

T1 Data

The first half of the dataset consists of data collected from participants at the collection (T1). This data was used for the factor analysis as it contained the most responses. The purpose of the follow-up data was to establish temporal stability of the measures.

The TCU-ORC data is contained in variables A1-D19. The full original data is provided here.

The final items/variables retained in the final dataset after factor analysis were:

Factor 1 (*Clinic Organisational Climate*): B1, B3, B10, B16, B19, C7, D7, D11, D14, D21, D25, D26, D28, D29

Factor 2 (*Motivational Readiness for Change*): A1, A3, A4, A5, A6, A7, A8, A10

Factor 3 (*Individual Change Efficacy*): C8, C9, C10, C11, C18

These variables can be added to create the scale totals that resulted from the analysis.

Similarly, the ORCA subscales labelled A-K can be totalled individually, and an ORCA total scale score.

The MIND scale does not have subscales and is totalled with all 11 items.

The CARI subscales labelled A-H can be totalled individually as sub-scales, and all items can be totalled for a total CARI score.

| Position | Variable | Label / Question | Measurement Level | Coding/Values |
|----------|-----------------------|--------------------------------|-------------------|---|
| 1 | PID | Participant ID | Nominal | |
| 2 | Gender | Gender | Nominal | 1 Male 2 Female |
| 3 | Race | Race | Nominal | 1 Black/African 2 Asian/indian 3 White 4 Coloured 5 Other |
| 4 | Race_other | Specify other race | String | |
| 5 | Highest_Qualification | Highest qualification achieved | Nominal | 1 Completed high school 2 Completed high school 3 Some tertiary education, but no degree 4 Diploma in health care 5 Bachelor's degree 6 Masters degree 7 Doctoral degree or equivalent 8 Other_specify |

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| 6 | Specify_qualificati on | Specify other qualification | String | |
| 7 | Pro_Medicine | Profession medicine | Nominal | 1 Yes 2 No |
| 8 | Prof_Counselling | Profession counselling | Nominal | 1 Yes 2 No |
| 9 | Prof_Nursing | Profession nursing | Nominal | 1 Yes 2 No |
| 10 | Prof_SocialWork | Profession social work | Nominal | 1 Yes 2 No |
| 11 | Prof_Psychology | Profession psychology | Nominal | 1 Yes 2 No |
| 12 | Prof_Administrati on | Profession administration | Nominal | 1 Yes 2 No |
| 13 | Profession_Other | Other profession | Nominal | 1 Yes 2 No |
| 14 | Specify_other_pro f | Specify other profession | String | |
| 15 | Prof_Length | How long have you been working in your profession | Ordinal | 1 0-6 Months 2 6-11 Months 3 1-3 Years 4 3-5 Years 5 Over 5 years |
| 16 | Working_at_clinic | How long have you been working at this clinic | Ordinal | 1 0-6 Months 2 6-11 Months 3 1-3 Years 4 3-5 Years 5 Over 5 years |
| 17 | A1 | Clinical staff at your facility needs guidance in - assessing patients needs | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 18 | A2 | Clinical staff at your facility needs guidance in - using patient assessments to guide clinical care | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 19 | A3 | Clinical staff at your facility needs guidance in - using patient assessments to document patient improvements | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |

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| 20 | A4 | Clinical staff at your facility needs guidance in - matching patient needs with services | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 21 | A5 | Clinical staff at your facility needs guidance in - improving relationship with patients | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 22 | A6 | Clinical staff at your facility needs guidance in - improving patient thinking and problem solving skills to manage chronic disease (e.g. addressing relationship problems) | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 23 | A7 | Clinical staff at your facility needs guidance in - improving behavioral management of patients (e.g. adherence to medication) | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 24 | A8 | Clinical staff at your facility needs guidance in - identifying and using evidence-based practices.with patients | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 25 | A9 | Your facility needs guidance in –defining its mission | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 26 | A10 | Your facility needs guidance in –setting specific goals for improving services | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 27 | A11 | Your facility needs guidance in –assigning or clarifying staff roles | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 28 | A12 | Your facility needs guidance in –setting out accurate job descriptions for staff | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |

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| 29 | A13 | Your facility needs guidance in –evaluating staff performance | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 30 | A14 | Your facility needs guidance in –improving relations among staff. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 31 | A15 | Your facility needs guidance in –improving communications among staff | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 32 | A16 | Your facility needs guidance in –improving record keeping and information systems | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 33 | A17 | You need more training for –basic computer skills/programs | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 34 | A18 | You need more training for –specialized computer applications (e.g., systems for data monitoring) | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 35 | A19 | You need more training for –new developments and practices in your area of responsibility | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 36 | A20 | You need more training for –new procedures being used or planned | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 37 | A21 | You need more training for –continuous professional development | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |

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| 38 | A22 | You need more training for –new laws or regulations you need to know about | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 39 | A23 | You need more training for –management or supervisory responsibilities | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 40 | A24 | Current pressures to make facility changes come from - community members (patients) | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 41 | A25 | Current pressures to make facility changes come from -other staff members | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 42 | A26 | Current pressures to make facility changes come from -facility supervisors or managers. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 43 | A27 | Current pressures to make facility changes come from -district level managers | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 44 | A28 | Current pressures to make facility changes come from - community groups. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 45 | A29 | Current pressures to make facility changes come from -national and provincial DOH structures | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 46 | B1 | You have good facility management at your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 47 | B2 | Frequent staff turnover is a problem for your facility | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 48 | B3 | Staff training and continuing education are priorities in your facility | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 49 | B4 | The space in your facilities are adequate for conducting group or individual counselling | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 50 | B5 | You have clinical supervisors who are capable and qualified | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 51 | B6 | You learned new skills or techniques at a professional training in the past year | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 52 | B7 | Much time and attention are given to staff supervision when needed. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 53 | B8 | Staff in your facility are able to spend the time needed with patients | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 54 | B9 | Equipment at your facility is mostly old and outdated. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 55 | B10 | Clinical and management decisions for your facility are well planned | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |

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| 56 | B11 | Support staff in your facility have the skills they need to do their jobs. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 57 | B12 | Offices in your facility allow the privacy needed for individual counseling | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 58 | B13 | Your facility holds regular in-service training | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 59 | B14 | Your facility has enough staff to meet current patient needs | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 60 | B15 | Clinical staff in your program are well-trained | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 61 | B16 | You have confidence in how decisions at your facility are made | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 62 | B17 | Offices and equipment in your facility are adequate | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 63 | B18 | Your facility provides a comfortable reception/waiting area for patients | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 64 | B19 | Staff meet frequently with clinical supervisors about patient needs and progress | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |

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| 65 | B20 | A larger support staff is needed to help meet needs at your program | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 66 | B21 | Staff in your facility are able to attend professional training | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 67 | B22 | Staff concerns are ignored in most decisions made in your facility | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 68 | C1 | You have the skills needed to effectively perform your role | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 69 | C2 | Other staff often ask your advice | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 70 | C3 | You are satisfied with your present job. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 71 | C4 | Learning and using new procedures are easy for you. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 72 | C5 | You are considered an experienced source of advice about services and/or facility management | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 73 | C6 | You feel appreciated for the job you do at work. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |

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| 74 | C7 | Your facility encourages and supports professional growth | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 75 | C8 | You are effective and confident in doing your job | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 76 | C9 | You are able to adapt quickly when you have to make changes. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 77 | C10 | Keeping your professional skills up-to-date is a priority for you | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 78 | C11 | You give high value to the work you do | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 79 | C12 | You regularly influence the decisions of other staff you work with | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 80 | C13 | You usually accomplish whatever you set your mind on. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 81 | C14 | You do a good job of regularly updating and improving your skills | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 82 | C15 | You regularly read professional articles or books related to your work | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |

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| 83 | C16 | Other staff often ask for your opinions about issues in the facility | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 84 | C17 | You are willing to try new ideas even if some staff members are reluctant | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 85 | C18 | You frequently share your knowledge of new ideas with others | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 86 | C19 | You are sometimes too cautious or slow to make changes | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 87 | C20 | You are proud to tell others where you work | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 88 | C21 | You like the people you work with | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 89 | C22 | You are viewed as a leader by the staff you work with. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 90 | C23 | You consistently plan ahead and carry out your plans. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 91 | C24 | You would like to find a job somewhere else | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |

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| 92 | D1 | Some staff members seem confused about the main goals for your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 93 | D2 | The heavy staff workload reduces the effectiveness of your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 94 | D3 | You frequently hear good ideas from other staff for improving services | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 95 | D4 | Care plans and decisions for patients in your facility often get revised by a clinical supervisor | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 96 | D5 | The general attitude in your facility is to accept new and changing technology or procedures | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 97 | D6 | More open discussions about facility issues are needed where you work | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 98 | D7 | Ideas and suggestions in your facility get fair consideration by management | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 99 | D8 | Staff members at your facility work together as a team | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 100 | D9 | Your duties are clearly related to the goals for your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 101 | D10 | You are under too many pressures to do your job effectively | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 102 | D11 | Your facility staff is always kept well informed | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 103 | D12 | New ways of working from staff are discouraged where you work. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 104 | D13 | Mutual trust and cooperation among staff in your program are strong | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 105 | D14 | Your facility operates with clear goals and objectives | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 106 | D15 | Staff members at your facility often show signs of high stress and strain | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 107 | D16 | It is easy to change procedures at your facility to meet new conditions | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 108 | D17 | Staff in your facility can try out different techniques to improve their effectiveness | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 109 | D18 | Staff members at your facility get along very well | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |

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| 110 | D19 | Staff members are given too many rules in your facility | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 111 | D20 | Staff members at your program are quick to help one another when needed | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 112 | D21 | The formal and informal communication channels in your facility work very well | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 113 | D22 | There is too much friction among staff members you work with | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 114 | D23 | Staff members at your facility understand the work of the facility fits as part of the health improvement in your community | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 115 | D24 | Some staff in your facility do not do their fair share of work | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 116 | D25 | Management fully trusts professional judgments of staff in your facility | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 117 | D26 | Staff members always feel free to ask questions and express concerns in your facility. | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |
| 118 | D27 | Staff frustration is common where you work | Ordinal | 1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree |

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| 119 | D28 | Management for your facility has a clear plan for its future | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 120 | D29 | You feel encouraged to try new and different techniques | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 121 | MIND1_changes | This facility is motivated to make changes (e.g. staff training, finding new partners) to enable providing mental health services within chronic disease care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 122 | MIND2_personalresponsibility | Facility staff have a sense of personal responsibility for improving patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 123 | MIND3_reward | Facility management seek to reward staff who innovate to improve patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 124 | MIND4_consult | Facility management consult facility staff about decisions on patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 125 | MIND5_patientparticipation | Facility management try to find ways to increase patient participation in treatment | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 126 | MIND6_teambuilding | Facility management promote team building to solve problems | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 127 | MIND7_sharedresponsibility | Facility staff involved in Project MIND have a shared sense of responsibility for success of the project | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 128 | MIND8_rolesresponsibilities | Facility staff involved in Project MIND have clear roles and responsibilities | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 129 | MIND9_freetime | Facility staff have been freed up for the time required for the project | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 130 | MIND10_resources | Facility staff have access to any resources they require for the project | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 131 | MIND11_feedbackcommunication | Communication on the project will be through regular feedback meetings | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 132 | ORCA_A_CHAN GE1_evidence_counsel | The proposed change to the service delivery of the facility - is supported by evidence on counselling interventions | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 133 | ORCA_A_CHAN GE2_rct_evidence | The proposed change to the service delivery of the facility - is supported by RCTs or other scientific evidence from other health care systems | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 134 | ORCA_A_CHAN GE3_effective | The proposed change to the service delivery of the facility - should be effective, based on current scientific knowledge | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 135 | ORCA_A_CHAN GE4_clinical_experience | The proposed change to the service delivery of the facility - is supported by clinical experience with depressed patients and/or patients with risky drinking behavior | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 136 | ORCA_A_CHAN GE5_clinical_experience | The proposed change to the service delivery of the facility - is supported by clinical experience with patients in other health care systems | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 137 | ORCA_A_CHAN GE6_opinions | The proposed change to the service delivery of the facility - is in line with the opinions of clinicians working in the facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 138 | ORCA_A_CHAN GE7_clinical_practice | The proposed change to the service delivery of the facility - is in line with clinical practices that have been accepted by diabetes and HIV patients | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 139 | ORCA_A_CHAN GE8_patient_needs_pre | The proposed change to the service delivery of the facility - Takes into consideration the needs and preferences of patients | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 140 | ORCA_A_CHAN GE9_advantages | The proposed change to the service delivery of the facility - Seems to have more advantages than disadvantages for patient | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 141 | ORCA_B_MANA GEMENT1_innovation | Facility management and clinical management staff in your facility: Encourage clinical innovation and creativity to improve patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 142 | ORCA_B_MANA GEMENT2_ask_opinions | Facility management and clinical management staff in your facility: Ask opinions of clinical staff on decisions about patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 143 | ORCA_B_MANA GEMENT3_patient_education | Facility management and clinical management staff in your facility: Try to improve patient education and increase patient participation in treatment | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 144 | ORCA_C_STAFF 1_personal_responsibility | Staff members in your facility: Have a sense of personal responsibility for improving patient care and outcomes | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 145 | ORCA_C_STAFF 2_cooperate_maintain | Staff members in your facility: Cooperate to maintain and improve effectiveness of patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 146 | ORCA_C_STAFF 3_try_new_things | Staff members in your facility: Are willing to try new things to improve patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 147 | ORCA_C_STAFF 4_change_processes | Staff members in your facility: Are interested in changes in clinical processes | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 148 | ORCA_D_FACILITYMANAGEMENT NT1_effec | Facility management and clinical management staff in your facility: Provide effective management of facility staff for continuous improvement of patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 149 | ORCA_D_FACILITYMANAGEMENT NT2_areas | Facility management and clinical management staff in your facility: Give clear areas of responsibility for facility staff | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 150 | ORCA_D_FACILITYMANAGEMENT NT3_teamb | Facility management and clinical management staff in your facility: Encourage team building to solve problems with patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 151 | ORCA_D_FACILITYMANAGEMENT NT4_commu | Facility management and clinical management staff in your facility: Encourage communication between staff offering different services | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 152 | ORCA_D_FACILITYMANAGEMENT NT5_perfo | Facility management and clinical management staff in your facility: Provide staff with information on the facility performance | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 153 | ORCA_D_FACILITYMANAGEMENT NT6_goals | Facility management and clinical management staff in your facility: Set up clear goals for patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 154 | ORCA_D_FACILITYMANAGEMENT NT7_decis | Facility management and clinical management staff in your facility: Provide staff members with feedback on effects of clinical decisions | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 155 | ORCA_D_FACILIT YMANAGEMENT NT8_staff | Facility management and clinical management staff in your facility: Hold staff members accountable for achieving results | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 156 | ORCA_E_SENIOR RMANAGEMENT T1_improve | Senior management in my facility: Believe that current practices can be improved | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 157 | ORCA_E_SENIOR RMANAGEMENT T2_support | Senior management in my facility: Encourage and support changes to improve patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 158 | ORCA_E_SENIOR RMANAGEMENT T3_coopera | Senior management in my facility: Work cooperatively with other staff to make appropriate changes | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 159 | ORCA_F_GENER AL1_financial | In general in my facility, when there is agreement that change needs to happen: We have the necessary support in terms of budget or financial resources | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 160 | ORCA_F_GENER AL2_training | In general in my facility, when there is agreement that change needs to happen: We have the necessary support in terms of training | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 161 | ORCA_F_GENER AL3_facilites | In general in my facility, when there is agreement that change needs to happen: We have the necessary support in terms of facilities | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 162 | ORCA_F_GENER AL4_staff | In general in my facility, when there is agreement that change needs to happen: We have the necessary support in terms of staffing | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 163 | ORCA_G_SENIOR R_CLINICAL1_a gree_on | Senior and clinical management in my facility: Agree on the goals for this intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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|-----|--|--|---------|-----------------------|---|
| 164 | ORCA_G_SENIO R_CLINICAL2_in volved | Senior and clinical management in my facility: Will be informed and involved in the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 165 | ORCA_G_SENIO R_CLINICAL3_re source | Senior and clinical management in my facility: Agree on adequate resources to accomplish the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 166 | ORCA_G_SENIO R_CLINICAL4_su ccess_ | Senior and clinical management in my facility: Set a high priority on the success of the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 167 | ORCA_H_TEAM 1_share_success | The implementation team members: Share responsibility for the success of this intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 168 | ORCA_H_TEAM 2_roles | The implementation team members: Have clearly defined roles and responsibilities | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 169 | ORCA_H_TEAM 3_time | The implementation team members: Have release time or can accomplish intervention tasks within their regular work load | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 170 | ORCA_H_TEAM 4_resources | The implementation team members: Have staff support and other resources required for the project | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 171 | ORCA_I_PLAN1_ roles | There is an implementation plan for the intervention which: Identifies specific roles and responsibilities | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 172 | ORCA_I_PLAN2_ tasks_timeline | There is an implementation plan for the intervention which: Clearly describes tasks and timelines | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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|-----|-------------------------------------|---|---------|-----------------------|---|
| 173 | ORCA_I_PLAN3_education | There is an implementation plan for the intervention which: Includes appropriate provider/patient education | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 174 | ORCA_I_PLAN4_acknowledgement | There is an implementation plan for the intervention which: Acknowledges staff input and opinions | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 175 | ORCA_J_COMMUNICATION1_meetings | Communication will be maintained through: Regular meetings covering the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 176 | ORCA_J_COMMUNICATION2_quality_ma | Communication will be maintained through: Involvement of quality management staff in project planning and implementation | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 177 | ORCA_J_COMMUNICATION3_feedback_a | Communication will be maintained through: Regular feedback to clinical management on progress of intervention activities and resource needs | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 178 | ORCA_J_COMMUNICATION4_feedback_e | Communication will be maintained through: Regular feedback to clinicians on effects of the intervention on patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 179 | ORCA_K_PROGRESSES1_patient_feedback | Progress of the project will be measured by: Collecting feedback from patients on the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 180 | ORCA_K_PROGRESSES2_staff_feedback | Progress of the project will be measured by: Collecting feedback from staff on implementation of the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 181 | ORCA_K_PROGRESSES3_discussion_feed | Progress of the project will be measured by: Providing a forum for presentation/discussion of results and implications for continued improvements | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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|-----|----------------------------|--|---------|------------------|---|
| 182 | CARI_A_HEALT HSYSTEM1 | The Department of Health recognizes the importance of evidence-based practice. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 183 | CARI_A_HEALT HSYSTEM2 | The Department of Health recognizes that implementation of evidence-based practice will necessarily affect service provision (e.g., could increase demand for mental health services). | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 184 | CARI_A_HEALT HSYSTEM3 | The Department of Health recognize that evidence-based practice implementation may require additional expenditures, requiring additional budget and/or shifting along budget lines. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 185 | CARI_A_HEALT HSYSTEM4 | Technical assistance (e.g., training, coaching, ongoing support) is available for the intervention being implemented. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 186 | CARI_A_HEALT HSYSTEM5 | All stakeholders having a role to play have been consulted about their views on the intervention implementation | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 187 | CARI_B_ORGAN IZATIONAL1 | There is leadership support from top management in the form of a designated person responsible for implementation for this intervention. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 188 | CARI_B_ORGAN IZATIONAL2 | Human resources are adequate and available to introduce and sustain the intervention | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 189 | CARI_B_ORGAN IZATIONAL3 | Financial resources are adequate and available to introduce and sustain the intervention | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 190 | CARI_B_ORGAN IZATIONAL4 | Change at this time is appropriate and feasible in the day to day work of the facility | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 191 | CARI_C_FUNCTI ONAL1 | There is an outcome management system in place that will enable the facility to monitor patient outcomes with the new intervention against previous outcomes | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |

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|-----|-----------------------------|--|---------|------------------|---|
| 192 | CARI_C_FUNCTI ONAL2 | There is a system in place to share patient outcomes with staff and management | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 193 | CARI_C_FUNCTI ONAL3 | There is the physical space required to for the intervention (e.g., space for counselling session) | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 194 | CARI_C_FUNCTI ONAL4 | There is intent to use outcome data to inform service delivery | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 195 | CARI_D_CULTU RE_CLIMATE1 | Generally speaking, facility staff understand the mission and goals of this organization relate to evidence based practices | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 196 | CARI_D_CULTU RE_CLIMATE2 | Generally speaking, staff in this facility understand what evidence based practices are and hold positive attitudes toward their use | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 197 | CARI_D_CULTU RE_CLIMATE3 | Staff in this facility are given high levels of autonomy in their work and encouraged to ask questions | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 198 | CARI_D_CULTU RE_CLIMATE4 | There are open lines of communication in place in this facility. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 199 | CARI_D_CULTU RE_CLIMATE5 | Innovation is rewarded | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 200 | CARI_E_LEADE RSHIP1 | Senior leadership considers that the intervention addresses an important gap in service delivery. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 201 | CARI_E_LEADE RSHIP2 | Implementing the selected intervention is aligned with facility and health system goals | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 202 | CARI_E_LEADE RSHIP3 | There are financial (e.g., cost effective) and/or mental health reasons (e.g., better outcomes, meeting client needs) to implement this intervention | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |

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|-----|------------------------|---|---------|------------------|---|
| 203 | CARI_E_LEADERSHIP4 | Senior leadership is convinced of the value of this intervention | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 204 | CARI_E_LEADERSHIP5 | Senior leadership is willing and able to lead and shape the implementation | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 205 | CARI_F_STAFF1 | Staff in this facility want professional growth and development | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 206 | CARI_F_STAFF2 | Staff preferences for learning and practice change are taken into consideration when selecting interventions and planning implementation | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 207 | CARI_F_STAFF3 | Staff show they are ready for this type of practice change | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 208 | CARI_F_STAFF4 | There is a rationale for the selection of staff that will be trained on the intervention | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 209 | CARI_F_STAFF5 | Staff demonstrate evidence-based practice skills (e.g., client engagement, critical thinking, use of positive reinforcements, analytical thinking). | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 210 | CARI_G_IMPLEMENTATION1 | There is a comprehensive implementation team in place (e.g., representatives from multiple sections of the facility) | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 211 | CARI_G_IMPLEMENTATION2 | There is a communications plan to share progress of the implementation with stakeholders, regardless of their direct involvement (e.g., Department of Health Principals). | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 212 | CARI_G_IMPLEMENTATION3 | There is intent to monitor fidelity of the intervention. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 213 | CARI_H_TRAINING1 | Staff training on the intervention should involve theory and discussion. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |

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|-----|------------------|---|---------|------------------|---|
| 214 | CARI_H_TRAINING2 | Staff training on the intervention should involve them having a chance to show their new skills | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 215 | CARI_H_TRAINING3 | Staff training on the intervention should involve chances for practicing and gaining feedback. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 216 | CARI_H_TRAINING4 | A supervisor should be available for support beyond the training phase. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 217 | CARI_H_TRAINING5 | Adequate time will be set aside for training, reflection and practice | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 218 | HAS_BOTH_FORMS | <none> | Ordinal | | |
| 219 | NOTES1 | <none> | Ordinal | | |
| 220 | | | | | |
| 221 | | | | | |
| 222 | | | | | |

T2 Follow-up data

The remaining data was collected between 1 and 2 months after the initial collection. Not all respondents completed the follow-up, which explains the missing data for some participants for T2. Data was used to establish temporal stability or stability over time for the scales. The same total scale rules apply as outlined above for T1.

| Position | Variable | Label / Question | Measurement Level | Coding/Values |
|----------|-----------|------------------|-------------------|---|
| 223 | FU_Gender | Gender | Nominal | 1 Male 2 Female |
| 224 | FU_Race | Race | Nominal | 1 Black/African 2 Asian/Indian 3 White 4 Coloured 5 Other |

| | | | | | |
|-----|--------------------------|---|---------|--------------------------------------|---|
| 225 | FU_Race_other | Specify other race | String | | |
| 226 | FU_Highest_Qualification | Highest qualification achieved | Nominal | 1 2 3 4 5 6 7 8 | Completed high school Completed high school Some tertiary education, but no degree Diploma in health care Bachelor's degree Masters degree Doctoral degree or equivalent Other_specify |
| 227 | FU_Specify_qualification | Specify other qualification | String | | |
| 228 | FU_Pro_Medicine | Profession medicine | Nominal | 1 2 | Yes No |
| 229 | FU_Prof_Counselling | Profession counselling | Nominal | 1 2 | Yes No |
| 230 | FU_Prof_Nursing | Profession nursing | Nominal | 1 2 | Yes No |
| 231 | FU_Prof_SocialWork | Profession social work | Nominal | 1 2 | Yes No |
| 232 | FU_Prof_Psychology | Profession psychology | Nominal | 1 2 | Yes No |
| 233 | FU_Prof_Administration | Profession administration | Nominal | 1 2 | Yes No |
| 234 | FU_Profession_Other | Profession other | Nominal | 1 2 | Yes No |
| 235 | FU_specify_other_prof | Specify other profession | String | | |
| 236 | FU_Prof_Length | How long have you been working in your profession | Nominal | 1 2 3 4 5 | 0-6 Months 6-11 Months 1-3 Years 3-5 Years Over 5 years |

| | | | | | |
|-----|----------------------|---|---------|-----------------------|---|
| 237 | FU_Working_at_clinic | How long have you been working at this clinic | Nominal | 1 2 3 4 5 | 0-6 Months 6-11 Months 1-3 Years 3-5 Years Over 5 years |
| 238 | FU_A1 | Clinical staff at your facility needs guidance in - assessing patients needs | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 239 | FU_A2 | Clinical staff at your facility needs guidance in - using patient assessments to guide clinical care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 240 | FU_A3 | Clinical staff at your facility needs guidance in - using patient assessments to document patient improvements | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 241 | FU_A4 | Clinical staff at your facility needs guidance in - matching patient needs with services | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 242 | FU_A5 | Clinical staff at your facility needs guidance in - improving relationship with patients | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 243 | FU_A6 | Clinical staff at your facility needs guidance in - improving patient thinking and problem solving skills to manage chronic disease (e.g. addressing relationship problems) | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 244 | FU_A7 | Clinical staff at your facility needs guidance in - improving behavioral management of patients (e.g. adherence to medication) | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 245 | FU_A8 | Clinical staff at your facility needs guidance in - identifying and using evidence-based practices.with patients | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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|-----|--------|---|---------|-----------------------|---|
| 246 | FU_A9 | Your facility needs guidance in –defining its mission | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 247 | FU_A10 | Your facility needs guidance in –setting specific goals for improving services | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 248 | FU_A11 | Your facility needs guidance in –assigning or clarifying staff roles | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 249 | FU_A12 | Your facility needs guidance in –setting out accurate job descriptions for staff | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 250 | FU_A13 | Your facility needs guidance in –evaluating staff performance | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 251 | FU_A14 | Your facility needs guidance in –improving relations among staff. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 252 | FU_A15 | Your facility needs guidance in –improving communications among staff | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 253 | FU_A16 | Your facility needs guidance in –improving record keeping and information systems | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 254 | FU_A17 | You need more training for –basic computer skills/programs | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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|-----|--------|---|---------|-----------------------|---|
| 255 | FU_A18 | You need more training for –specialized computer applications (e.g., systems for data monitoring) | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 256 | FU_A19 | You need more training for –new developments and practices in your area of responsibility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 257 | FU_A20 | You need more training for –new procedures being used or planned | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 258 | FU_A21 | You need more training for –continuous professional development | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 259 | FU_A22 | You need more training for –new laws or regulations you need to know about | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 260 | FU_A23 | You need more training for –management or supervisory responsibilities | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 261 | FU_A24 | Current pressures to make facility changes come from - community members (patients) | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 262 | FU_A25 | Current pressures to make facility changes come from -other staff members | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 263 | FU_A26 | Current pressures to make facility changes come from -facility supervisors or managers. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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|-----|--------|--|---------|-----------------------|---|
| 264 | FU_A27 | Current pressures to make facility changes come from -district level managers | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 265 | FU_A28 | Current pressures to make facility changes come from - community groups. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 266 | FU_A29 | Current pressures to make facility changes come from -national and provincial DOH structures | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 267 | FU_B1 | You have good facility management at your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 268 | FU_B2 | Frequent staff turnover is a problem for your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 269 | FU_B3 | Staff training and continuing education are priorities in your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 270 | FU_B4 | The space in your facilities are adequate for conducting group or individual counselling | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 271 | FU_B5 | You have clinical supervisors who are capable and qualified | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 272 | FU_B6 | You learned new skills or techniques at a professional training in the past year | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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|-----|--------|---|---------|-----------------------|---|
| 273 | FU_B7 | Much time and attention are given to staff supervision when needed. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 274 | FU_B8 | Staff in your facility are able to spend the time needed with patients | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 275 | FU_B9 | Equipment at your facility is mostly old and outdated. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 276 | FU_B10 | Clinical and management decisions for your facility are well planned | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 277 | FU_B11 | Support staff in your facility have the skills they need to do their jobs. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 278 | FU_B12 | Offices in your facility allow the privacy needed for individual counseling | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 279 | FU_B13 | Your facility holds regular in-service training | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 280 | FU_B14 | Your facility has enough staff to meet current patient needs | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 281 | FU_B15 | Clinical staff in your program are well-trained | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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|-----|--------|--|---------|-----------------------|---|
| 282 | FU_B16 | You have confidence in how decisions at your facility are made | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 283 | FU_B17 | Offices and equipment in your facility are adequate | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 284 | FU_B18 | Your facility provides a comfortable reception/waiting area for patients | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 285 | FU_B19 | Staff meet frequently with clinical supervisors about patient needs and progress | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 286 | FU_B20 | A larger support staff is needed to help meet needs at your program | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 287 | FU_B21 | Staff in your facility are able to attend professional training | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 288 | FU_B22 | Staff concerns are ignored in most decisions made in your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 289 | FU_C1 | You have the skills needed to effectively perform your role | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 290 | FU_C2 | Other staff often ask your advice | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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|-----|--------|--|---------|-----------------------|---|
| 291 | FU_C3 | You are satisfied with your present job. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 292 | FU_C4 | Learning and using new procedures are easy for you. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 293 | FU_C5 | You are considered an experienced source of advice about services and/or facility management | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 294 | FU_C6 | You feel appreciated for the job you do at work. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 295 | FU_C7 | Your facility encourages and supports professional growth | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 296 | FU_C8 | You are effective and confident in doing your job | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 297 | FU_C9 | You are able to adapt quickly when you have to make changes. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 298 | FU_C10 | Keeping your professional skills up-to-date is a priority for you | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 299 | FU_C11 | You give high value to the work you do | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

| | | | | | |
|-----|--------|---|---------|-----------------------|---|
| 300 | FU_C12 | You regularly influence the decisions of other staff you work with | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 301 | FU_C13 | You usually accomplish whatever you set your mind on. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 302 | FU_C14 | You do a good job of regularly updating and improving your skills | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 303 | FU_C15 | You regularly read professional articles or books related to your work | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 304 | FU_C16 | Other staff often ask for your opinions about issues in the facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 305 | FU_C17 | You are willing to try new ideas even if some staff members are reluctant | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 306 | FU_C18 | You frequently share your knowledge of new ideas with others | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 307 | FU_C19 | You are sometimes too cautious or slow to make changes | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 308 | FU_C20 | You are proud to tell others where you work | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

| | | | | | |
|-----|--------|---|---------|-----------------------|---|
| 309 | FU_C21 | You like the people you work with | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 310 | FU_C22 | You are viewed as a leader by the staff you work with. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 311 | FU_C23 | You consistently plan ahead and carry out your plans. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 312 | FU_C24 | You would like to find a job somewhere else | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 313 | FU_D1 | Some staff members seem confused about the main goals for your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 314 | FU_D2 | The heavy staff workload reduces the effectiveness of your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 315 | FU_D3 | You frequently hear good ideas from other staff for improving services | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 316 | FU_D4 | Care plans and decisions for patients in your facility often get revised by a clinical supervisor | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 317 | FU_D5 | The general attitude in your facility is to accept new and changing technology or procedures | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 318 | FU_D6 | More open discussions about facility issues are needed where you work | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 319 | FU_D7 | Ideas and suggestions in your facility get fair consideration by management | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 320 | FU_D8 | Staff members at your facility work together as a team | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 321 | FU_D9 | Your duties are clearly related to the goals for your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 322 | FU_D10 | You are under too many pressures to do your job effectively | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 323 | FU_D11 | Your facility staff is always kept well informed | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 324 | FU_D12 | New ways of working from staff are discouraged where you work. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 325 | FU_D13 | Mutual trust and cooperation among staff in your program are strong | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 326 | FU_D14 | Your facility operates with clear goals and objectives | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 327 | FU_D15 | Staff members at your facility often show signs of high stress and strain | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 328 | FU_D16 | It is easy to change procedures at your facility to meet new conditions | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 329 | FU_D17 | Staff in your facility can try out different techniques to improve their effectiveness | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 330 | FU_D18 | Staff members at your facility get along very well | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 331 | FU_D19 | Staff members are given too many rules in your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 332 | FU_D20 | Staff members at your program are quick to help one another when needed | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 333 | FU_D21 | The formal and informal communication channels in your facility work very well | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 334 | FU_D22 | There is too much friction among staff members you work with | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 335 | FU_D23 | Staff members at your facility understand the work of the facility fits as part of the health improvement in your community | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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|-----|---------------------------------|---|---------|-----------------------|---|
| 336 | FU_D24 | Some staff in your facility do not do their fair share of work | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 337 | FU_D25 | Management fully trusts professional judgments of staff in your facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 338 | FU_D26 | Staff members always feel free to ask questions and express concerns in your facility. | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 339 | FU_D27 | Staff frustration is common where you work | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 340 | FU_D28 | Management for your facility has a clear plan for its future | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 341 | FU_D29 | You feel encouraged to try new and different techniques | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 342 | FU_MIND1_changes | This facility is motivated to make changes (e.g. staff training, finding new partners) to enable providing mental health services within chronic disease care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 343 | FU_MIND2_personalresponsibility | Facility staff have a sense of personal responsibility for improving patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 344 | FU_MIND3_reward | Facility management seek to reward staff who innovate to improve patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 345 | FU_MIND4_consult | Facility management consult facility staff about decisions on patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 346 | FU_MIND5_patientparticipation | Facility management try to find ways to increase patient participation in treatment | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 347 | FU_MIND6_teambuilding | Facility management promote team building to solve problems | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 348 | FU_MIND7_sharedresponsibility | Facility staff involved in Project MIND have a shared sense of responsibility for success of the project | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 349 | FU_MIND8_rolesresponsibilities | Facility staff involved in Project MIND have clear roles and responsibilities | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 350 | FU_MIND9_freetime | Facility staff have been freed up for the time required for the project | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 351 | FU_MIND10_resources | Facility staff have access to any resources they require for the project | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 352 | FU_MIND11_feedbackcommunication | Communication on the project will be through regular feedback meetings | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 353 | FU_ORCA_A_CHANGE1_evidence_couns | The proposed change to the service delivery of the facility - is supported by evidence on counselling interventions | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 354 | FU_ORCA_A_CH ANGE2_rct_evidence | The proposed change to the service delivery of the facility - is supported by RCTs or other scientific evidence from other health care systems | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 355 | FU_ORCA_A_CH ANGE3_effective | The proposed change to the service delivery of the facility - should be effective, based on current scientific knowledge | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 356 | FU_ORCA_A_CH ANGE4_clinical_experience | The proposed change to the service delivery of the facility - is supported by clinical experience with depressed patients and/or patients with risky drinking behavior | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 357 | FU_ORCA_A_CH ANGE5_clinical_experience | The proposed change to the service delivery of the facility - is supported by clinical experience with patients in other health care systems | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 358 | FU_ORCA_A_CH ANGE6_opinions | The proposed change to the service delivery of the facility - is in line with the opinions of clinicians working in the facility | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 359 | FU_ORCA_A_CH ANGE7_clinical_practice | The proposed change to the service delivery of the facility - is in line with clinical practices that have been accepted by diabetes and HIV patients | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 360 | FU_ORCA_A_CH ANGE8_patient_needs_ | The proposed change to the service delivery of the facility - Takes into consideration the needs and preferences of patients | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 361 | FU_ORCA_A_CH ANGE9_advantages | The proposed change to the service delivery of the facility - Seems to have more advantages than disadvantages for patient | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 362 | FU_ORCA_B_M ANAGEMENT1_innovation | Facility management and clinical management staff in your facility: Encourage clinical innovation and creativity to improve patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 363 | FU_ORCA_B_M ANAGEMENT2_ ask_opinio | Facility management and clinical management staff in your facility: Ask opinions of clinical staff on decisions about patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 364 | FU_ORCA_B_M ANAGEMENT3_ patient_ed | Facility management and clinical management staff in your facility: Try to improve patient education and increase patient participation in treatment | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 365 | FU_ORCA_C_ST AFF1_personal_re spon | Staff members in your facility: Have a sense of personal responsibility for improving patient care and outcomes | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 366 | FU_ORCA_C_ST AFF2_cooperate_ maint | Staff members in your facility: Cooperate to maintain and improve effectiveness of patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 367 | FU_ORCA_C_ST AFF3_try_new_thi ngs | Staff members in your facility: Are willing to try new things to improve patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 368 | FU_ORCA_C_ST AFF4_change_pro cesse | Staff members in your facility: Are interested in changes in clinical processes | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 369 | FU_ORCA_D_FA CILITYMANAGE MENT1_ef | Facility management and clinical management staff in your facility: Provide effective management of facility staff for continuous improvement of patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 370 | FU_ORCA_D_FA CILITYMANAGE MENT2_ar | Facility management and clinical management staff in your facility: Give clear areas of responsibility for facility staff | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 371 | FU_ORCA_D_FA CILITYMANAGE MENT3_te | Facility management and clinical management staff in your facility: Encourage team building to solve problems with patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 372 | FU_ORCA_D_FACILITYMANAGEMENT4_co | Facility management and clinical management staff in your facility: Encourage communication between staff offering different services | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 373 | FU_ORCA_D_FACILITYMANAGEMENT5_pe | Facility management and clinical management staff in your facility: Provide staff with information on the facility performance | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 374 | FU_ORCA_D_FACILITYMANAGEMENT6_go | Facility management and clinical management staff in your facility: Set up clear goals for patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 375 | FU_ORCA_D_FACILITYMANAGEMENT7_de | Facility management and clinical management staff in your facility: Provide staff members with feedback on effects of clinical decisions | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 376 | FU_ORCA_D_FACILITYMANAGEMENT8_st | Facility management and clinical management staff in your facility: Hold staff members accountable for achieving results | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 377 | FU_ORCA_E_SENIORMANAGEMENT1_impr | Senior management in my facility: Believe that current practices can be improved | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 378 | FU_ORCA_E_SENIORMANAGEMENT2_supp | Senior management in my facility: Encourage and support changes to improve patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 379 | FU_ORCA_E_SENIORMANAGEMENT3_coop | Senior management in my facility: Work cooperatively with other staff to make appropriate changes | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 380 | FU_ORCA_F_GENERAL1_financia | In general in my facility, when there is agreement that change needs to happen: We have the necessary support in terms of budget or financial resources | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 381 | FU_ORCA_F_GE NERAL2_training | In general in my facility, when there is agreement that change needs to happen: We have the necessary support in terms of training | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 382 | FU_ORCA_F_GE NERAL3_facilites | In general in my facility, when there is agreement that change needs to happen: We have the necessary support in terms of facilities | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 383 | FU_ORCA_F_GE NERAL4_staff | In general in my facility, when there is agreement that change needs to happen: We have the necessary support in terms of staffing | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 384 | FU_ORCA_G_SE NIOR_CLINICAL 1_agree | Senior and clinical management in my facility: Agree on the goals for this intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 385 | FU_ORCA_G_SE NIOR_CLINICAL 2_invol | Senior and clinical management in my facility: Will be informed and involved in the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 386 | FU_ORCA_G_SE NIOR_CLINICAL 3_resou | Senior and clinical management in my facility: Agree on adequate resources to accomplish the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 387 | FU_ORCA_G_SE NIOR_CLINICAL 4_succe | Senior and clinical management in my facility: Set a high priority on the success of the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 388 | FU_ORCA_H_TE AM1_share_succe ss | The implementation team members: Share responsibility for the success of this intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 389 | FU_ORCA_H_TE AM2_roles | The implementation team members: Have clearly defined roles and responsibilities | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 390 | FU_ORCA_H_TE AM3_time | The implementation team members: Have release time or can accomplish intervention tasks within their regular work load | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 391 | FU_ORCA_H_TE AM4_resources | The implementation team members: Have staff support and other resources required for the project | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 392 | FU_ORCA_I_PL AN1_roles | There is an implementation plan for the intervention which: Identifies specific roles and responsibilities | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 393 | FU_ORCA_I_PL AN2_tasks_timeli ne | There is an implementation plan for the intervention which: Clearly describes tasks and timelines | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 394 | FU_ORCA_I_PL AN3_education | There is an implementation plan for the intervention which: Includes appropriate provider/patient education | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 395 | FU_ORCA_I_PL AN4_acknowledge ment | There is an implementation plan for the intervention which: Acknowledges staff input and opinions | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 396 | FU_ORCA_J_CO MMUNICATION 1_meeting | Communication will be maintained through: Regular meetings covering the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 397 | FU_ORCA_J_CO MMUNICATION 2_quality | Communication will be maintained through: Involvement of quality management staff in project planning and implementation | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 398 | FU_ORCA_J_CO MMUNICATION 3_feedbac | Communication will be maintained through: Regular feedback to clinical management on progress of intervention activities and resource needs | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |

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| 399 | FU_ORCA_J_COMMUNICATION4_feedbac | Communication will be maintained through: Regular feedback to clinicians on effects of the intervention on patient care | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 400 | FU_ORCA_K_PROGRESS1_patient_feed | Progress of the project will be measured by: Collecting feedback from patients on the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 401 | FU_ORCA_K_PROGRESS2_staff_feedba | Progress of the project will be measured by: Collecting feedback from staff on implementation of the intervention | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 402 | FU_ORCA_K_PROGRESS3_discussion_f | Progress of the project will be measured by: Providing a forum for presentation/discussion of results and implications for continued improvements | Ordinal | 1 2 3 4 5 | Strongly Disagree Disagree Uncertain Agree Strongly Agree |
| 403 | FU_CARI_A_HEALTHSYSTEM1 | The Department of Health recognizes the importance of evidence-based practice. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 404 | FU_CARI_A_HEALTHSYSTEM2 | The Department of Health recognizes that implementation of evidence-based practice will necessarily affect service provision (e.g., could increase demand for mental health services). | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 405 | FU_CARI_A_HEALTHSYSTEM3 | The Department of Health recognize that evidence-based practice implementation may require additional expenditures, requiring additional budget and/or shifting along budget lines. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 406 | FU_CARI_A_HEALTHSYSTEM4 | Technical assistance (e.g., training, coaching, ongoing support) is available for the intervention being implemented. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 407 | FU_CARI_A_HEALTHSYSTEM5 | All stakeholders having a role to play have been consulted about their views on the intervention implementation | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |

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| 408 | FU_CARI_B_OR GANIZATIONAL 1 | There is leadership support from top management in the form of a designated person responsible for implementation for this intervention. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 409 | FU_CARI_B_OR GANIZATIONAL 2 | Human resources are adequate and available to introduce and sustain the intervention | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 410 | FU_CARI_B_OR GANIZATIONAL 3 | Financial resources are adequate and available to introduce and sustain the intervention | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 411 | FU_CARI_B_OR GANIZATIONAL 4 | Change at this time is appropriate and feasible in the day to day work of the facility | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 412 | FU_CARI_C_FU NCTIONAL1 | There is an outcome management system in place that will enable the facility to monitor patient outcomes with the new intervention against previous outcomes | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 413 | FU_CARI_C_FU NCTIONAL2 | There is a system in place to share patient outcomes with staff and management | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 414 | FU_CARI_C_FU NCTIONAL3 | There is the physical space required to for the intervention (e.g., space for counselling session) | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 415 | FU_CARI_C_FU NCTIONAL4 | There is intent to use outcome data to inform service delivery | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 416 | FU_CARI_D_CU LTURE_CLIMAT E1 | Generally speaking, facility staff understand the mission and goals of this organization relate to evidence based practices | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 417 | FU_CARI_D_CU LTURE_CLIMAT E2 | Generally speaking, staff in this facility understand what evidence based practices are and hold positive attitudes toward their use | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |

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| 418 | FU_CARI_D_CULTURE_CLIMATE3 | Staff in this facility are given high levels of autonomy in their work and encouraged to ask questions | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 419 | FU_CARI_D_CULTURE_CLIMATE4 | There are open lines of communication in place in this facility. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 420 | FU_CARI_D_CULTURE_CLIMATE5 | Innovation is rewarded | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 421 | FU_CARI_E_LEADERSHIP1 | Senior leadership considers that the intervention addresses an important gap in service delivery. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 422 | FU_CARI_E_LEADERSHIP2 | Implementing the selected intervention is aligned with facility and health system goals | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 423 | FU_CARI_E_LEADERSHIP3 | There are financial (e.g., cost effective) and/or mental health reasons (e.g., better outcomes, meeting client needs) to implement this intervention | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 424 | FU_CARI_E_LEADERSHIP4 | Senior leadership is convinced of the value of this intervention | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 425 | FU_CARI_E_LEADERSHIP5 | Senior leadership is willing and able to lead and shape the implementation | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 426 | FU_CARI_F_STAFF1 | Staff in this facility want professional growth and development | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 427 | FU_CARI_F_STAFF2 | Staff preferences for learning and practice change are taken into consideration when selecting interventions and planning implementation | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 428 | FU_CARI_F_STAFF3 | Staff show they are ready for this type of practice change | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |

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| 429 | FU_CARI_F_STA FF4 | There is a rationale for the selection of staff that will be trained on the intervention | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 430 | FU_CARI_F_STA FF5 | Staff demonstrate evidence-based practice skills (e.g., client engagement, critical thinking, use of positive reinforcements, analytical thinking). | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 431 | FU_CARI_G_IMP LEMENTATION1 | There is a comprehensive implementation team in place (e.g., representatives from multiple sections of the facility) | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 432 | FU_CARI_G_IMP LEMENTATION2 | There is a communications plan to share progress of the implementation with stakeholders, regardless of their direct involvement (e.g., Department of Health Principals). | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 433 | FU_CARI_G_IMP LEMENTATION3 | There is intent to monitor fidelity of the intervention. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 434 | FU_CARI_H_TR AINING1 | Staff training on the intervention should involve theory and discussion. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 435 | FU_CARI_H_TR AINING2 | Staff training on the intervention should involve them having a chance to show their new skills | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 436 | FU_CARI_H_TR AINING3 | Staff training on the intervention should involve chances for practicing and gaining feedback. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 437 | FU_CARI_H_TR AINING4 | A supervisor should be available for support beyond the training phase. | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 438 | FU_CARI_H_TR AINING5 | Adequate time will be set aside for training, reflection and practice | Ordinal | 1 2 3 4 | Not at all Somewhat A fair amount A great deal |
| 439 | NOTES2 | Notes | String | | |
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