

Online resource 2: Staff Interview Discussion Guide for the Implementation Team, Managers, and Leadership

Introduction:

Good morning/afternoon. Thank you for meeting with us today.

[Introduce interviewer(s) and the Study team]

The purpose of this interview is to hear about your experiences with implementing measurement-based care at the centre. We want to understand from your perspective, the barriers and facilitators that were encountered when planning and implementing MBC at the centre and what some of the ongoing challenges might be.

This information will be used to make recommendations for improving MBC at the centre and also shared with others who are implementing MBC in other settings.

Please remember we are interested in both positive and negative experiences with MBC implementation. Your contributions will be kept anonymous. We would like to record this interview with your permission and we will be taking notes along the way. The audio file will be kept on a password protected computer that can only be accessed by the study team. It will be transcribed and then deleted once transcription is complete. Do I have your consent to record this interview?

The interview will last 30-45 minutes. You may ask for a break or stop the interview any time. You may also decline to answer any questions that we ask.

Do you have any questions?

Do you consent to participate in this interview?

[Begin recording]

Demographics

- 1) Can you start by telling me about your role at the centre?

Discussion Questions:

- 2) What does measurement-based care mean to you? How would you define MBC?
- 3) What is your general personal attitude towards MBC at the centre? E.g., you like it, you don't like it, you think it's helpful/not helpful

- a. Has that changed over the time you were at the centre?
 - b. What is your sense about the general attitudes of others at the centre towards MBC?
- 4) To the best of your knowledge, can you say why it was decided to make MBC a standard part of care at the centre?
- 5) In your opinion, what are the system-level impacts of MBC at the centre?
- 6) Are there incentives in place that motivate you to ensure MBC is successful at the centre? Or, what motivations do you have to ensure MBC is successful?
- 7) What's the general learning or quality improvement climate at the centre? (not just towards MBC but in general as a whole)
 - a. Do you feel like you have the time and energy to work on improving things?
 - b. Are there specific things that you did or do at _____ to cultivate a culture where MBC will be successful?

Implementation planning (*questions for those involved in planning for MBC implementation*)

This set of questions is about the planning phase for implementation of MBC at the centre (prior to opening).

- 1) Was there a formal plan for implementing MBC at the centre?
 - a. Can you describe the plan?
 - b. What was your role in the planning process?
 - c. Were the appropriate people involved in planning? How engaged were they?
 - d. Did you collect information about the needs of patients and centre clinicians/staff?
 - e. (*For ___/centre leaders/managers*) Were you as involved as much as you wanted to be in the planning phases of MBC?
- 2) Who led the implementation of MBC at the centre?
 - a. How did they come to this role?
 - b. Does this person have sufficient authority at the centre/within ___ to do what is necessary to implement MBC?
- 3) What difficulties or challenges were encountered when planning MBC for the centre?
 - a. What strategies did you use to help overcome those challenges?
- 4) Was MBC implemented according to plan? If not, please describe deviations from the plan.
 - a. What might have made Check-In Care/MBC go more smoothly at the start of operations?

- 5) Is there anything else you would like to discuss about planning for the implementation of MBC?

Implementation (all)

These questions are about the implementation of MBC, once the centre opened and MBC was operational.

- 1) How is information about MBC (purpose, user guides, use within clinical practice) communicated to clinical staff?
- 2) How is information about MBC (purpose, what to expect) communicated to patients/caregivers?
- 3) Are there people at the centre who are championing MBC?
 - a. Are they likely to be influencing its implementation?
- 4) How well does MBC fit within your work processes and practices?
 - a. Has measurement-based care been reasonable to add to staff workloads at the centre?
 - b. Do you feel that there are adequate resources for MBC at the centre?
 - c. What additional support might be needed to sustain it?
- 5) How do you give (*or receive, depending on role*) feedback about MBC?
- 6) Do you believe that most clinicians are using MBC as part of their practice?
 - a. For those who do not, what is your understanding about the barriers they face or their reluctance?
 - b. Do you have suggestions for how to address those challenges?
- 7) Are most patients and caregivers participating in MBC?
 - a. For those who do not, what is your understanding about the barriers they face or their reluctance?
 - b. Do you have suggestions for how to address those challenges?
- 8) Are there alterations that should be made to MBC to make it more effective in your service?
- 9) What are some of the major difficulties or challenges that have been encountered with MBC at the centre?
 - a. What has been or could be done to help with those challenges?
- 10) How much involvement has leadership within ____ had with MBC?
 - a. Do you feel like MBC is a priority for ____? If so, why?

- b. If so, what type of support have they given you? Can you provide specific examples?
- 11) How does the infrastructure of ____ (size of organization, policies, technologies etc.) affect the implementation of MBC at the centre?
- a. How did ____'s IT infrastructure affect the implementation of MBC?
 - b. How did ____'s policies affect implementation?
 - c. Did working within ____ create challenges to implementation? If so, how did you work around those challenges?
- 12) Is there anything else you would like to discuss about the implementation of MBC at the centre?

Final thoughts (*all*)

- 1) A lot of outcome data was collected as part of Check-In Care/MBC. What would you like to see be done with that data? (QI, research)
- 2) Do you have suggestions to improve MBC that we haven't already talked about?
- 3) Is there anything else you would like to discuss?