

OCM Items Mapped to CFIR Constructs and Difficulty of Reaching Consensus for Each

OCM Item		Domain	Construct	Sub-Construct	Difficulty Reaching Consensus? ^a
Phase 1 - Project Launch					
1. You and the Senior Leadership team:					
1a	Carefully selected the project	Process	Planning	NA	No
1b	Provided a very clear aim for the project	Process	Planning	NA	Yes
1c	Indicated that not changing is unacceptable and set a firm deadline	Inner Setting	Readiness for Implementation	Leadership Engagement	Yes
1d	Designated a champion/s to make the project succeed	Inner Setting	Readiness for Implementation	Leadership Engagement	Yes
2. The Project champion:					
2a	Is very committed to making this project successful	Process	Engaging	Champion	No
2b	Has substantial power to make things happen	Process	Engaging	Champion	No
2c	Has substantial prestige in the organization	Process	Engaging	Champion	No
2d	Shows respect for the involved staff	Process	Engaging	Champion	No
3. Senior Leadership:					
3a	The project, if successful, will help the organization meet corporate goals	Inner Setting	Implementation Climate	Goals & Feedback	Yes
3b	Mechanisms have been developed to keep leaders informed and involved	Inner Setting	Networks & Communications	NA	Yes
3c	Leaders have endorsed the project in visible ways	Inner Setting	Readiness for Implementation	Leadership Engagement	Yes
3d	Leaders have committed to spend their time & resources to remove obstacles when they arise	Inner Setting	Readiness for Implementation	Leadership Engagement	No
Phase 2 - Problem Exploration					
4. Linkages and Communication: Operating Unit Managers:					
4a	The project, if successful will meet an important operating unit goal	Inner Setting	Implementation Climate	Goals & Feedback	Yes
4b	Mechanisms have been defined to keep key managers informed and involved	Inner Setting	Networks & Communications	NA	Yes
4c	Those operating unit managers openly endorse the project	Inner Setting	Readiness for Implementation	Leadership Engagement	Yes
4d	The operating unit managers have committed to spend their time & resources to remove obstacles when they arise in the project	Inner Setting	Readiness for Implementation	Available Resources	No
5. Linkages and Communication: Operating Unit Staff:					
5a	The project, if successful will meet staff needs	Inner Setting	Implementation Climate	Compatibility	Yes
5b	Mechanisms have been developed to inform and involve staff opinion leaders	Process	Engaging	Opinion Leaders	Yes
5c	Staff opinion leaders openly endorse the project	Process	Engaging	Opinion Leaders	Yes
5d	Informal leaders have committed to spend time & resources to support the project	Process	Engaging	Opinion Leaders	Yes
6. Tension for Change					

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6a	Informal opinion leaders really dislike current process	Inner Setting	Implementation Climate	Tension for Change	No
6b	Informal opinion leaders believe change is essential	Inner Setting	Implementation Climate	Tension for Change	No
6c	Staff, in general, are very upset with the current process	Inner Setting	Implementation Climate	Tension for Change	No
6d	Staff, in general, are not depressed by the prospect of change	Intervention Characteristics	Relative Advantage	NA	No
7. Problem Exploration					
7a	Involved many customers to understand the problem that will be attacked	Process	Engaging	Patients/ Customer	No
7b	Involved many staff to understand the problem	Process	Engaging	Staff	Yes
7c	Personally experienced the problem	Process	Engaging	NA	Yes
7d	Reviewed data proving the problem's severity	Process	Planning	NA	Yes
8. Project has been influenced strongly by:					
8a	Pressures from outside the organization	Outer Setting	External Policies & Incentives	NA	Yes
8b	Successful applications from non-health care organizations	Intervention Characteristics	Intervention Source	NA	No
8c	Successful health care applications outside our organization	Intervention Characteristics	Intervention Source	NA	No
8d	Our proven ability to adapt ideas from outside to fit our organization's way of doing things	Inner Setting	Culture	NA	Yes
Phase 3 - Solution Development					
9. The change we have in mind:					
9a	Is supported by concrete evidence from an organization similar to ours	Intervention Characteristics	Evidence Strength & Quality	NA	Yes
9b	Conforms to the opinions of respected experts	Intervention Characteristics	Evidence Strength & Quality	NA	Yes
9c	Appears to have many more advantages than disadvantages	Intervention Characteristics	Relative Advantage	NA	Yes
9d	Is likely to be supported by staff because they will believe that the advantages outweigh disadvantages	Intervention Characteristics	Relative Advantage	NA	Yes
10. Enough money is available to support:					
10a	The customer needs assessment	Inner Setting	Readiness for Implementation	Available Resources	Yes
10b	Solution exploration (to identify key features of solutions)	Inner Setting	Readiness for Implementation	Available Resources	Yes
10c	Solution development	Inner Setting	Readiness for Implementation	Available Resources	Yes
10d	Implementation and Testing	Inner Setting	Readiness for Implementation	Available Resources	Yes
11. Flexibility of Design					

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11a	The likely change can be adapted to fit current situation	Intervention Characteristics	Adaptability	NA	Yes
11b	The likely change can be adapted and retain effectiveness	Intervention Characteristics	Adaptability	NA	Yes
11c	The adaptation will be ethically easy to make	Intervention Characteristics	Adaptability	NA	Yes
11d	The adaptation will be politically easy to make	Intervention Characteristics	Adaptability	NA	Yes
Phase 4 - Implementation and Testing					
12. The plan for implementing the change will likely:					
12a	Be detailed	Process	Planning	NA	Yes
12b	Be simple; having no unnecessary or overly complex steps	Process	Planning	NA	Yes
12c	Have clear and realistic time schedule	Process	Planning	NA	Yes
12d	Be understood by those affected	Process	Planning	NA	Yes
13. The changes in staff jobs are likely to be:					
13a	Few in number	Process	Planning	NA	Yes
13b	Clearly spelled out in writing	Inner Setting	Readiness for Implementation	Access to Knowledge & Information	Yes
13c	Supported by good training and training materials	Inner Setting	Readiness for Implementation	Access to Knowledge & Information	Yes
13d	Changes that staff believe are confident they can do well	Characteristics of Individuals	Self-Efficacy	NA	No
14. The following items are likely to be set up to make the new solution work:					
14a	Staff incentives	Inner Setting	Implementation Climate	Organizational Incentives & Rewards	Yes
14b	Leadership roles	Inner Setting	Readiness for Implementation	Leadership Engagement	Yes
14c	Organization structure and documented procedures	Inner Setting	Readiness for Implementation	Access to Knowledge & Information	Yes
14d	Equipment and materials	Inner Setting	Readiness for Implementation	Available Resources	Yes
15. Small pilot tests of the improvement are set up to:					
15a	Collect honest reactions from customers	Process	Reflecting & Evaluating	NA	Yes
15b	Collect honest reactions from staff	Process	Reflecting & Evaluating	NA	Yes

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15c	Publicly display performance measures over time	Process	Reflecting & Evaluating	NA	Yes
15d	Small pilot tests of the improvement are set up to: Use results to make continued improvements	Process	Executing	NA	Yes

- a. Ratings for difficulty reaching consensus reflects the amount of discussion needed to achieve consensus: No=all four authors agreed in the first round of coding, or after simple clarification/brief discussion; Yes=extensive discussions were needed to achieve consensus for final mapping decision