

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

Theme	Construct	Description of Inclusion	Definition	Example
The External Environment	Awareness and Raising the profile	<ul style="list-style-type: none"> • Business cases • Active Communication of main messages and benefits • Publicity- marketing and sales pitch • Newsletters, publications • Success sells • Awareness of the issue 	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.	<i>'Communication of value added (business case made)'</i> [1]
	Socioeconomic and political considerations	<ul style="list-style-type: none"> • Environmental considerations • Government policies • Social indicators • Critical events • Technology change • Market forces • Population characteristics • Environmental scans 	Awareness of the potential impact of outside forces in the environment, government or society that may impact initiative funding, processes or priorities	<i>'The program has political support from outside of the organization.'</i> [2]
	Spread to other organisations	<ul style="list-style-type: none"> • program diffusion • replication at other sites • spread to other parts of an organisation 	Ability of an innovation to show benefits which are either spread within an organisation or to other organisations.	<i>'Another potential longer-term outcome from worthy innovative programs is that the underlying concepts or interventions them- selves may spread to other locations.'</i> [3]
	Urgency	<ul style="list-style-type: none"> • Scale of the burden • urgency of the issues • Severity of the issue • relevance to fundamental mandates of the organisation • concern for the problem 	The urgency or motivation to maintain an initiative based on its potential to support an important and relevant healthcare need.	<i>'Urgency and the scale of the socio- economic burden'</i> [4]
Negotiating Initiative processes	Accountability of roles and responsibilities	<ul style="list-style-type: none"> • Tasks, activities, roles taken on, delegation, • professional responsibilities • varied roles for participation, • allocation of work between individuals, • burden to individuals • proportion of staff contributing • clarity of roles and responsibilities • reliance on individuals 	Roles and responsibilities involved in the initiative are clearly defined and outlines with necessary distribution across teams as necessary so there is no reliance on specific individuals.	<i>'Roles and responsibilities of service staff to initiate change established'</i> [5]
	Belief in the initiative	<ul style="list-style-type: none"> • Value of the initiative • legitimacy of the intervention, • confidence in the 	The belief that, the initiative will be of value, it will produce the benefits intended	<i>'Do staff think that the change is a better way of doing things that they want to preserve for the future?'</i> [6]

		<ul style="list-style-type: none"> intervention commitment of stakeholders staff perceptions of need and quality of innovation credibility, utility 	and deliver the stated improvements to care.	
	Complexity	<ul style="list-style-type: none"> Burden (complexity and cost) Program familiarity simplicity, easy to describe and teach 	The difficulty and complexity of understanding, delivering and maintaining the initiative.	<i>'Despite the usual exceptions in practice it is not hard to perform the work practice as prescribed.'</i> [7]
	Defining Aims and Shared Vision	<ul style="list-style-type: none"> 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.	<i>'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.'</i> [8]
	Incentives	<ul style="list-style-type: none"> 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.	<i>'Extrinsic benefits can be as obvious as the survival of the health care organization, keeping our job, in- creased recognition, receiving a promotion or a raise, increased interaction and learning from others, and improvements in patient care'</i> [9]
	Job requirements	<ul style="list-style-type: none"> 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.	<i>'Can implementation and sustainability tasks be part of key staff job descriptions?'</i> [10]
	Workload	<ul style="list-style-type: none"> 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.	<i>'The workload involved in using the ehealth system is manageable'</i> [11]
Resources	Resources_ General	<ul style="list-style-type: none"> All resources, generic/unspecified mention of resources 	Any resources needed to manage and maintain an initiative.	<i>'Resources invested in programmes'</i> [12]
	Funding	<ul style="list-style-type: none"> Money Funding Grants Donations 	Having adequate funding for the initiative to be implemented,	<i>'Strategic funding includes having plans and resources in place to support current and prospective program</i>

		<ul style="list-style-type: none"> • capital resources • maximising billing, • reimbursement 	embedded and sustained.	<i>requirements.'</i> [13]
	Infrastructure	<ul style="list-style-type: none"> • Infrastructure support • Workplace climate and structure, • work spaces, • materials, supplies and medications • information support systems, software, • access to information 	The resources required to support the initiative to be delivered such as buildings, office space, materials and supplies.	<i>'Provide resource supports such as office space and staffing support.'</i> [14]
	Resource_Staff	<ul style="list-style-type: none"> • Sufficient number of staff • Permanent personnel • Human resources, • staff mobility • turnover 	Having a sufficient number of staff to meet the requirements of the initiative.	<i>'Are the internal/external human resources in place to sustain the effort going forward (describe—e.g., team, leadership/champion)?'</i> [15]
	Resource_Time	<ul style="list-style-type: none"> • Time in schedules, • staff time, • volunteer time, • allocated time 	Energy and time to dedicate to the initiative	<i>'Time in daily schedule.'</i> [16]
The Initiative Design and Delivery	Demonstrating effectiveness	<ul style="list-style-type: none"> • Value • Outcomes • Success • Effectiveness • Benefits • Assessment • Learning and feedback • Results 	Assessing or measuring project outcomes and impact	<i>'Patient-centered outcomes that the intervention should generate as a result of its use'</i> [17]
	Evidence base for the initiative	<ul style="list-style-type: none"> • Data available • Performance • Strength of the evidence base • Evaluation reports • Credibility • Research evidence 	The evidence that the initiative will provide stated benefits and can credible achieve them through the initiative plan.	<i>'The program provides strong evidence to the public that the program works.'</i> [2]
	Expertise	<ul style="list-style-type: none"> • Special skills or experience, • Clinical, technical, quality improvement, • Creating and transferring expertise 	Having adequate expert knowledge and experience to carry out an initiative.	<i>'External advisory boards create a different oversight by providing expertise'</i> [18]
	Improvement Methods	<ul style="list-style-type: none"> • PDSAs • Continuous quality improvement • Improvement processes 	The use of improvement methods to support initiative success and sustainability	<i>'Using improvement methodology and measurement of its outcomes'</i> [19]
	Monitoring progress over time	<ul style="list-style-type: none"> • Audit and feedback • Regular reporting mechanisms • Reliable and relevant measures • Progress and changes overtime • Performance data 	The ability to monitor the initiative using standardised systems or mechanisms over-time	<i>'Appropriate steps to gather and report data for health needs and programme eff effectiveness.'</i> [20]
	Project duration	<ul style="list-style-type: none"> • Timeframe • Funding period • Number of years support 	How long the project is expected to last and how long	<i>'Time frame for sustainability assessment'</i> [21]

		is provided	resources are available.	
	Project type	<ul style="list-style-type: none"> • Project design • Implementation plans • Type-curative/preventative 	The type and design of the initiative	<i>'What type of project is it (e.g. preventive versus curative)?'</i> [22]
	The Problem	<ul style="list-style-type: none"> • Disease burden • social narrative around the problem • Severity 	The recognition, concern and acceptance of a problem that supports an initiative to address it.	<i>'Awareness of a problem, concern for a problem.'</i> [23]
	Training and Capacity Building	<ul style="list-style-type: none"> • Staff capacity • Skills to deliver initiative • Employee development • Confidence to deliver • Education sessions • Peer training • Level and experience of staff 	Orienting and Training staff to be able to deliver the initiative successfully, as well as putting ongoing educational and skill building support in place for new workers.	<i>'Offer training to new staff and ongoing training to all staff including face-to-face meetings to promote staff mentoring opportunities'</i> [14]
The Organisational Setting	Integration with existing programs and policies	<ul style="list-style-type: none"> • 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 	The need to ensure an initiative was embedded into organisational structures, programmes and policies.	<i>'Integration within existing or realizable patterns of service organization and delivery.'</i> [24]
	Intervention Adaptation and receptivity	<ul style="list-style-type: none"> • Response to opportunities and challenges, • modification, • flexibility, • monitored and evaluated regularly, adjusted as needed 	The ability of an initiative to respond to change and adapt to fit with local contexts and requirements.	<i>'The reciprocal fit of an intervention within a practice setting and the practice setting within the larger ecological system.'</i> [17]
	Opposition	<ul style="list-style-type: none"> • Competing priorities, • opposition from stakeholders 	Resistance from stakeholders to the initiative due to other priorities or competing interests.	<i>'The presence (or absence) of organized opposition.'</i> [25]
	Organisational Readiness and Capacity	<ul style="list-style-type: none"> • Viability, • Abilities and experience, preparedness, • building capacity/education, • Absorptive capacity, • support service provision, • Ability to learn and adapt to the environment 	Capacity and readiness of the organisation to undertake the initiative.	<i>'Readiness of health facilities and their outreach workers to provide services'</i> [26]
	Organisational Values and Culture	<ul style="list-style-type: none"> • Prevailing beliefs and value systems, • compatibility of beliefs with initiative, • support for 	Organisational beliefs and values that support a culture for the initiative and its sustainability.	<i>'Strategic execution: demonstrating highly visible and maintained support of the change/ transformation, communicating progress to all stakeholders, and considering</i>

		<ul style="list-style-type: none"> improvement, limitations and opportunities created by the organisation, workplace climate and cohesion 		<i>the adoption of the change/transformation as a top organization priority'[27]</i>
	Support Available	<ul style="list-style-type: none"> Reminders, education boosters, management support, supervision and peer-support, technical assistance data support 	Support in the form of reminders, staff, technical and educations, available to enhance delivery and maintenance of the initiative.	<i>'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]</i>
The People Involved	Leadership and Champions	<ul style="list-style-type: none"> Leadership depth, distribution, and continuity Leadership support and engagement Style Commitment to and Advocates for the initiative Experienced and strong leadership 	A person, or group of people who have the ability and skills to can advocate, communicate and support an initiative to achieve lasting change.	<i>'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]</i>
	Ownership	<ul style="list-style-type: none"> Sense of ownership Community/Local ownership Local control and management 	Organisations, communities and stakeholders taking ownership and responsibility to support, embed and sustain an initiative.	<i>'Establish and/or maintain sufficient ownership among innovation stakeholders'[29]</i>
	Power	<ul style="list-style-type: none"> Power distribution Professional power Stakeholder power and priorities Power exchange 	The ability of individuals to use their power to advocate or support the initiative.	<i>'Assess those who have power and act as advocates for the functional area related to the innovation'[29]</i>
	Relationships and collaboration and networks	<ul style="list-style-type: none"> Community links Networking Building alliances Collaboration with other scientists, organisations, communities etc. Partnerships 	Ability to build collaborations, partnerships and networks to support sustainability of the initiative	<i>'Part of the strategic planning process ought to be to create support networks among stakeholders.'[30]</i>
	Satisfaction	<ul style="list-style-type: none"> Meaningful work, role satisfaction benefits of learning new tasks increase task significance job more intrinsically rewarding and personally significant Enjoyment and fun 	The level of enjoyment and reward stakeholders and staff get from participating in the initiative.	<i>'Factors that promote or inhibit actors' apprehension of a practice as meaningful.'[31]</i>
	Stakeholder participation	<ul style="list-style-type: none"> Involvement of those impacted by the initiative, Engagement Valuing stakeholder opinions 	The need for involvement and participation from stakeholders who are affected by the initiative	<i>'How do key stakeholders influence the programme and what guides their decisions?'[20]</i>

		<ul style="list-style-type: none"> • Influencing the initiative 		
	Community participation	<ul style="list-style-type: none"> • Broad based participation by the community • Community dialogue • Community voice • Understanding the community, local context, local needs and values • Cultural acceptance • Interest and support 	Participation of community members to direct, and shape initiatives to reflect their values, expectations and needs.	<i>'Are project approaches and goals discussed with recipient community members, as equal partners?'</i> [22]
	Patient involvement	<ul style="list-style-type: none"> • Patient centeredness • Patient choice and preferences • Beneficiary perspectives considered • Patient values • Empowerment 	Involving patients in initiative processes to understand potential impact, values and preferences.	<i>'Are there appropriate steps to include a beneficiary perspective?'</i> [20]
	Staff involvement	<ul style="list-style-type: none"> • Building staff capacity to deliver the initiative • Involvement in decision making, planning and development of initiatives • Staff interest • Proportion of staff that contribute • Staff attitudes and acceptance 	Including staff responsible for implementing an initiative across multiple stages of planning, design, delivery and maintenance, valuing their input and taking feedback on board.	<i>'Staff involvement and integration is the inclusion of committed, qualified staff in program design, implementation, evaluation, and decision making.'</i> [13]

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