

Appendix C: Capability framework for successful partnerships in quality improvement with supporting references

Domain	Capability and description	Patient & healthcare staff references	Patient only references	Healthcare staff only references
Personal Attributes	Dedicated to improving healthcare 1. Motivated to improve patient care and outcomes 2. Demonstrates ongoing commitment including sustained participation	1. Blignault et al., 2017; Larkins et al., 2019; Lavoie-Tremblay et al., 2016; Maher et al., 2017a,b; Majid & Gagliardi, 2019; Marshall et al., 2019; Pomey et al., 2016; Pougheon Bertrand et al., 2013; Renado et al., 2015; Worswick et al., 2015 2. Dimopoulos-Bick et al., 2019; Marshall et al., 2019; Pomey et al., 2015; Worswick et al., 2015	1. Kirby et al., 2018; Hertel et al., 2019; Lavoie-Tremblay et al., 2016 2. Nil	1. Davis et al., 2016; Fancott et al., 2018; McCarron et al., 2019; Vennik et al., 2016 2. Bak et al., 2018; Davis et al., 2016; Vennik et al., 2016
	Self-aware and reflective 1. Engages in reflective and reflexive practices that contribute to change for everyone rather than personal interests	1. Boivin et al., 2018; Fancott et al., 2018; Kratchman et al., 2015; Kuluski et al., 2019; Maher et al., 2017b; Marshall et al., 2019; Neech et al., 2018; O'Donnell et al., 2019; Pougheon Bertrand et al., 2013; Worswick et al., 2015; Vennik et al., 2016	1. Pomey et al., 2015; Pomey et al., 2016; Renado et al., 2015	1. Dimopoulos-Bick et al., 2019; Larkins et al., 2019; McGhee & Gleicher, 2018

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	2. In tune with how one's presence, emotional reactions and behaviours influence others	2. Kratchman et al., 2015; Kuluski et al., 2019 Maher et al., 2017b; Pougheon Bertrand et al., 2013	2. Pomey et al., 2016; Renado et al., 2015	2. Dimopoulos-Bick et al., 2019; Larkins et al., 2019
	<p>Confident and flexible</p> <p>1. Confident to actively engage in constructive dialogue in a group setting including patients, public, healthcare staff and leaders</p> <p>2. Flexibly works in unfamiliar and evolving situations</p>	<p>1. Alidina et al., 2019; Blignault et al., 2017; Fancott et al., 2018; Maher et al., 2017a,b</p> <p>2. Alidina et al., 2019; Boivin et al., 2018</p>	<p>1. Caplan et al., 2014; Clavel et al., 2019; Frawley et al., 2019; Holland-Hart et al., 2019; Jenkinson et al., 2014; Lavalley et al., 2019; McCarron et al., 2019; Nathan et al., 2011; Neech et al., 2018; Pomey et al., 2015; Pougheon Bertrand et al., 2013; Renado et al., 2015; Sharma et al., 2016; Shklarov et al., 2017; Vennik et al., 2016; Worswick et al., 2015</p> <p>2. Fancott et al., 2018; Maher et al., 2017a,b</p>	<p>1. Liang et al., 2018</p> <p>2. Nil</p>
Relationships and Communication	<p>Working and learning as a team</p> <p>1. Works as an effective and active member of a team</p>	1. Alidina et al., 2019; Bar et al., 2018; Caplan et al., 2014; Clavel et al., 2019; Fancott et al., 2018; Frawley et al., 2019;	1. Holland-Hart et al., 2019	1. Holland-Hart et al., 2019

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	2. Recognises the unique and valuable contributions of each team member	Dimopoulos-Bick et al., 2019; Larkins et al., 2019; Lavoie-Tremblay et al., 2016; Loud et al., 2013; Maher et al., 2017a,b; Majid & Gagliardi, 2019; Marshall et al., 2019; Miller at al., 2020; O'Connor et al., 2018; Pougheon Bertrand et al., 2013; Renado et al., 2015; Sharma et al., 2016; Shklarov et al., 2017; Vennik et al., 2016	2. Nil	2. Nil
	3. Embraces co-learning	2. Boivin et al., 2018; Fancott et al., 2018; Marshall et al., 2019; 2019; Worswick et al., 2015	3. Nil	3. Nil
		3. Alidina et al., 2019; Boivin et al., 2018; Fancott et al., 2018; Kuluski et al., 2019; Larkins et al., 2019; Majid & Gagliardi, 2019; Miller at al., 2020; O'Donnell et al., 2019; Pomey et al., 2016; Pougheon Bertrand et al., 2013; Renado et al., 2015; Shklarov et al., 2017; Worswick et al., 2015		

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Domain	Capability and description	Patient & healthcare staff references	Patient only references	Healthcare staff only references
	<p>Collaborating and communicating</p> <p>1. Works collaboratively to build consensus</p>	<p>1. Alidina et al., 2019; Bak et al., 2018; Bar et al., 2018; Blignault et al., 2017; Bombard et al., 2018; Boivin et al., 2018; Dimopoulos-Bick et al., 2019; Fancott et al., 2018; Hertel et al., 2019; Jenkinson et al., 2014; Kirby et al., 2018; Lavoie-Tremblay et al., 2016; Larkins et al., 2019; Kuluski et al., 2019; Loud et al., 2013; Maher et al., 2017a,b; Majid & Gagliardi, 2019; Marshall et al., 2019; Miller et al., 2020; Nathan et al., 2010; Neech et al., 2018; O'Connor et al., 2018; Pomey et al., 2016; Pomey et al., 2015; Pougheon Bertrand et al., 2013; Renado et al., 2015; Scholz et al., 2017; Sharma et al., 2016; Singh et al., 2018; Vennik et al., 2016; Worswick et al., 2015</p>	<p>1. Jenkinson et al., 2014</p>	<p>1. Bak et al., 2014; Scholz et al., 2017; Shklarov et al., 2017</p>

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Domain	Capability and description	Patient & healthcare staff references	Patient only references	Healthcare staff only references
	2. Demonstrates strong conflict resolution and negotiation skills	2. Blignault et al., 2017; Boivin et al., 2018; Dimopoulos-Bick et al., 2019; Frawley et al., 2019; Jenkinson et al., 2014; Kuluski et al., 2019; Sharma et al., 2016	2. Nil	2. Liang et al., 2018; Nathan et al., 2010; Pougheon Bertrand et al., 2013; Shklarov et al., 2017
	3. Builds respectful, constructive and reciprocal relationships	3. Alidina et al., 2019; Bak et al., 2018; Bar et al., 2018; Boivin et al., 2018; Bombard et al., 2018; Dimopoulos-Bick et al., 2019; Fancott et al., 2018; Frawley et al., 2019; Jenkinson et al., 2014; Kratchman et al., 2015; Kuluski et al., 2019; Lavoie-Tremblay et al., 2016; Larkins et al., 2019; Majid & Gagliardi, 2019; Marshall et al., 2019; Nathan et al., 2010; O'Connor et al., 2018; O'Donnell et al., 2019; Pomey et al., 2016; Renado et al., 2015; Sharma et al., 2016; Singh et al., 2018; Worswick et al., 2015	3. Nil	3. Bak et al., 2014; Blignault et al., 2017; Hertel et al., 2019; Maher et al., 2017b; Scholz et al., 2017
	Advocating for everyone 1. Influences change to improve PPI	1. Bar et al., 2018; Boivin et al., 2018; Dimopoulos-Bick	1. Blignault et al., 2017; Dimopoulos-Bick et al.,	1. Bombard et al., 2018; Clavel et al., 2019;

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Domain	Capability and description	Patient & healthcare staff references	Patient only references	Healthcare staff only references
	<p>2. Promotes the needs of marginalised populations</p> <p>3. Shares successes, networks and links diverse stakeholders</p>	<p>et al., 2019; Fancott et al., 2018; Jenkinson et al., 2014; Kuluski et al., 2019; Lavoie-Tremblay et al., 2016; Maher et al, 2017a,b; Rise et al., 2014</p> <p>2. Bar et al., 2018; Boivin et al., 2018; Nathan et al., 2010; Neech et al., 2018; Sharma et al., 2016; Shklarov et al., 2017; Vennik et al., 2016</p> <p>3. Alidina et al., 2019; Bak et al., 2018; Bar et al., 2018; Blignault et al., 2017; Boivin et al., 2018; Fancott et al., 2018; Frawley et al., 2019; Jenkinson et al., 2014; Larkins et al., 2019; Loud et al., 2013; Marshall et al., 2019; Nathan et al., 2010; Neech et al., 2018; O'Connor et al., 2018; O'Donnell et al., 2019; Pougheon Bertrand et al., 2013</p>	<p>2019; Nathan et al., 2010; Neech et al., 2018; O'Connor et al., 2018; Scholz et al., 2017; Sharma et al., 2016; Vennik et al., 2016</p> <p>2. Scholz et al., 2017</p> <p>3. Nil</p>	<p>Holland-Hart et al., 2019; Liang et al., 2018; Marshall et al., 2019; O'Donnell et al., 2019</p> <p>2. Alidina et al., 2019; Blignault et al., 2017; Davis et al., 2016; Dimopoulos-Bick et al., 2019; Hertel et al., 2019; Holland-Hart et al., 2019; Hwang and Warshaw., 2019; Jenkinson et al., 2014; Kuluski et al., 2019; Larkins et al., 2019; Maher et al, 2017b</p> <p>3. Bombard et al., 2018; Caplan et al., 2014; Clavel et al., 2019; Holland-Hart et al., 2019; Liang et al., 2018; Maher et al., 2017a,b</p>

Domain	Capability and description	Patient & healthcare staff references	Patient only references	Healthcare staff only references
Philosophies, Models and Practices	1. Works within organisational priorities, governance, policies, resources and constraints	1. Alidina et al., 2019; Bak et al., 2014; Blignault et al., 2017; Frawley et al., 2019; Hertel et al., 2019; Jenkinson et al., 2014; Kuluski et al., 2019; Lavoie-Tremblay et al., 2016; Loud et al., 2013; Maher et al., 2017a,b; Majid & Gagliardi, 2019; Marshall et al., 2019; Miller et al., 2020; O'Donnell et al., 2019; Pomey et al., 2016; Pougheon Bertrand et al., 2013; Renado et al., 2015; Scholz et al., 2017; Worswick et al., 2015	1. Frawley et al., 2019	1. Bar et al., 2018; Bombard et al., 2018; Caplan et al., 2014; Clavel et al., 2019; Davis et al., 2016; Liang et al., 2018; McGhee & Gleicher, 2018; O'Connor et al., 2018; Rise et al., 2014; Sharma et al., 2016; Shklarov et al., 2017; Vennik et al., 2016
	2. Develops sustainable solutions that fit the context	2. Blignault et al., 2017; Boivin et al., 2018; Dimopoulos-Bick et al., 2019; Frawley et al., 2019; Lavoie-Tremblay et al., 2016; Maher et al., 2017a,b; Marshall et al., 2019; Majid & Gagliardi, 2019; Miller et al., 2020; O'Donnell et al., 2019; Pomey et al., 2016; Pougheon Bertrand et	2. Frawley et al., 2019	2. Alidina et al., 2019; Bak et al., 2014; Bak et al., 2018, Bar et al., 2018; Bombard et al., 2018; Caplan et al., 2014; Clavel et al., 2019; Davis et al., 2016; Liang et al., 2018; McGhee & Gleicher, 2018; Pomey et al., 2015; Rise et al., 2014; Sharma et al., 2016;

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	3. Demonstrates awareness of relevant clinical processes and has sufficient health literacy	al., 2013; Renado et al., 2015; Sharma et al., 2016; Worswick et al., 2015 3. Dimopoulos-Bick et al., 2019; Hertel et al., 2019	3. Caplan et al., 2014; Holland-Hart et al., 2019; Jenkinson et al., 2014; Kirby et al., 2018; Kuluski et al., 2019; Lavoie-Tremblay et al., 2016; Loud et al., 2013; Maher et al., 2017a,b; Majid & Gagliardi, 2019; Pomey et al., 2015; Pougheon Bertrand et al., 2013; Worswick et al., 2015	Shklarov et al., 2017; Vennik et al., 2016 3. Bombard et al., 2018
	Patient and public involvement best practice 1. Committed to the inherent value of PPI	1. Caplan et al., 2014; Holland-Hart et al., 2019; Maher et al., 2017a,b; Majid & Gagliardi, 2019; Marshall et al., 2019; Neech et al., 2018; O'Connor et al., 2018; Pomey et al., 2016; Renado et al., 2015; Rise et al., 2014; Scholz et al., 2017	1. Nil	1. Alidina et al., 2019; Bak et al., 2018; Bar et al., 2018; Blignault et al., 2017; Boivin et al., 2018; Bombard et al., 2018; Davis et al., 2016; Dimopoulos-Bick et al., 2019; Fancott et al., 2018; Farrington et al., 2016; Hertel et al., 2019; Jenkinson et al., 2014; Kuluski et al., 2019; Larkins et al., 2019; Lavalley et al., 2019; Liang et al., 2018; McCarron et al., 2019;

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Domain	Capability and description	Patient & healthcare staff references	Patient only references	Healthcare staff only references
	2. Implements a variety of PPI principles and practices	2. Bak et al., 2014; Clavel et al., 2019; Bak et al., 2018; Bar et al., 2018; Boivin et al., 2018; Bombard et al., 2018; Clavel et al., 2019; Dimopoulos-Bick et al., 2019; Frawley et al., 2019; Hertel et al., 2019; Holland-Hart et al., 2019; Hwang and Warshaw, 2019; Loud et al., 2013; Maher et al., 2017a,b; Majid & Gagliardi, 2019; Marshall et al., 2019; Miller et al., 2020; Nathan et al., 2010; Neech et al., 2018; Pomey et al., 2016; Renado et al., 2015; Rise et al., 2014; Scholz et al., 2017; Sharma et al., 2016; Singh et al.,	2. Nil	McGhee & Gleicher, 2018; Miller et al., 2020; Nathan et al., 2010; O'Donnell et al., 2019; Pandhi et al., 2020; Pomey et al., 2015; Pougheon Bertrand et al., 2013; Sharma et al., 2016; Shklarov et al., 2017; Singh et al., 2018; Vennik et al., 2016 2. Alidina et al., 2019; Bak et al., 2018; Bar et al., 2018; Blignault et al., 2017; Boivin et al., 2018; Bombard et al., 2018; Caplan et al., 2014; Davis et al., 2016; Dimopoulos-Bick et al., 2019; Fancott et al., 2018; Jenkinson et al., 2014; Kirby et al., 2018; Kuluski et al., 2019; Larkins et al., 2019; Lavalle et al., 2019; Liang et al., 2018; O'Donnell et al., 2019; Pandhi et al., 2020; Pomey et al., 2016; Vennik et al., 2016

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	3. Effectively conveys own experiences to influence and persuade	2018; Worswick et al., 2015 3. Kuluski et al., 2019; Maher et al., 2017a.b; McGhee & Gleicher, 2018; Miller et al., 2020; O'Donnell et al., 2019; Worswick et al., 2015	3. Bak et al., 2018; Bar et al., 2018; Blignault et al., 2017; Caplan et al., 2014; Dimopoulos-Bick et al., 2019; Frawley et al., 2019; Hertel et al., 2019; Kratchman et al., 2015; Lavoie-Tremblay et al., 2016; Liang et al., 2018; Pougheon Bertrand et al., 2013; Rise et al., 2014; Vennik et al., 2016	3. Clavel et al., 2019; Nathan et al., 2010
	4. Facilitates teaching and learning including mentoring / coaching	4. Bak et al., 2014; Blignault et al., 2017; Clavel et al., 2019; Lavalley et al., 2019; Loud et al., 2013; Majid & Gagliardi, 2019; Miller et al., 2020; O'Donnell et al., 2019; Scholz et al., 2017; Singh et al., 2018; Vennik et al., 2016; Worswick et al., 2015	4. Kratchman et al., 2015; Neech et al., 2018	4. Alidina et al., 2019; Caplan et al., 2014; Dimopoulos-Bick et al., 2019; Fancott et al., 2018; Frawley et al., 2019; Hertel et al., 2019; Jenkinson et al., 2014; Larkins et al., 2019; Maher et al., 2017a; McCarron et al., 2019; McGhee & Gleicher, 2018; Nathan et al., 2010; Pandhi et al., 2020; Pomey et al., 2015; Pomey et al., 2016; Sharma et al., 2016; Shklarov et al., 2017; Worswick et al., 2015
	5. Provides ongoing support and feedback to patient partners	5. Kratchman et al., 2015	5. Nil	5. Bak et al., 2014; Boivin et al., 2018; Bombard et al.,

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				2018; Clavel et al., 2019; Dimopoulos-Bick et al., 2019; Fancott et al., 2018; Lavoie-Tremblay et al., 2016; Liang et al., 2018; Loud et al., 2013; Majid & Gagliardi, 2019; Maher et al., 2017b; McCarron et al. 2019; Nathan et al., 2010; Neech et al., 2018; Pomey et al., 2016; Pougheon Bertrand et al., 2013; Worswick et al., 2015
	Quality improvement principles and processes 1. Implements appropriate quality improvement processes across service planning, design, delivery and evaluation	1. Alidina et al., 2019; Bak et al., 2018; Bar et al., 2018; Dimopoulos-Bick et al., 2019; Fancott et al., 2018; Frawley et al., 2019; Jenkinson et al., 2014; Kirby et al., 2018; Lavalle et al., 2019; Loud et al., 2013; Lavoie-Tremblay et al., 2016; Maher et al., 2017a,b; Miller et al., 2020; O'Connor et al., 2018; O'Donnell et al., 2019; Pomey et al., 2016; Pougheon Bertrand et al., 2013; Renado et al., 2015;	1. Blignault et al., 2017	1. Boivin et al., 2018; Caplan et al., 2014; Davis et al., 2016; Kuluski et al. 2019; Larkins et al., 2019; Marshall et al., 2019; McGhee & Gleicher, 2018; Pandhi et al., 2020; Vennik et al., 2016

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		Sharma et al., 2016; Shklarov et al., 2017; Singh et al., 2018; Worswick et al., 2015		
Across all Domains	<p>Sharing power and leadership</p> <p>1. Contributes to transforming traditional power dynamics</p> <p>2. Actively encourages shared decision making</p>	<p>1. Bombard et al., 2018; Dimopoulos-Bick et al., 2019; Fancott et al., 2018; Holland-Hart et al., 2019; Lavoie-Tremblay et al., 2016; Majid & Gagliardi, 2019; Pomey et al., 2016; Renado et al., 2015; Scholz et al., 2017; Worswick et al., 2015</p> <p>2. Blignault et al., 2017; Bombard et al., 2018; Dimopoulos-Bick et al., 2019; Fancott et al., 2018; Hertel et al., 2019; Holland-Hart et al., 2019; Lavoie-Tremblay et al., 2016; Majid & Gagliardi, 2019; Marshall et al., 2019; O'Connor et al., 2018; Pomey et al., 2016; Pougheon Bertrand et al., 2013; Renado et al., 2015; Sharma et al., 2016; Shklarov et al., 2017; Worswick et al., 2015</p>	<p>1. Alidina et al., 2019</p> <p>2. Nil</p>	<p>1. Boivin et al., 2018; Kuluski et al., 2019; Nathan et al., 2010; Neech et al., 2018; O'Donnell et al., 2019</p> <p>2. Boivin et al., 2018; Larkins et al., 2019; Nathan et al., 2010; Neech et al., 2018; O'Donnell et al., 2019</p>

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	3. Supports patient-led leadership models	3. Blignault et al., 2017; Frawley et al., 2019; Lavallo et al., 2019; McGhee & Gleicher, 2018; Scholz et al., 2017; Sharma et al., 2016	3. Nil	3. Larkins et al., 2019