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| **Supplement 5: Qualitative survey analysis codes** | |
| **Themes** | **Codes** |
| **Choosing what to implement** | Good evidence |
|  | Direct from researchers |
|  | Direct from expert champion  Direct 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 websites  Word of mouth  Waiting for confirmation  Deciding slowly  Not all evidence means change |
| **Assessing barriers** | Funds  Personnel (educators, researchers, IT, data collection, analysts)  Time  Relies on unpaid personal investment by a few individuals  Expertise  Physicians disengage from leadership  Difficult to monitor patient oriented outcomes  No electronic data  Outcome confounders  Change makes some outcomes worse (bounce backs)  Evidence swings  Anecdote  Simplest way often not most effective  REB  Lack of coding  Experience vs evidence |
| **Group buy-in** | Credibility of evidence source  Champion  Understanding the need to change  Shared group values  Data on current clinical outcomes  Make physicians value the change  Physicians endorse the change |
| **Leadership** | Champion  Thought leaders  Driven from top  Expert champion available for questions  Expert in implementation science |
| **Multidisciplinary team** | Change is a team responsibility  Change as a group  Cultural acceptability  Academic researchers and educators  Interdisciplinary collaboration  Allied Health Professionals  Policy makers  Patient safety committee  Change the entire hospital guideline  Advice from other hospitals  Patient representative  Nurse 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** | Discussion  Sharing  Brainstorming  Advisory board  Participation in original research  Opportunity to question  Identifying barriers  Nursing protocols  Journal club  Rounds  Champions  Education  Involvement from start  Not one way dissemination  Trusted source of evidence |
| **Targeted dialogue**  Meetings  Content  Conversations | |  | | --- | |  | | Rounds | | Department Meetings | | Focus Groups | | Business Meetings | | Councils | | Journal Club | | Small group | | Presentations | | Cases | | M&M | | Word of Mouth | | Direct Talking  Anecdote | |
| **Choose implementation strategies** | Change the opinion leaders first  Involve the talkers first  Lead by example  Forcing eg CPOE  Patient pressure  Nurse pressure  Incentives eg gift cards  Benchmarking feedback  Accountability  Make new option the easiest  Give several process options all resulting in the same implementation  Make it harder not to do new thing  Automation  Professionalism  Show improved outcomes  Tie to reappointment |
| **Simplifying implementation** | Systematic change  Protocolized  Clear guidelines  Pathways  Care bundles  Order sets  CPOE  Simple  Accessible information  Easy to access and do  Access to background evidence  Improved work flow  Apps  Infographics  Posters  Websites  Videos Handouts  Wallet cards |
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| **IT systems** | CPOE  Physician Override  User friendly  Automation  Data collection  IT support  Web based decision support  CEDIS |
| **Education** | Multifaceted approach  Resident curriculum  Resident teaching  Cross-pollination of residents in ER  Rounds  Meetings  Journal club  One on one  Modelling behavior  Explaining actions  Clinical demonstration  Workshops  Courses  CPD points  Bootcamps  E-learning module  Simulation  Hands on education  Nurse education  Nurse educators  Teach the patient  Conferences  Traditional media  New letter  Video emails  Dropbox  Infographics  Generational differences   |  |  | | --- | --- | | Easy Listening | Videos | | Podcasts | | Social Media | Twitter | | Facebook | | Instagram | | Blogs | | Youtube | |
| **Repetition** | Emails  Meetings  Videos  Website links  SoMe  Traditional media |
| **Active monitoring and feedback** | Expertise  Researchers  Electronic data  Chart reviews  Compliance  Patient oriented outcomes  Prospective data collection  Choosing relevant outcomes  Feedback  Quality improvement  Follow up quiz  Direct observation  Recordings  Accountability |