**DEMAND**¹

**POLICY**
- NSF for Mental Health (1999)
- High Quality Care for All (2009)
- New ways of working (2007)

**SERVICE USERS**
- Prevalence of mental health problems
- Social exclusion
- Stigma (perceived and real)

**FRONT LINE SERVICES**
- High workload
- Front line desperation for change

**INNOVATION**²

**CONDUCIVE CONDITIONS**
- Assertive and committed actions of project champion
- Positive role of service users
- Support from funding body
- External validation from funding body
- Positive role of staff within or outside host organisation
- Flexibility of delivery
- Constellation of supportive individuals within and outside of statutory services
- Open and direct channels of communication
- Document project activity
- Project encourages social interaction and access to future activity

**IMPEding CONDITIONS**
- Initial resistance from front line staff
- Initial resistance from service users
- New role of entrepreneur in NHS (little history or acknowledgement of the role)
- Initial low expectations amongst staff
- Resistance from middle managers
- Underestimation of costs
- Professional jealousy/resource envy
- Poor communication
- Tensions between rhetoric at the top and action on the ground
- Tensions between artistic integrity and therapeutic benefit
- Newness and complexity of idea

**SUPPLY**²

**CONDUCIVE CONDITIONS**
- Skills, knowledge and experience of project team
- Supportive team
- Project aligned to core business of the host
- Project champion’s position in the system
- Small, independent organisations with flat team hierarchy
- Team working towards a common goal
- Innovation at core of host organisation
- Provision of safe environment
- Sustained management buy-in

**IMPEding CONDITIONS**
- Resource limitations
- Resistance from corporate departments
- Lack of stability in the system (restructuring and rapid policy changes)
- Size and hierarchy
- Internal bureaucracy
- Traditional focus on risk minimisation
- Bureaucracy

¹ Items derived from review of the relevant literature.
² Items derived from primary data collection.