

## Additional File 5: Analysis of influencing factors across the stages of implementation

| INNOVATION (SERVICE) |   | Stages                   |             |             |         |           | Sustainability |
|----------------------|---|--------------------------|-------------|-------------|---------|-----------|----------------|
|                      |   | Development or discovery | Exploration | Preparation | Testing | Operation |                |
| 1                    | Source  | X                        | X           |             |         |           | X              |
| 2                    | Evidence strength & quality   |                          | X           |             |         | X         |                |
| 3                    | Relative advantage  | X                        | X           |             | X       | X         | X              |
|                      | <i>3a. Direct financial benefits</i>                                    |                          | X           |             |         | X         | X              |
|                      | <i>3b. Other organisational benefits</i>                                |                          | X           |             | X       |           |                |
|                      | <i>3c. Patient benefits</i>   |                          | X           |             | X       |           |                |
|                      | <i>3d. Professional/personal benefits</i>                               |                          | X           |             |         | X         |                |
| 4                    | Adaptability  |                          |             |             | X       | X         | X              |
| 5                    | Trialability  |                          |             | X           | X       |           |                |
| 6                    | Implementation complexity   |                          | X           | X           | X       | X         |                |
| 7                    | Design quality & packaging  |                          | X           | X           | X       | X         |                |
| 8                    | Cost  |                          | X           | X           |         | X         |                |
| 9                    | Nature of innovation  |                          | X           |             | X       | X         |                |
| 10                   | Duration  |                          | X           | X           | X       | X         |                |
| 11                   | Quality assurance system  |                          | X           | X           |         | X         | X              |
| <b>INDIVIDUALS</b>   |   |                          |             |             |         |           |                |
| 1                    | General knowledge   | X                        | X           | X           | X       | X         | X              |
| 2                    | Knowledge about innovation  | X                        | X           | X           | X       | X         |                |
| 3                    | Beliefs regarding innovation  |                          | X           | X           | X       | X         | X              |
| 4                    | Self-efficacy   |                          | X           |             | X       | X         |                |
| 5                    | Individual state of change  |                          | X           | X           | X       | X         | X              |
|                      | <i>5a. Technical skills (experience, capacity &amp; competence)</i>     |                          | X           |             | X       | X         |                |
|                      | <i>5b. Interpersonal skills (experience, capacity &amp; competence)</i> |                          |             | X           | X       | X         |                |
| 6                    | Identification with organisation  |                          |             |             |         | X         | X              |
| 7                    | Other personal attributes   | X                        |             | X           |         | X         |                |
| 8                    | Values & motivation   |                          | X           |             | X       | X         | X              |
| 9                    | Leadership skills   |                          | X           | X           | X       | X         | X              |
| 10                   | Memory, attention & decision processes                                  |                          |             |             | X       | X         |                |

| <b>ORGANISATION (PHARMACY(S))</b>                  | <b>Development<br/>or discovery</b> | <b>Exploration</b> | <b>Preparation</b> | <b>Testing</b> | <b>Operation</b> | <b>Sustainability</b> |
|--|-------------------------------------|--------------------|--------------------|----------------|------------------|-----------------------|
| 1 Structural characteristics                       | X                                   | X                  | X                  |                | X                |                       |
| 2 Staff  | X                                   | X                  | X                  | X              | X                | X                     |
| 3 Layout & workflow                                |                                     | X                  | X                  | X              | X                |                       |
| 4 Networks & internal communication                | X                                   | X                  | X                  | X              | X                | X                     |
| 5 Teamwork   |                                     | X                  | X                  | X              | X                |                       |
| 6 Autonomy   | X                                   | X                  |                    | X              | X                |                       |
| 7 Culture and vision                               | X                                   | X                  | X                  | X              | X                | X                     |
| 8 Implementation climate                           | X                                   | X                  | X                  | X              | X                |                       |
| <i>8a. Tension for change</i>                      | X                                   | X                  | X                  |                | X                | X                     |
| <i>8b. Compatibility</i>                           |                                     | X                  |                    | X              | X                |                       |
| <i>8c. Relative priority</i>                       |                                     | X                  | X                  | X              | X                |                       |
| <i>8d. Organisational incentives &amp; rewards</i> |                                     | X                  |                    | X              | X                |                       |
| <i>8e. Goal setting</i>                            |                                     |                    | X                  | X              | X                |                       |
| <i>8f. Feedback</i>                                |                                     |                    |                    | X              | X                |                       |
| <i>8g. Learning climate</i>                        |                                     | X                  | X                  | X              | X                |                       |
| 9 Readiness for implementation                     |                                     | X                  | X                  | X              | X                |                       |
| <i>9a. Leadership engagement</i>                   | X                                   | X                  | X                  | X              | X                | X                     |
| <i>9b. Available resources</i>                     |                                     | X                  | X                  | X              | X                |                       |
| <i>9c. Access to knowledge &amp; information</i>   |                                     |                    | X                  |                | X                |                       |
| 10 Data management system                          |                                     | X                  | X                  | X              | X                | X                     |
| 11 Quality assurance system                        |                                     | X                  |                    |                | X                | X                     |
| 12 Environmental stressors                         |                                     | X                  |                    | X              | X                |                       |
| 13 Organisational support and/or assistance        | X                                   | X                  | X                  |                | X                | X                     |
| 14 Experience                                      |                                     | X                  |                    | X              | X                |                       |

| <b>LOCAL SETTING</b> |  | <b>Development<br/>or discovery</b> | <b>Exploration</b> | <b>Preparation</b> | <b>Testing</b> | <b>Full operation</b> | <b>Sustainability</b> |
|----------------------|--|-------------------------------------|--------------------|--------------------|----------------|-----------------------|-----------------------|
| 1                    | Interprofessional network & communication                | X                                   | X                  | X                  |                |                       |                       |
| 2                    | Intraprofessional network & communication                |                                     |                    | X                  | X              | X                     | X                     |
| 3                    | Community's perception about innovation and organisation | X                                   | X                  | X                  | X              | X                     | X                     |
| 4                    | Relationship with patients and community                 |                                     | X                  |                    | X              | X                     | X                     |
| 5                    | Demand   | X                                   | X                  | X                  | X              | X                     | X                     |
| 6                    | Patient needs & resources                                | X                                   | X                  | X                  | X              | X                     | X                     |
| 7                    | Peer Pressure  | X                                   | X                  |                    |                |                       | X                     |

| <b>EXTERNAL SYSTEM</b> |  |   |   |   |   |   |   |
|------------------------|--|---|---|---|---|---|---|
| 1                      | Laws, policies or regulations              | X |   | X |   |   | X |
| 2                      | Remuneration                               |   | X |   | X | X | X |
| 3                      | Healthcare budget & contracts              |   | X |   |   | X | X |
| 4                      | Intraprofessional networks & communication |   |   |   |   |   | X |
| 5                      | Interprofessional relations & leadership   |   |   | X |   |   | X |
| 6                      | Stakeholder buy-in                         | X |   |   |   | X | X |
| 7                      | External support and/or assistance         | X | X | X | X | X |   |