### Additional File 2: Descriptions, Definitions and Examples of Sustainability Constructs

<table>
<thead>
<tr>
<th>Theme</th>
<th>Construct</th>
<th>Description of Inclusion</th>
<th>Definition</th>
<th>Example</th>
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<tbody>
<tr>
<td>The External Environment</td>
<td>Awareness and Raising the profile</td>
<td>• Business cases&lt;br&gt;• Active Communication of main messages and benefits&lt;br&gt;• Publicity- marketing and sales pitch&lt;br&gt;• Newsletters, publications&lt;br&gt;• Success sells&lt;br&gt;• Awareness of the issue</td>
<td>Ensuring that stakeholder such as the community are aware of the initiative and its benefits and strategic steps are taken to raise the profile of the project to garner further support through media, marketing and publications.</td>
<td>'Communication of value added (business case made)'[1]</td>
</tr>
</tbody>
</table>
| Complexity | • Burden (complexity and cost)  
• Program familiarity  
• simplicity, easy to describe and teach | The difficulty and complexity of understanding, delivering and maintaining the initiative.  
‘Despite the usual exceptions in practice it is not hard to perform the work practice as prescribed.’ [7] |
| --- | --- | --- |
| Defining Aims and Shared Vision | • Consensus, shared goals  
• clarifying goals, set directions, shared purpose,  
• mutual goal setting,  
• shared expectations | Taking the time to define and understand what people want to achieve and why. Working with stakeholders to establish a shared aim and vision.  
‘They spoke of the need for the goals to be developed by both the visitors and the host country partners as well as goal revision during the actual exchange experience.’ [8] |
| Incentives | • Positive incentives to participate  
• individual benefits,  
• perceived effects,  
• higher prestige, increased reputation for an institution, awards, and process performance feedback  
• rewards  
• motivation | Motivation gained from rewards or benefits that drive individuals and organisations to engage with an initiative and continue to deliver it overtime.  
‘Extrinsic benefits can be as obvious as the survival of the health care organization, keeping our job, increased recognition, receiving a promotion or a raise, increased interaction and learning from others, and improvements in patient care’[9] |
| Job requirements | • Work agreement,  
• delegating responsibilities,  
• job descriptions, job roles,  
• skill sets,  
• activities incorporated into day jobs | Specific job requirements have been established and included in job descriptions and roles which are able to be accomplished with the given skills set of workers.  
‘Can implementation and sustainability tasks be part of key staff job descriptions?’[10] |
| Workload | • Sufficient number of staff,  
• time to complete tasks in daily schedule,  
• workload is manageable,  
• added effort,  
• reduce waste,  
• division of labour | The added effort and change to workload when a new initiative in implemented. Staff have the necessary time to complete tasks and the initiative has fair divisions of labour and does not require special or extra effort.  
‘The workload involved in using the ehealth system is manageable’[11] |
| Resources | Resources General | Any resources needed to manage and maintain an initiative.  
‘Resources invested in programmes’[12] |
| Funding | • Money  
• Funding  
• Grants  
• Donations | Having adequate funding for the initiative to be implemented,  
‘Strategic funding includes having plans and resources in place to support current and prospective program'
<table>
<thead>
<tr>
<th>Resource Category</th>
<th>Description</th>
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</table>
| **Infrastructure** | • Infrastructure support  
• Workplace climate and structure  
• Work spaces  
• Materials, supplies and medications  
• Information support systems, software  
• Access to information |
| **Resource_Staff** | • Sufficient number of staff  
• Permanent personnel  
• Human resources  
• Staff mobility  
• Turnover |
| **Resource_Time** | • Time in schedules  
• Staff time  
• Volunteer time  
• Allocated time |
| **The Initiative Design and Delivery** | **Demonstrating effectiveness**  
• Value  
• Outcomes  
• Success  
• Effectiveness  
• Benefits  
• Assessment  
• Learning and feedback  
• Results |
| **Evidence base for the initiative** | • Data available  
• Performance  
• Strength of the evidence base  
• Evaluation reports  
• Credibility  
• Research evidence |
| **Expertise** | • Special skills or experience  
• Clinical, technical, quality improvement  
• Creating and transferring expertise |
| **Improvement Methods** | • PDSAs  
• Continuous quality improvement  
• Improvement processes |
| **Monitoring progress over time** | • Audit and feedback  
• Regular reporting mechanisms  
• Reliable and relevant measures  
• Progress and changes overtime  
• Performance data |
| **Project duration** | • Timeframe  
• Funding period  
• Number of years support |

**Capital resources** maximising billing, reimbursement are embedded and sustained.

‘Provide resource supports such as office space and staffing support.’ [14]

‘Are the internal/external human resources in place to sustain the effort going forward (describe—e.g., team, leadership/champion)?’ [15]

‘Time in daily schedule.’ [16]

‘Patient-centered outcomes that the intervention should generate as a result of its use’[17]

‘The program provides strong evidence to the public that the program works.’[2]

‘External advisory boards create a different oversight by providing expertise’[18]

‘Using improvement methodology and measurement of its outcomes’ [19]

‘Appropriate steps to gather and report data for health needs and programme effectiveness.’[20]

‘Time frame for sustainability assessment’[21]
<table>
<thead>
<tr>
<th>Project type</th>
<th>Project design</th>
<th>Implementation plans</th>
<th>Type-curative/preventative</th>
<th>The type and design of the initiative</th>
<th>&quot;What type of project is it (e.g. preventive versus curative)?&quot;[22]</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Problem</td>
<td>Disease burden</td>
<td>social narrative around the problem</td>
<td>Severity</td>
<td>The recognition, concern and acceptance of a problem that supports an initiative to address it.</td>
<td>'Awareness of a problem, concern for a problem.'[23]</td>
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<tr>
<td>Training and Capacity Building</td>
<td>Staff capacity</td>
<td>Skills to deliver initiative</td>
<td>Employee development</td>
<td>Confidence to deliver</td>
<td>Education sessions</td>
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<tr>
<td>The Organisational Setting</td>
<td>Integration with existing programs and policies</td>
<td>Ability to fit in with organisations, how the intervention 'conforms' to existing institutions, integration into routine processes, alignment with strategic goals, administrative policies and procedures</td>
<td>The need to ensure an initiative was embedded into organisational structures, programmes and policies.</td>
<td>'Integration within existing or realizable patterns of service organization and delivery.'[24]</td>
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<tr>
<td>Intervention Adaptation and receptivity</td>
<td>Response to opportunities and challenges, modification, flexibility, monitored and evaluated regularly, adjusted as needed</td>
<td>The ability of an initiative to respond to change and adapt to fit with local contexts and requirements.</td>
<td>'The reciprocal fit of an intervention within a practice setting and the practice setting within the larger ecological system.'[17]</td>
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<tr>
<td>Opposition</td>
<td>Competing priorities, opposition from stakeholders</td>
<td>Resistance from stakeholders to the initiative due to other priorities or competing interests.</td>
<td>'The presence (or absence) of organized opposition.'[25]</td>
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<tr>
<td>Organisational Readiness and Capacity</td>
<td>Viability, Abilities and experience, preparedness, building capacity/education, Absorptive capacity, support service provision, Ability to learn and adapt to the environment</td>
<td>Capacity and readiness of the organisation to undertake the initiative.</td>
<td>'Readiness of health facilities and their outreach workers to provide services'[26]</td>
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<tr>
<td>Organisational Values and Culture</td>
<td>Prevailing beliefs and value systems, compatibility of beliefs with initiative, support for</td>
<td>Organisational beliefs and values that support a culture for the initiative and its sustainability.</td>
<td>'Strategic execution: demonstrating highly visible and maintained support of the change/ transformation, communicating progress to all stakeholders, and considering'</td>
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<tr>
<td><strong>Support Available</strong></td>
<td>• Reminders, • education boosters, • management support, • supervision and peer-support, • technical assistance • data support</td>
<td>Support in the form of reminders, staff, technical and educations, available to enhance delivery and maintenance of the initiative.</td>
<td>‘What means exist for informing programme drivers of changes in the health concern, its determinants, barriers to achievement of anticipated effects, or shortfalls in realising anticipated effects and engaging them in supporting change?’[20]</td>
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<td><strong>The People Involved</strong></td>
<td>• Leadership depth, distribution, and continuity • Leadership support and engagement • Style • Commitment to and Advocates for the initiative • Experienced and strong leadership</td>
<td>A person, or group of people who have the ability and skills to can advocate, communicate and support an initiative to achieve lasting change.</td>
<td>‘Leadership concerns the willingness and ability of actors to commit to efforts; have a clear and long-term vision, gain political and financial support, build a programme’s credibility, build trust and engage with various stakeholders, mobilize resources and implementation efforts, taking ownership of reforms and innovations.’[28]</td>
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<td><strong>Ownership</strong></td>
<td>• Sense of ownership • Community/Local ownership • Local control and management</td>
<td>Organisations, communities and stakeholders taking ownership and responsibility to support, embed and sustain an initiative.</td>
<td>‘Establish and/or maintain sufficient ownership among innovation stakeholders’[29]</td>
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<tr>
<td><strong>Power</strong></td>
<td>• Power distribution • Professional power • Stakeholder power and priorities • Power exchange</td>
<td>The ability of individuals to use their power to advocate or support the initiative.</td>
<td>‘Assess those who have power and act as advocates for the functional area related to the innovation’[29]</td>
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<tr>
<td><strong>Relationships and collaboration and networks</strong></td>
<td>• Community links • Networking • Building alliances • Collaboration with other scientists, organisations, communities etc. • Partnerships</td>
<td>Ability to build collaborations, partnerships and networks to support sustainability of the initiative</td>
<td>‘Part of the strategic planning process ought to be to create support networks among stakeholders.’[30]</td>
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<td><strong>Satisfaction</strong></td>
<td>• Meaningful work, • role satisfaction • benefits of learning new tasks • increase task significance • job more intrinsically rewarding and personally significant • Enjoyment and fun</td>
<td>The level of enjoyment and reward stakeholders and staff get from participating in the initiative.</td>
<td>‘Factors that promote or inhibit actors’ apprehension of a practice as meaningful.’[31]</td>
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<td><strong>Stakeholder participation</strong></td>
<td>• Involvement of those impacted by the initiative, • Engagement • Valuing stakeholder opinions</td>
<td>The need for involvement and participation from stakeholders who are affected by the initiative</td>
<td>‘How do key stakeholders influence the programme and what guides their decisions?’[20]</td>
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<tr>
<td>Community participation</td>
<td>Broad based participation by the community</td>
<td>Participation of community members to direct, and shape initiatives to reflect their values, expectations and needs.</td>
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<td></td>
<td>Community dialogue</td>
<td>'Are project approaches and goals discussed with recipient community members, as equal partners?'[22]</td>
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<td></td>
<td>Community voice</td>
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<td></td>
<td>Understanding the community, local context, local needs and values</td>
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<td></td>
<td>Cultural acceptance</td>
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<td>Interest and support</td>
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<td>Patient involvement</td>
<td>Patient centeredness</td>
<td>'Are there appropriate steps to include a beneficiary perspective?'[20]</td>
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<td>Patient choice and preferences</td>
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<td>Beneficiary perspectives considered</td>
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<td>Patient values</td>
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<td>Empowerment</td>
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<tr>
<td>Staff involvement</td>
<td>Building staff capacity to deliver the initiative</td>
<td>'Staff involvement and integration is the inclusion of committed, qualified staff in program design, implementation, evaluation, and decision making.'[13]</td>
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<td></td>
<td>Involvement in decision making, planning and development of initiatives</td>
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<td>Staff interest</td>
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<td>Proportion of staff that contribute</td>
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<td>Staff attitudes and acceptance</td>
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References:


7. Slaghuis SS, Strating MMH, Bal R a, Nieboer AP. A framework and a measurement instrument for


