc.) e) Thinking ahead in the process [1]	m) Leading the project n) Ensuring group remains on task and things are not missed [1] o) Discussing specific cases/experiences within the scope of the project p) Linking implementation actions to outcomes [1] q) Keeping group members informed [1]

Legend: Inspired/adapted from [1] Dogherty *et al.* (2012), [2] Heron (1999), [3] Kolb *et al.* (2008), [4] Kotter (2007), [5] Nagykaldi *et al.* (2005), [6] Young (2009)

A) Implementation-oriented facilitation roles

Roles Themes			
		f) Gathering information and assembling/distributing reports and materials [1] g) Providing regular communication (emails, phone calls) [1] h) Performing/assisting with evaluation about implementation aspects [1] i) Making changes to the developed plan as necessary [1] j) Taking on specific tasks [1] k) Asking for/acknowledging feedback about implementation l) Providing feedback about implementation	
A6. Consolidation and continuity of improvements [4]		a) Reflecting/planning on the "after-project" to consolidate improvements and institutionalize changes [4]	

B) Support-oriented facilitation roles

Roles Themes	Fields of expertise		
	Meeting management (MM)	**Combination of MM+GID**	**Group and interpersonal dynamics (GID)**
B1. Management of effective meetings	a) Organizing/scheduling meetings [1] b) Preparing meeting agenda and minutes c) General administrative planning [1] d) Leading/participating in meetings [1] e) Performing meeting evaluations	f) Tailoring/adapting facilitation services to the local setting [1] g) Encouraging/ensuring adequate participation during meetings [1] h) Establishing ground rules [3] i) Assigning meeting maintenance roles j) Promoting consensus-building (shared decision-making) [1]	k) Listening actively, clarifying and summarizing the information
B2. Enablement of relationship building [1]			a) Welcoming/engaging new members in the team b) Building relationships [1]
B3. Handling of individual/group emotional life [2]		a) Reporting/Managing conflict	b) Creating an open, supportive, and trusting environment conducive to change [1] c) Observing group members' behaviors d) Providing ongoing support/reassurance and constructive feedback [1]
B4. Encouragement			a) Maintaining momentum and enthusiasm [1] b) Acknowledging ideas and efforts [1] c) Encouraging effective teamwork [1] d) Sharing benchmarking results from multiple sites to encourage team e) Acknowledging success, recognizing and celebrating achievements [1]
B5. Enablement of individual/group development [1]			a) Providing education, training, or coaching to develop individuals or group

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