Additional file 4:

Facilitation roles by change agent and relationships involved in facilitation

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**

Table legend: Ref. Axx : Implementation-oriented facilitation roles Ref. Bxx : Support-oriented facilitation roles *Italics*: Emerging role ■ Role directed towards the IFT ◆ Role directed towards the Family Medicine Group ❖ Role directed towards other external change agents (e.g. clinicians, health agencies, support groups) ● Role directed towards one or the other EF ▤ Role directed towards the Research Group		**CHANGE AGENT UNDERTAKING FACILITATION ROLE**	
Ref. in add. file 2	**FACILITATION ROLES**	**EF**	**IFT**
A1a	Highlighting a need for change	■◆❖	◆❖
A1b	Displaying and generating enthusiasm about the project	■	■
A1c	Emphasizing the benefits of change for people involved as opposed to poor practice as reason for change	■	■◆
A1d	Assisting with/performing a formal/informal practice audit to gather baseline data	▤	■
A1e	Interpreting baseline data and providing feedback/insight into performance gaps	■	◆
A1f	Selecting an area for change relevant to staff/recognized as a priority	■	■
A2a	*Presenting change team members to the organization*	◆	◆
A2b	Identifying a leader	■	■
A2c	Advocating for resources and change	■▤	■◆
A3a	Mentoring and role-modelling project-related practices	■◆	◆❖
A3b	*Using storytelling*		◆
A3c	Knowledge translation/dissemination (assisting with conducting literature searches, obtaining articles, appraising and summarizing the evidence)	■	■◆
A3d	*Assembling/distributing information about vision and strategies*	■▤❖	◆❖
A3e	Helping to interpret the project	■◆❖	■◆❖
A4a	Helping to build in the structures/processes to support staff and help them overcome obstacles	■❖	■◆❖
A4b	Creating local ownership of change	■	◆
A4c	Networking	■❖	■❖
A4d	Assisting with adapting project requirements to the local context	■	●■◆
A4e	Increasing awareness of and helping overcome resistance to change	■◆❖	●◆❖
A4f	Boundary-spanning (addressing organizational systems/culture), managing the different requirements of each discipline/role	■	◆
A4g	Establishing and allocating roles/delegating responsibilities	■	■◆
A4h	Providing resources/tools for change	■	●■◆
A4i	*Sharing ideas across project sites*	■	■
A4j	Providing advice/guidance/assistance	●■◆❖	●■

Table legend: Ref. Axx : Implementation-oriented facilitation roles

Ref. Bxx : Support-oriented facilitation roles

Italics: Emerging role

- ■ Role directed towards the IFT
- ◆ Role directed towards the Family Medicine Group
- ❖ Role directed towards other external change agents (e.g. clinicians, health agencies, support groups)
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Ref. in add. file 2	FACILITATION ROLES	CHANGE AGENT UNDERTAKING FACILITATION ROLE	
		EF	IFT
A4k	Problem-solving and addressing specific issues	■ ◆ ▤	● ■
A4l	*Bringing problems reported off-meeting back to the group*	■	◆
A4m	Acting as a liaison	■ ◆ ▤ ❖	● ■ ◆ ❖
A4n	Providing skills training	■	
A4o	Being available as needed	■ ◆	■
A4p	*Meeting actors of change outside regular meetings*	■ ◆ ❖	■ ◆
A4q	*Establishing political links with/influencing stakeholders*	❖	❖
A5a	Stimulating critical inquiry and assisting groups to develop/refine specific project-related questions	■	
A5b	Goal-setting and assisting with development of an action plan	■	■ ◆
A5c	Helping identify and determine solutions to address potential barriers to project/change implementation	● ■ ▤	■ ◆
A5d	*Considering the bigger picture (impact on other unit sites, legal aspects, etc.)*	● ■	❖
A5e	Thinking ahead in the process	■	
A5f	Gathering information and assembling/distributing reports and materials	■ ▤ ❖	● ■ ◆ ❖
A5g	Providing regular communication (emails, phone calls)	● ■ ◆ ▤ ❖	■
A5h	*Performing/assisting with evaluation about implementation aspects*	■	■ ◆
A5i	Making changes to the developed plan as necessary	■	■
A5j	Taking on specific tasks	■ ❖	■
A5k	*Asking for/acknowledging feedback about implementation*	■	■ ◆
A5l	*Providing feedback about implementation*	■ ▤	● ■ ◆
A5m	*Leading the project*	■	■ ◆
A5n	Ensuring group remains on task and things are not missed	■	● ◆
A5o	*Discussing specific cases/experiences within the scope of the project*		■ ◆
A5p	Linking implementation actions to outcomes		■ ◆
A5q	Keeping group members informed	■	■ ◆ ❖
A6a	*Reflecting/planning on the "after-project" to consolidate improvements and institutionalize changes*	■ ◆	■ ◆
B1a	Organizing/scheduling meetings	● ■ ◆ ▤	● ■ ▤
B1b	Preparing meeting agenda and minutes	■	●
B1c	General administrative planning	■	
B1d	Leading/participating in meetings	■ ◆ ▤	● ■ ◆
B1e	*Performing meeting evaluations*	■	
B1f	Tailoring/adapting facilitation services to the local setting	■	

		CHANGE AGENT UNDERTAKING FACILITATION ROLE	

Table legend: Ref. Axx : Implementation-oriented facilitation roles

Ref. Bxx : Support-oriented facilitation roles

Italics: Emerging role

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Ref. in add. file 2	FACILITATION ROLES	EF	IFT
B1g	Encouraging/ensuring adequate participation during meetings	■	■
B1h	*Establishing ground rules*	■	■
B1i	*Assigning meeting maintenance roles*	■	■
B1j	Promoting consensus-building (shared decision-making)	● ■	■
B1k	*Listening actively, clarifying and summarizing the information*	■	
B2a	*Welcoming/engaging new members in the team*	■	■
B2b	Building relationships	■ ◆	■ ◆
B3a	*Reporting/Managing conflict*	■ ◆ 🖹	●
B3b	Creating an open, supportive, and trusting environment conducive to change	■	● ■ ◆
B3c	*Observing group members' behaviors*	■	
B3d	Providing ongoing support/reassurance and constructive feedback	● ■ ◆	● ■
B4a	Maintaining momentum and enthusiasm	■	■
B4b	Acknowledging ideas and efforts	■	● ■
B4c	Encouraging effective teamwork	■	■
B4d	*Sharing benchmarking results from multiple sites to encourage team*	■	
B4e	Acknowledging success, recognizing and celebrating achievements	■	■
B5a	Providing education, training, or coaching to develop individuals or group	■	