Supplemental material

BMJ Publishing Group Limited (BMJ) disclaims all liability and responsibility arising from any reliance placed on this supplemental material which has been supplied by the author(s)

BMJ Open

Sustaining and embedding healthcare innovations - HIN evaluation - post scoping

---

Start of Block: Opening block

Q1
Sustaining and embedding healthcare innovations: an evaluation for the Health Innovation Network and Health Education England

This questionnaire is being conducted by King's College London on behalf of Health Education England and the Health Innovation Network (HIN). The questionnaire aims to explore factors influencing the long term success of healthcare innovations. You will be asked to rate a set of factors that have been identified from the current literature and evidence.

Each rating should represent your overall impression of whether the factor has influenced the project named below. Please use the free text boxes to help us understand any factors that you feel are particularly important.

How will my responses be used?
HIN would like to support healthcare innovators so that their projects are more likely to become sustained and embedded. Aggregated responses will be used by HIN to target training and development, and to disseminate learning about factors that impact on the sustainability of healthcare innovations. You will not be identified as a respondent.

Why have I been approached?
You are the named recipient of ${e://Field/Award} from the Health Innovation Network of South London. This project has been approved by King's College Research Ethics Committee Ref: LRS-18/19-10432.

Which project does this survey relate to?

${e://Field/ProjectTitle}

Q3 Please tell us about the above named project (select one)

○ It is no longer running (you can tell us why later) (1)

○ It is running, but likely to finish soon (2)

○ It is running in a stable way but has NOT been adopted beyond its original pilot (3)

○ It is running in a stable way and HAS been adopted beyond its original pilot (4)

○ It is too early to have a view on its long term status (5)

○ Other (7) _____

Q4 Tell us about   yourself (tick ALL that apply)

☐ I am part of the project leadership team (1)

☐ I am part of the project administrative team (2)

☐ I am part of the project training team (3)

☐ I am a healthcare/socialcare professional delivering this project to patients/service users (4)

☐ I am a patient/service user (5)

☐ Other (please describe) (6)
_____

End of Block: Opening block

Start of Block: The Project

Q18 **Factors relating to the type of project, and what it was trying to achieve.**

Please use the free text box at the bottom to help us understand any factors that you feel are particularly important.

Q66 The initiative was designed to end once a set outcome had been achieved.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q67 The initiative was designed to end after defined period of time.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q68 The initiative was designed to address an important healthcare need.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q69 There was public/political recognition and concern for the problem that the initiative was designed to address.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q72 The initiative was based on a strong evidence base, and it was credible that the stated benefits could be achieved through the project plan.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q79 Insights or details relating to the type of project or what it was trying to achieve, and how this has impacted on whether the initiative has become sustained and embedded:

_____

_____

_____

_____

_____

End of Block: The Project

Start of Block: Resources

Q26 **Factors relating to how well the project was resourced.**
Please use the free text box at the bottom to help us understand any factors that you feel are particularly important.

Q65 The project was sufficiently funded.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q36 The project had sufficient infrastructure, such as buildings, office space, materials or supplies.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q37 There were sufficient members of staff with the right skills to meet the requirements of the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q38 Members of staff had sufficient energy and time to dedicate to the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q35 There was sufficient administrative support to deliver and maintain the initiative.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q39 There was sufficient technical support to deliver and maintain the initiative.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q40 There was sufficient educational support to deliver and maintain the initiative.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q87 Insights or details relating to how well the project was resourced, and how this has impacted on whether the initiative has become sustained and embedded:

_____

_____

_____

_____

_____

End of Block: Resources

Start of Block: External environment

Q47 **Factors relating to how the project intersected with the external environment.**
Please use the free text box at the bottom to help us understand any factors that you feel are particularly important.

Q41 External political or societal factors impacted negatively on the delivery of the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q42 It was necessary to adapt the project so that it aligned more closely with external political or societal priorities.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Supplemental material

BMJ Publishing Group Limited (BMJ) disclaims all liability and responsibility arising from any reliance placed on this supplemental material which has been supplied by the author(s)

BMJ Open

Q43 We had opportunities to demonstrate the benefits of this innovation within our organisation and/or to other organisations.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q44 Steps were taken to raise the profile of the initiative e.g. through media, marketing, community engagement or publications.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q45 There are plans to replicate this innovation at other sites or spread it to other parts of the organisation.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q92 Insights or details relating to how the project intersected with the external environment, and how this has impacted on whether the initiative has become sustained and embedded:

_____

_____

_____

_____

_____

End of Block: External environment

Start of Block: The organisation

Q49 **Factors relating to the host organisation within which this initiative was situated.**
Your comments will not be fed directly back to the host organisation, however they may be used to identify a training need. Please use the free text box at the bottom to help us understand any factors that you feel are particularly important.

We believe the host organisation for this innovation to be:
${e://Field/Organisation}

Supplemental material

BMJ Publishing Group Limited (BMJ) disclaims all liability and responsibility arising from any reliance placed on this supplemental material which has been supplied by the author(s)

BMJ Open

If you are referring to another organisation (e.g. CCG, Hospital Trust) please name it here:

_____

Q48 The initiative integrated well into existing organisational structures, programmes or policies.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q50 It was necessary to adapt the initiative so that it achieved a good fit with existing organisational structures, programmes or policies.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q51 The host organisation was ready and able to undertake the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q52 The initiative was hampered by opposition from within the host organisation.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Supplemental material

BMJ Publishing Group Limited (BMJ) disclaims all liability and responsibility arising from any reliance placed on this supplemental material which has been supplied by the author(s)

BMJ Open

Q53 The host organisation lacked the necessary values/culture to support and sustain the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q97 Insights or details relating to the host organisation within which this initiative was situated, and how this has impacted on whether the initiative has become sustained and embedded:

_____

_____

_____

_____

_____

End of Block: The organisation

Start of Block: Personal factors

Q148 **Factors relating to yourself.**
Please use the free text box at the bottom to help us understand any factors that you feel are particularly important. We respect your privacy: individual responses will not be linked to you or your project. Please skip any questions you do not feel comfortable answering.

Q150 I was released from other duties so that I could implement this initative.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q151 I had a supportive peer network that I could discuss any issues or problems with.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q152 I was internally motivated to implement this initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q78 I found working on the initiative personally rewarding.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q153 I feel I had the right skills/experience/training to implement and sustain the initiative.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q149 I had sufficient energy and time to dedicate to the initative.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q154 Insights or details relating to yourself, and how this has impacted on whether the initiative has become sustained and embedded:

_____

_____

_____

_____

_____

End of Block: Personal factors

Start of Block: Implementation

Q55 **Factors relating to how the project was implemented.**
Please use the free text box at the bottom to help us understand any factors that you feel are particularly important.

Q54 The project had sufficient input from experts with the necessary knowledge and experience.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q56 The outcomes and impact of the project were measured or assessed.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q57 We were able to demonstrate the effectiveness of the project.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q58 Performance data was gathered and reported on a regular basis.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q59 Steps were taken to systematically improve and adapt the project.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Supplemental material

BMJ Publishing Group Limited (BMJ) disclaims all liability and responsibility arising from any reliance placed on this supplemental material which has been supplied by the author(s)

BMJ Open

Q60 There was ongoing orientation and training available e.g. to new staff or to build capacity.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q61 Staff were given time/incentives to attend the necessary training.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Supplemental material

BMJ Publishing Group Limited (BMJ) disclaims all liability and responsibility arising from any reliance placed on this supplemental material which has been supplied by the author(s)

BMJ Open

Q62 Staff were required to attend the necessary training.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q105 Insights or details relating to how the project was implemented, and how this has impacted on whether the initiative has become sustained and embedded:

_____

_____

_____

_____

_____

End of Block: Implementation

Start of Block: The work/tasks

Q64 **Factors relating to the tasks of the project.**
Please use the free text box at the bottom to help us understand any factors that you feel are particularly important.

Q63 The initiative was difficult or complex to deliver.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q65 The initiative helped to make things easier or more efficient.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q66 The initiative did not require special or extra effort.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q67 I believe that the staff delivering the initiative found the work/tasks rewarding and satisfying.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q109 Insights or details relating to the tasks of the project, and how this has impacted on whether the initiative has become sustained and embedded:

_____

_____

_____

_____

_____

End of Block: The work/tasks

Start of Block: Team processes

Q68 **Factors relating to team processes.**
Your answers will not be fed back directly to the team, however they may be used to identify training needs across the network. Please use the free text box at the bottom to help us understand any factors that you feel are particularly important.

Q69 The project team worked well together.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Supplemental material

BMJ Publishing Group Limited (BMJ) disclaims all liability and responsibility arising from any reliance placed on this supplemental material which has been supplied by the author(s)

BMJ Open

Q70 There were clear responsibilities for individuals: the work was shared across the team.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q71 Project was overly dependent on a particular individual or individuals.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Supplemental material

BMJ Publishing Group Limited (BMJ) disclaims all liability and responsibility arising from any reliance placed on this supplemental material which has been supplied by the author(s)

BMJ Open

Q72 I believe that the team understood what the project was trying to achieve and that it would lead to improved processes and outcomes.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q73 There were rewards or incentives that supported engagement with, and continued delivery of, the initiative.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q74 The activities and roles of the initiative were incorporated into job descriptions.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q75 Staff had time within their working hours to complete the tasks of the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q76 The initiative had leadership and/or champions who were committed and capable.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q77 There was an appropriate balance of power between those involved with the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Supplemental material

BMJ Publishing Group Limited (BMJ) disclaims all liability and responsibility arising from any reliance placed on this supplemental material which has been supplied by the author(s)

BMJ Open

Q78 Team members were able to express their opinions, and their opinions were valued.

☐   Agree (1)

☐   Somewhat agree (2)

☐   Neither agree nor disagree (3)

☐   Somewhat disagree (4)

☐   Disagree (5)

☐   Don't know (6)

Q119 Insights or details relating to team dynamics and processes, and how these impacted on whether the initiative has become sustained and embedded:

_____

_____

_____

_____

_____

End of Block: Team processes

Start of Block: Participation

Q79 **Factors relating to ownership and involvement in the project.**
Please use the free text box at the bottom to help us understand any factors that you feel are particularly important.

Q80 There was a sense of ownership and commitment by those involved with the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q81 Staff who were responsible for delivering the initiative were involved as partners, and were able to shape the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Supplemental material

BMJ Publishing Group Limited (BMJ) disclaims all liability and responsibility arising from any reliance placed on this supplemental material which has been supplied by the author(s)

BMJ Open

Q82 The beneficiaries (patients/service users) were involved as partners, and were able to shape the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q83 The community in which it was situated were involved as partners, and were able to shape the initiative.

☐ Agree (1)

☐ Somewhat agree (2)

☐ Neither agree nor disagree (3)

☐ Somewhat disagree (4)

☐ Disagree (5)

☐ Don't know (6)

Q84 There was a collaborative network of people/organisations that helped to support and sustain the initiative.

▢ Agree (1)

▢ Somewhat agree (2)

▢ Neither agree nor disagree (3)

▢ Somewhat disagree (4)

▢ Disagree (5)

▢ Don't know (6)

Q85 It felt as though the initiative was imposed on us and there was little sense of ownership or commitment to the project.

▢ Agree (1)

▢ Somewhat agree (2)

▢ Neither agree nor disagree (3)

▢ Somewhat disagree (4)

▢ Disagree (5)

▢ Don't know (6)

Q125 Insights or details relating to ownership or involvement in the project, and how these impacted on whether the initiative has become sustained and embedded:

_____

_____

_____

_____

_____

End of Block: Participation

Start of Block: End of survey

Thank you for taking part in this survey. If you have any questions please contact the lead researcher kathleen.leedham-green@kcl.ac.uk.

End of Block: End of survey