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| **Supplement 5: Qualitative survey analysis codes** |
| **Themes** | **Codes** |
| **Choosing what to implement** | Good evidence |
|  | Direct from researchers |
|  | Direct from expert championDirect from specialist |
|  | Traditional Media |
|  | Evidence summary pushed by software: Qx Read |
|  | Evidence summary pushed by email: POEM, journal reviews, public health |
|  | Journal scan  |
|  | Editor commentaries |
|  | Association guidelines |
|  | SoMe: Twitter, blogs, evidence update websitesWord of mouthWaiting for confirmationDeciding slowlyNot all evidence means change |
| **Assessing barriers** | FundsPersonnel (educators, researchers, IT, data collection, analysts)TimeRelies on unpaid personal investment by a few individualsExpertisePhysicians disengage from leadershipDifficult to monitor patient oriented outcomesNo electronic dataOutcome confoundersChange makes some outcomes worse (bounce backs)Evidence swingsAnecdote Simplest way often not most effectiveREBLack of codingExperience vs evidence |
| **Group buy-in** | Credibility of evidence source ChampionUnderstanding the need to changeShared group valuesData on current clinical outcomesMake physicians value the changePhysicians endorse the change |
| **Leadership** | ChampionThought leadersDriven from topExpert champion available for questionsExpert in implementation science |
| **Multidisciplinary team** | Change is a team responsibilityChange as a group Cultural acceptabilityAcademic researchers and educators Interdisciplinary collaborationAllied Health ProfessionalsPolicy makersPatient safety committeeChange the entire hospital guidelineAdvice from other hospitalsPatient representativeNurse Practitioners, Nurses, Paramedics, Patient care attendants, Pharmacists, Health leadership, Critical care, Medicine, Infectious Disease, Lab Staff, Social Worker, CEO, Respiratory Therapists, Physician assistants, Decision support, Patient representative |
| **Engagement** | DiscussionSharingBrainstormingAdvisory boardParticipation in original researchOpportunity to questionIdentifying barriersNursing protocolsJournal clubRoundsChampionsEducationInvolvement from startNot one way disseminationTrusted source of evidence |
| **Targeted dialogue** Meetings Content Conversations |

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| Rounds  |
| Department Meetings  |
| Focus Groups |
| Business Meetings  |
| Councils |
| Journal Club |
| Small group |
| Presentations |
| Cases |
| M&M |
| Word of Mouth |
| Direct TalkingAnecdote |

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| **Choose implementation strategies** | Change the opinion leaders firstInvolve the talkers firstLead by exampleForcing eg CPOEPatient pressureNurse pressureIncentives eg gift cardsBenchmarking feedbackAccountabilityMake new option the easiestGive several process options all resulting in the same implementationMake it harder not to do new thingAutomationProfessionalismShow improved outcomesTie to reappointment |
| **Simplifying implementation** | Systematic changeProtocolizedClear guidelines PathwaysCare bundlesOrder sets CPOE SimpleAccessible information Easy to access and doAccess to background evidenceImproved work flowAppsInfographicsPostersWebsitesVideosHandouts Wallet cards |
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| **IT systems** | CPOEPhysician OverrideUser friendlyAutomationData collection IT supportWeb based decision supportCEDIS |
| **Education** | Multifaceted approachResident curriculum Resident teachingCross-pollination of residents in ERRoundsMeetingsJournal clubOne on oneModelling behaviorExplaining actionsClinical demonstrationWorkshopsCoursesCPD pointsBootcampsE-learning moduleSimulationHands on educationNurse educationNurse educatorsTeach the patientConferencesTraditional mediaNew letterVideo emailsDropboxInfographicsGenerational differences

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| Easy Listening | Videos |
| Podcasts |
| Social Media | Twitter |
| Facebook |
| Instagram |
| Blogs |
| Youtube |

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| **Repetition** | EmailsMeetingsVideosWebsite linksSoMeTraditional media |
| **Active monitoring and feedback** | ExpertiseResearchersElectronic dataChart reviewsCompliance Patient oriented outcomesProspective data collectionChoosing relevant outcomesFeedbackQuality improvementFollow up quizDirect observationRecordingsAccountability |