1. What interventions or strategic approaches are used to a) facilitate implementation at the project level and b) create normalization of EBP within a health care system at multiple institutional levels?
   a. WHY: What was the motivation for change/s, i.e., why did targeted departments/services and their embedded levels wish to/implement EBP?
      i. In terms of specific projects.
      ii. In general, within the department/service and embedded levels.
   b. WHY: What were the enabling/driving forces and the restraining/hindering forces or factors, over time, to the motivation to implement EBP?
      i. Internal environment: What was the receptive capacity (i.e., key contextual elements) to implement and sustain EBP, over time (including at the time of the decision to initiate EBP)?
         E.g.,
         • Strong leadership (Transformational)
         • Clear strategic vision
         • Good managerial relations
         • Visionary staff in key positions
         • Climate conducive to experimentation and risk-taking (Learning org.)
         • Effective monitoring and feedback systems
      ii. External environment (for nursing, includes the hospital as a whole); e.g., regulatory mandate; Magnet interest
   c. HOW: What was the process used to create an individual change to EBP, i.e., what was the method used to try to get EBP get implemented?
      i. Which, if any, specific implementation interventions/strategies were used to try to enable the use of an individual, targeted piece or program of evidence?
         E.g., use of a dedicated project lead? Use of a standard organizational approach to change project? Use of a facilitator/champion? Use of E-B change strategies, e.g. audit/feedback, opinion leadership, QI team; clinical reminder, project plan, etc.?
         • Did the processes/strategies that were used change over time?
      ii. How effective were the implementation efforts?
         • How did you measure the process and results? (Including E-B outcomes)
         • Were you able to overcome barriers and if so, how… e.g., attitudes, knowledge, lack of cooperation?
      iii. What were the enabling/driving factors and the restraining/hindering factors?
         E.g. receptive capacities (key people leading change), the organizational culture, teamwork, coordination across departments, and participation/involvement of staff, resources, time?
         • E.g., other capacities like the availability of experts, trained facilitators, and external/internal evidence?
         • E.g., well substantiated and convincing internal and/or external evidence or a good plan?
a. **WHAT:** What was the content of related contextual change for targeted EBP projects over time?
   i. What in the system was changed to enhance or support the use of an individual, targeted piece of evidence?
      - E.g., policies, procedures, standards, performance or audit expectations?
      - E.g., improved relationships or a new operational system or role?
   ii. What were the enabling/driving factors and the restraining/hindering factors?
   iii. Was successful implementation sustained?
   iv. How was it sustained?

b. **HOW:** What was the process used over time to create a change to EBP as the norm or to create “routine” EBP?
   i. Which, if any, strategies were used to try to enable the routine use of evidence?
      - E.g., was there strategic visioning/planning/evaluation; focus on new capabilities, new beliefs, new language, and a new sense of purpose; identification of simple, clear and shared goals; use of a model or conceptual framework; leadership expectations for change; mandated changes; “marketing” or broad education or kick-off conferences; use of champions and opinion leaders; external networking; changeover of resistant individuals; leverage of external expectations; new language; special communication methods/media; coordinative mechanisms across departments or disciplines role modelling, use of consultants; demonstration projects; revision of priorities and protection of the EBP goal; ensuring the alignment of infrastructures with the goal of EBP; provision of resources and a new structure for implementation; engaging staff for broad based action; focusing on new, clearly articulated and supported values; generating short-term wins; consolidating gains and producing more change; celebrating wins and progress; special initiatives?
   ii. How effective were these strategic implementation efforts, over time?
      - How was this assessed?
   iii. What were the enabling/driving factors and the restraining/hindering factors?

c. **WHAT:** What was the content of related contextual change for generic, sustained EBP over time:
   i. What key contextual elements or other entities in the system were changed to enhance or support the routine use of evidence?
      - E.g., alignment of infrastructure with the new purpose, values, vision, strategy, priorities ...i.e., change in various operational structures, systems, roles, job descriptions processes, and relations; budget; change in decision making structures and coordinative/collaborative mechanisms; formalization of new practices into policies, procedures and routine systems; change in internal communication and dissemination systems or external communication linkages; alignment of documentation; integration of new values/expectations into incentive systems; creation of monitoring/feedback systems & related information technologies, and focus of human resource training.
   ii. What were the enabling/driving factors and the restraining/hindering factors?
   iii. Were related goals/objectives/outcomes met?
      - What is/has been the degree of EBP activity (at all levels) over time, its related success (per number of E-B outcomes); and its related maintenance (sustainability of activity & outcomes)?
   iv. Was successful transformational change sustained?
      - How was it sustained?
FOR GROUP MEETING OBSERVATION QUESTIONS

(Depending upon time and documentation available)

1. *Can you tell me about the progress you believe you are making in relation to your goals?*

2. *Given the degree of progress you are making, what do you think are the most critical factors that have:*
   a. *Facilitated your progress?*
   b. *Hindered your ability to move faster or further?*

3. *Exactly what did you do to try to get others to change?*

4. *What do you think the biggest challenge is for departments trying to create EBP as the norm?*