

Appendix A: comparison of Damschroder *et al.*'s consolidated framework and framework used in the review

Damschroder <i>et al.</i> 's consolidated framework for implementation science	Analysis framework used in the review
INTERVENTION CHARACTERISTICS	Designing and planning improvement interventions
Intervention source	Convincing people that there is a problem
External	Strategies for establishing the problem as a problem: <ul style="list-style-type: none"> • use of data • engaging clinicians
Internal	
Legitimacy	
Transparency	
Evidence strength and quality	Convincing people that the solution chosen is the right one
Sources of evidence	a. Evidence to support: <ul style="list-style-type: none"> • particular interventions • how best to implement practices b. Alignment between external and internal sources of evidence
<i>Credibility</i>	
<i>External</i>	
<i>Internal</i>	
Relative advantage	Convincing people that there is a problem
Advantage	How to convince healthcare workers there is an advantage
Alternative	
Adaptability	Convincing people that the solution chosen is the right one
Adaptable periphery (soft periphery)	Ensure local customisation
Core component (hard core)	
Trialability	Convincing people that the solution chosen is the right one
PDSA	Consultation, trialling and thoughtful real-time adaptations
Piloting	
Complexity	Excess ambitions and 'projectness'
Breadth	a. Alignment between goals and available resources
Length	b. Alignment between goals and time available
Organisational units targeted	c. Alignment between goals and staff skills mix
Radicalness	
Types of people targeted	
Design quality and packaging	Does not feature explicitly in our

	framework
Accessibility to users	Does not feature in our framework
Cost	Excess ambitions and 'projectness'
Did not feature explicitly	Excess ambitions and 'projectness'
Did not feature explicitly	a. Benefits of project status eg strong identity, fewer constraints b. Difficulties of project status eg alignment with wider goals, institutionalisation
OUTER SETTING	Outer contexts
Patient needs and resources	User involvement
Barriers	Does not feature explicitly in our framework
Facilitators	
Cosmopolitanism	Organisational capacity
Peer pressure	Hard tactics: peer review Harnessing professionalism: peer support
External policy and incentives	Outer contexts, hard tactics and incentivising participation
Collaboratives	a. Alignment with policy b. Turbulence in the English NHS (at policy and organisational level) c. Regulation and audit d. Incentives
External mandates	
Pay-for-performance	
Policy and regulation	
Public or benchmark reporting	
Recommendations and guidelines	
INNER SETTING	Organisational and institutional contexts
Structural characteristics	Organisational capacity
Centralisation	a. Existing infrastructure and systems b. Degree of stability
Functional differentiation	
Social architecture	
Team stability	
Networks and communications	Organisational capacity; silos
Horizontal and informal networking	
Relationships between individuals	
Vertical and formal networking	
Culture	Organisational cultures
Implementation climate	Organisational cultures
Compatibility	a. Motives for participation b. Internal politics c. Attitude towards risk-taking and innovation d. Career structures
Goals and feedback	
Learning climate	
<i>Leaders' fallibility</i>	
<i>Reflection time and space</i>	
<i>Team members' involvement</i>	
Organisational incentives and rewards	
Relative priority	
Tension for change	

Readiness for implementation	Organisational cultures and organisational capacity
Access to knowledge and information	Readiness in terms of: a. capacity b. culture
Available resources	
Leadership engagement	
CHARACTERISTICS OF INDIVIDUALS	Harnessing professionalism
Knowledge and beliefs about the Intervention	Professional legitimacy Professional silos
Knowledge	In the reports we reviewed, this 'Characteristics of individuals' theme did not feature in as much detail as in Damscholder <i>et al</i> 's framework
Negative beliefs	
Positive beliefs	
Self-efficacy	
Individual stage of change	
Individual identification with organisation	
Other personal attributes	
PROCESS	
Planning	Designing and planning improvement interventions
Communication channel	These sub-themes are incorporated throughout Theme 1 in our report
Monitoring and evaluation	
Stakeholders' needs	
Strategies to simplify execution	
Style, imagery and metaphors	
Tailored for subgroups	
Engaging	Leadership; ownership; engaging senior staff and other stakeholders; engaging middle managers and ward staff; silos; user involvement; incentivising participation
Champions	This is an area where Damschroder <i>et al.</i> 's framework was found to be inadequate for this review. For example, it does not discriminate between the different stakeholders who need to be engaged in an intervention or different styles of leadership
External change agents	
Formally appointed internal leaders	
Opinion leaders	
<i>Expert opinion leaders</i>	
<i>Peer opinion leaders</i>	
Executing	
Engagement	See 'Engaging' above
Fidelity to plan	Convincing people that the solution chosen is the right one
Adaption to local circumstances	Establishing a 'theory of change' and adaptations
Intensity	
Timeliness	
Reflecting and evaluating	Data collection and monitoring systems
Internal evaluation	This theme is covered under 'data collection

External evaluation	and monitoring systems', but it has been changed and expanded quite significantly to include: a. design of systems b. resourcing c. credibility
Did not feature explicitly	Securing sustainability
Did not feature explicitly	a. Sustainability of interventions b. Spread c. Transferability