

APPENDIX

Table A1: Facilitation Activity Data, Calibrated by Hospital and Study Quarter

Case	Facilitation Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Hospital A	Facilitation (overall)	1	1	0.67	1	0.67	0.67	0.33	0.33
	Leadership	1	1	0.67	1	0.67	0.33	0.33	0.33
	Buy-In	1	1	0.67	1	0.67	0.67	0.67	0.33
	Customization	0.67	1	0.33	0.67	0.67	0.67	0.33	0.33
	Accountability	0.33	0.33	0.67	0.67	0.33	0.33	0.33	0.67
Hospital B	Facilitation (overall)	1	1	0.67	0.67	0.33	0.33	0.33	0.33
	Leadership	1	1	1	1	0.67	0.67	0.67	0.67
	Buy-In	1	1	0.67	0.67	0.33	0.33	0.33	0.33
	Customization	0.67	0.67	0.33	0.33	0.33	0.33	0.33	0.33
	Accountability	0.33	0.67	0.67	0.67	0.33	0	0	0
Hospital C	Facilitation (overall)	0.67	0.67	0.33	0.67	0.67	1	0.33	0.67
	Leadership	0.67	0.33	0.33	0.67	0.67	1	0.67	0.67
	Buy-In	0.33	0.67	0.33	0.33	0.33	0.67	0.33	0.67
	Customization	1	0.67	0.33	0.33	0.67	1	0.33	0.33
	Accountability	0.33	0.67	0.67	1	0.67	0.67	0.33	0.33
Hospital D	Facilitation (overall)	1	1	0.67	1	0.67	0.33	0.67	0.67
	Leadership	1	1	0.67	1	0.67	0.33	0.33	0.67
	Buy-In	1	1	0.67	1	0.33	0.33	0.33	0.67
	Customization	0.67	1	0.67	0.67	0.67	0.33	0.67	0.33
	Accountability	0.67	0.67	1	1	0.67	0.67	1	0.67
Hospital E	Facilitation (overall)	0.67	0.67	1	0.67	0.67	0.67	1	1
	Leadership	0.67	0.67	0.33	0.67	1	0.67	1	1
	Buy-In	0.67	0.67	0.67	0.33	0.33	0.67	1	0.67
	Customization	1	1	1	0.33	0.67	0.67	1	0.67
	Accountability	0.33	0.67	1	0.67	0.67	0.67	0.67	1

Notes: Q1-8 = The eight study quarters, organized chronologically (2 years);
 Facilitation activity was calibrated using the following scores: 1 = active; 0.67 more active than not active; 0.33 = more not active than active; and 0 = not active.
 To calibrate facilitation activities (overall), the scores across the four types of facilitation activities were aggregated using the modal score. If the distribution was bimodal, the higher score was assigned.

Table A1: Facilitation Activity Data, Calibrated by Hospital and Quarter (continued)

Case	Facilitation Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Hospital F	Facilitation (overall)	1	1	1	1	1	0.33	0.33	0.33
	Leadership	1	1	1	1	1	0.33	0.33	0
	Buy-In	1	1	1	0.67	1	0.33	0.33	0.67
	Customization	1	0.67	1	0.33	0.67	0.33	0.33	0.33
	Accountability	0.67	0.33	0.67	1	1	0.33	0.33	0.33
Hospital G	Facilitation (overall)	1	1	1	0.67	0.67	0.33	0	0.33
	Leadership	1	1	0.67	0.67	0.67	0.33	0	0
	Buy-In	1	1	0.67	0.33	0.67	0.67	0.33	0.33
	Customization	0.33	0.67	1	0.33	0.33	0	0	0
	Accountability	0.67	1	1	0.67	0.67	0.33	0	0.33
Hospital H	Facilitation (overall)	1	1	0.67	0.67	0.67	0.67	0.67	0.67
	Leadership	1	1	1	0.67	0.67	0.67	0.67	0.67
	Buy-In	1	1	0.67	0.67	0.67	0.67	0.67	0.67
	Customization	1	1	0.67	1	0.67	0.67	0.67	0.67
	Accountability	1	0.33	0.33	0.67	0.67	0.67	0.67	0.67
Hospital I	Facilitation (overall)	0.67	1	1	0.67	1	0.67	0.33	0.33
	Leadership	1	1	1	0.67	0.67	0.33	0.33	0.33
	Buy-In	0.67	1	0.67	0.67	1	0.67	0.33	0.33
	Customization	0.67	1	0.67	0.67	1	0.67	0.33	0.33
	Accountability	0.67	1	1	1	1	0.67	0.33	0.33
Hospital J	Facilitation (overall)	1	1	1	1	1	0.67	1	0.67
	Leadership	0.67	1	0.67	1	1	0.67	1	0.67
	Buy-In	1	1	0.67	1	1	0.67	1	0.67
	Customization	1	1	1	1	1	0.67	0.67	0.67
	Accountability	0.67	1	1	1	1	0.67	1	1

Notes: Q1-8 = The eight study quarters, organized chronologically (2 years);
 Facilitation activity was calibrated using the following scores: 1 = active; 0.67 more active than not active; 0.33 = more not active than active; and 0 = not active.
 To calibrate facilitation activities (overall), the scores across the four types of facilitation activities were aggregated using the modal score. If the distribution was bimodal, the higher score was assigned.

Table A2: Configurations of Conditions Sufficient for Sustainment and Non-Sustainment of Leadership Activities

Configuration	Sustainment		Non-Sustainment	
	1	2	3	
Senior Management Support	•			
Middle Management Support	●			○
Time Availability			◦	○
Team Continuity	●		○	
Cases (Hospitals) ¹	D, E, H, J	A, I	F, G, I	
Raw coverage	0.69	0.43	0.57	
Unique coverage	0.69	0.14	0.29	
Consistency	0.70	1.00	0.80	
Overall coverage	0.69	0.72		
Overall consistency	0.70	0.84		

Notes: ● Core condition present; • Contributing condition present;
○ Core condition absent; ◦ Contributing condition absent

Table A3: Configurations of Conditions Sufficient for Sustainment and Non-Sustainment of Buy-In Activities

Configuration	Sustainment			Non-Sustainment		
	1	2a	2b	3	4	5
Senior Management Support	•	•				
Middle Management Support	●				○	
Time Availability		○	○			●
Team Continuity	•		•	○		
Cases (Hospitals)	E, H, J, D	A, F, E, J, I	F, E, J, G	I, A	B, G, I, F	D, B, H
Raw coverage	0.73	0.80	0.80	0.42	0.75	0.50
Unique coverage	0.07	0.07	0.07	0.00	0.17	0.09
Consistency	0.85	0.86	0.80	0.83	0.82	0.75
Overall coverage	0.93			0.92		
Overall consistency	0.74			0.69		

Notes: ● Core condition present; • Contributing condition present;
○ Core condition absent; ◦ Contributing condition absent

¹ Cases are the hospitals that share the configuration of factors represented in each column (i.e. cases are members of the intersection between the factors), regardless of outcome. A case can share multiple configurations, or none at all.

Table A4: Configurations of Conditions Sufficient for Sustainment and Non-Sustainment of Customization Activities

Configuration	Sustainment	Non-Sustainment	
	1	2	3
Senior Management Support	•		
Middle Management Support	•		○
Time Availability		○	
Team Continuity	•	○	
Cases (Hospitals)	D, E, H, J	A, I	B, F, G, I
Raw coverage	0.84	0.40	0.67
Unique coverage	0.84	0.13	0.40
Consistency	0.77	1.00	0.91
Overall coverage	0.84	0.80	
Overall consistency	0.77	0.92	

Notes: • Core condition present; • Contributing condition present;
○ Core condition absent; ○ Contributing condition absent

Table A5: Configurations of Conditions Sufficient for Sustainment and Non-Sustainment of Accountability Activities

Configuration	Sustainment	Non-Sustainment	
	1	2	3
Senior Management Support	•		
Middle Management Support	•		○
Time Availability		○	
Team Continuity	•	○	
Cases (Hospitals)	D, E, H, J	A, I	B, F, G, I
Raw coverage	0.82	0.31	0.63
Unique coverage	0.82	0.06	0.38
Consistency	0.70	0.84	0.91
Overall coverage	0.82	0.69	
Overall consistency	0.70	0.85	

Notes: • Core condition present; • Contributing condition present;
○ Core condition absent; ○ Contributing condition absent