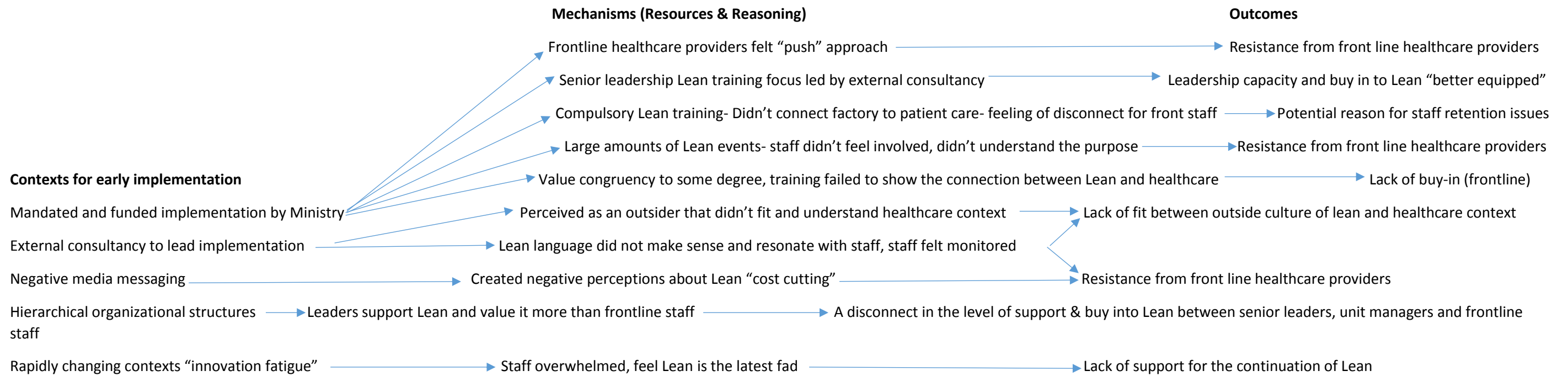
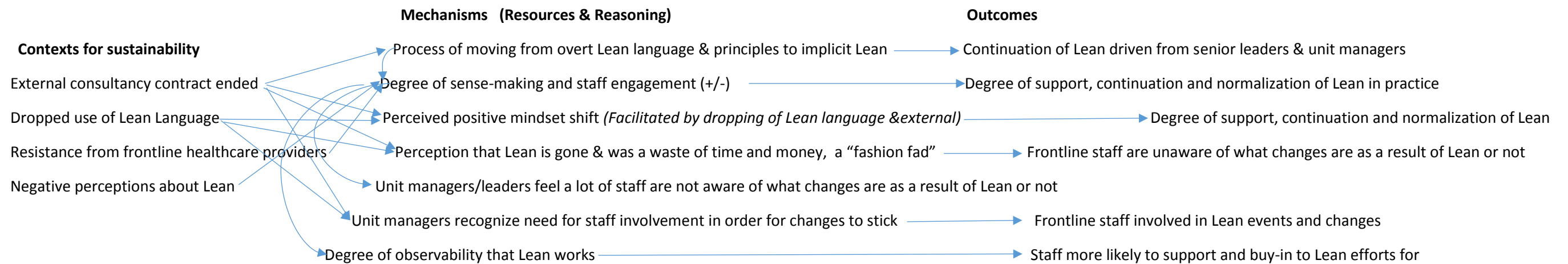


Additional File 2. Context, mechanism and outcome configurations: a visual model



Process of customization to local context, External consultancy JBA contract ended

***Ripple-effect:** negative outcomes of implementation (e.g., resistance, lack of customization and negative perceptions), resources (e.g. poor training that did not connect the meaning of Lean to healthcare, external Lean consultants that were not from healthcare), and the scale of implementation (e.g., mandated top-down approach at macro level) shaped the contexts (resistance, lack of customization and negative perceptions and variation in Lean training and exposure) mechanisms (e.g., sense-making, staff engagement, awareness) and outcomes (e.g., degree of support, continuation and normalization) of Lean efforts.



A model to depict the interconnecting CMO configurations and ripple-effects from early-stage implementation outcomes to contexts for sustainability and their influence on the normalization and support for the sustainability of Lean