Included as CMO if any context is mentioned

'Barriers' may be out of org. control and lower faith, whereas facilitators which can be actioned are more linked to trust

Study	Partnership type	Key driver	Existing CMOs	New CMOs	Mandated/voluntary (where clear)
(Adedoyin et al., 2016)	Merger	Efficiency	• Conducive environment for discussion → more interpersonal communication → certainty/faith • Ongoing 'external' evaluation → novel unbiased perspective → conflict reduction	• Organizing clusters of personnel from both organisations → cultural commonality → reduced conflict • Seek understanding of differing cultures → reflection on existing culture → shared vision • Mutual understanding of culture → trust → shared vision • Honest dialogue → improved trust → reduced conflict • Shared vision → improved faith → task accomplishment	
(Allen et al., 2016)	Joint commissioning	Efficiency	• History of competition with an organisation → reduced trust → increased conflict	• Regulatory uncertainty between competition and collaboration → slowed task accomplishment → reduced faith • Regulatory freedom	Mandated

				to collaborate → reduced competitive behaviour → increased faith • Reduced competitive bidding → reduced workload → improved task accomplishment • Mandated collaboration → lack of faith → reduced synergy	
(Ball et al., 2010)	Community health partnership/integrated care	Care quality	• High enough trust → risk management • Effective communication → improved trust → reduced conflict • Background of effective collaboration → improved trust → improved task accomplishment	• Development of enabling environment → better trust → reduced conflict • Alignment and pooling of budgets → greater trust → reduced conflict • 'Inclusive ethos' → increased trust → reduced conflict	Mandated
(Care Quality Commission, 2017)	Sustainability Transformation Partnership/Accountable Care Organisation	Care quality	• Prior poor relationships between orgs. → reduced trust → increased conflict • Lack of shared vision → reduced trust → increased	• Workforce churn → lack of task accomplishment → lack of faith • Lack of staff engagement in process → lack of faith → conflict	

			• conflict • Collaborative inertia → Lack of task accomplishment → collaborative inertia	• Leadership turnover → inability to build trust → increased conflict • Lack of IT system integration → reduced information sharing → reduced task accomplishment	
(Cereste et al., 2003)	Merger	Efficiency		• Greater stakeholder support → increased faith → reduced conflict	Mandated
(Community Network, 2020d)	Provider alliance/ Integrated care	Care quality	• Shared vision → increased trust → reduced conflict	• Empathetic leadership → improved trust → reduced conflict • Starting with small problems → improved task accomplishment → increased trust • Involving staff in process → reduced workforce churn → improved task accomplishment	
(Community Network, 2020e)			• Background of effective collaboration → improved trust → improved task accomplishment • Shared vision →	• IT system integration → improved information sharing → task accomplishment	

			increased trust → reduced conflict		
(Community Network, 2020b)				• Staff in position dedicated to service transformation → greater task accomplishment (for partnering) → reduced inertia • Leaders espousing virtues of collaboration → increased faith → reduced conflict	
(Community Network, 2020a)				• Shared accountability → improved trust → reduced conflict • Strong shared vision by leadership → improved cultural integration → improved trust • Joint meetings and co-locating staff → improved cultural integration → improved trust • Support mechanisms for staff during change period → improved cultural integration → improved trust	

(Community Network, 2020c)			• Geographical coterminosity → greater communication → increased trust • Shared vision → increased trust → reduced conflict		
(Crump & Edwards, 2014)	Provider chains	Efficiency	• Ongoing evaluation →improved task accomplishment → improved trust • Geographical coterminosity → greater communication → increased trust • Greater geographical distance → reduced task accomplishment → reduced trust	• Multisite providers require single management system (e.g. central head office) → reduction in task complexity →improved synergy • Site manager leadership maintains values of chain leadership → maintenance of shared vision → improved trust • 'Talent management' and enhancement → improved task accomplishment → improved trust • Espousal of 'good followership' → improved culture → improved trust • Innovation → processes for	

				• dispersing innovative practice → synergy • Rolemodelling by leaders → improved culture → improved trust • Identification of unstated aims → improved task achievement → improved trust • High quality planning/due diligence → improved task achievement → improved trust	
(Dickinson & Glasby, 2013)	Integrated care	Care quality	• Geographical coterminosity → greater communication → increased trust • Involvement of stakeholders (service users and carers) → increased authenticity of arrangement → increased faith	• Alignment and pooling of budgets → greater trust → reduced conflict • Operationalisation of pooled budget → innovation → improved task achievement	
(Dickinson et al., 2007)	Merger	Efficiency		• 'Transformational leadership' → improved cultural	Mandated

				- assimilation → improved trust & faith - Perception of merger by staff (i.e. not as a takeover) → cultural assimilation → trust & faith - Joint meetings and co-locating staff → improved cultural integration → improved trust - Too much consensus → collaborative inertia → reduced task achievement (innovation) - Having too many partners (breadth) → reduced interpersonal communication (depth) → reduced trust	
(Erens et al., 2017)	Integrated care	Care quality	- Increased organisational size → increased task complexity → reduced task accomplishment - Compatible IT systems →	- Strong commitment → improved faith → synergy - Information governance making data sharing difficult → reduced task accomplishment →	

| | | | reduced task complexity → greater task accomplishment
• Cultural closeness → reduced conflict → improved trust | reduced faith
• Conflicting government policy → increased task complexity → reduced faith
• Competing demands for time → reduced task accomplishment → reduced trust, collaborative inertia | |
| (Findlay, 2019) | Health boards | Care quality | • Shared values and purpose → improved trust → reduced conflict
• Strong interpersonal communications → improved trust → reduced conflict | • Strong commitment to partnership as a form of governance → increased faith → reduced conflict
• Strong history of successful partnership working → increased faith → reduced conflict
• Lack of clarity → lack of faith → lack of task accomplishment
• Absence of key players → lack of leadership → lack of authority
• Poor behavioural practices → reduced faith → reduced engagement
• Passivity rather than | |

				genuine engagement → lack of faith – reduced engagement	
				• Strong linkages across tiers of organisation → greater faith → greater task accomplishment	
				• Partnership working becomes habitual → synergy → effectiveness	
				• Open and honest relationships between senior actors → trust → synergy	
				• Leaders being advocates for partnership → increased faith → reduced conflict	
				• Leaders being role models (behaviourally) → enhanced cultural uptake → increased trust	
				• Constructive approach to conflict by leaders → improved conflict resolution → reduced conflict	
				• Uncertainty about	

				parameters of partnership working → reduced task accomplishment → reduced faith • Robust structures independent of individual partner characteristics → improved conflict resolution → improved trust • Significant time commitment for partnership functioning → temporarily reduced organisational performance → reduced faith	
(Forbes et al., 2010)	Integrated care	Care quality	• Previous experience of joint working → initial trust level → initial risk appetite	• Cross-sector working → lack of inter-sector trust for managing services → increased conflict • Imbalance of partner input → increased conflict → reduced trust • Conflicting priorities → conflict → reduced trust • Sense of 'take over' →	Mandated

				increased conflict → reduced trust	
				• Administrative burden of systems integration → reduced task accomplishment → reduced faith/trust	
				• Improper evaluation (wrong performance metrics) → perceived lack of success → reduced faith	
				• Financial deficit → increased task complexity → reduced faith	
				• Lack of policy guidance → increased task complexity → reduced faith	
				• Increased workload → increased conflict → reduction in faith	
(Foundation Trust Network, 2014)	Buddying	Care quality	• Shared values → improved trust → reduced conflict • Greater geographic distance → reduced communication → reduced trust	• Increase in workload of core personnel → reduction in task accomplishment → reduction in faith • Access to external expertise → innovation → synergy • Organisational freedom to choose	Mandated & voluntary

			• Cultural closeness (context) → reduce conflict (mechanism) → avoiding degradation in trust (outcome	partners → improved trust → reduced conflict	
(Fowler Davis et al., 2020)	Vanguards	Care quality		• Inadequate funding → reduced task accomplishment → reduced faith & trust • Unclear outcome metrics → reduced perception of success → reduced trust & faith	
(Fulop et al., 2002)	Merger	Efficiency	• Greater geographic distance → reduced communication → reduced trust • Workforce churn → reduced task accomplishment → reduced trust	• Collaborative inertia → reduced task accomplishment → reduction in care quality • Pulling together of clinicians → share of good practice → synergy • Larger trust size → more sharing of ideas → synergy • Larger trust size → more remote managers → loss of informality/ interpersonal	

				• communication • Greater cultural differences → greater task complexity → reduced task achievement	
(Gannon-Leary et al., 2006)	Partnerships (mixed)	Care quality		• Unclear outcomes → unclear task achievement → reduced task accomplishment • Increase in workload of core personnel → reduction in task accomplishment → reduction in faith • Fear of loss of organisational autonomy → reduced faith → increased conflict • Information governance making data sharing difficult → reduced task accomplishment → reduced faith • Access to external brokers → avoidance of conflict → increased trust	

				• Participatory and democratic governance arrangements → increased trust → reduced conflict	
(Gulliver, 1999)	Joint commissioning, mental health	Care quality	• Shared vision → increases trust → reduction in conflict • Workforce turnover → reduced trust → increased conflict	• Commitment by leadership → improved faith → reduced conflict	
(Gulliver et al., 2001)	Joint commissioning, Mental health	Care quality		• Loss of organisational identity → increased difficulty of cultural merger → increased task complexity • Co-location of staff → greater interpersonal communication → greater cultural assimilation • Lack of shared vision → loss of staff autonomy → reduced faith • Reduced faith → staff turnover & emotional exhaustion → reduced organisational	

				performance	
(Hearld et al., 2015)	Alliances	Efficiency	•	• Clear vision → reduction in participation costs → increased faith • Leadership perceived as effective → reduction in participation costs → increased faith & trust • Changes in leadership → reduction in clarity of vision → reduced faith • Negatively perceived leadership → change in leadership → increased faith	Voluntary
(Henderson et al., 2020)	Primary care networks	Care quality	• Staff turnover → reduced trust → increased conflict • Geographical coterminosity → increased inter-personal communication → increased trust	• Information governance making data sharing difficult → reduced task accomplishment • Lack of faith → prioritisation of non-partnership work → lack of task accomplishment • Hiring of dedicated partnership 'champions' → improved task accomplishment →	

				improved faith • Differences in organisational culture → lack of trust → lack of task accomplishment • Willingness by actors → increased trust and faith → reduced conflict • Geographical coterminosity → increased inter-personal communication → enhanced cultural integration	
(Idel, 2003)	Merger	Efficiency	• Staff involvement in transition → improved faith → improved task accomplishment	• Rejection of changes brought about by partnership → reduced faith → reduced task accomplishment • Perception of merger as a threat → reduced faith → reduced task accomplishment	
(Jones, 2020)	Primary care network	Care quality		• Mutual understanding → improved trust → reduced conflict	Mandated
(Kershaw et al., 2018)	STP	Care quality	• Shared vision → increased trust → reduced conflict	• Cross-sector partnering → greater cultural divide →	Mandated

			- Pre-existing relationships → greater initial level of trust → greater risk appetite - Clear vision → improved task accomplishment → increased trust - Lack of 'natural geography' that works for partners → enhanced task complexity → reduced faith	- greater task complexity 'champion' leaders → improved trust → reduced conflict - Poor reputation of partnership type (STPs) → reduced faith → reduced uptake by stakeholders - Lack of agreement on process of partnership → unclear tasks → reduced task accomplishment - Regulation favouring competition and not supporting the partnership → increased task complexity → reduced faith	
(Lalani et al., 2018)	Quality improvement collaborative	Care quality/shared learning	- Task achievement → improved perception of progress → improved faith - Staff turnover → reduced faith → reduced collaborative behaviour	- Clarity of purpose → improved faith → improved collaborative behaviour 'champion' leaders → improved faith → more collaborative behaviour - Conflicting priorities	

			• Lack of shared vision → reduced trust → reduced collaboration	→ reduced perception of progress → reduced faith • Low faith → reduced cultural assimilation → increased conflict • Insufficient capacity → reduced faith → reduced collaborative behaviour • Positive reputation of the collaboration → improved initial faith → improved collaborative behaviour • Occurrence of inspections → increased initial faith → increased collaboration	
(Leach et al., 2019)	Buddying	Care quality	• Regular meetings → improved communication → improved trust • Clear responsibilities → improved task accomplishment → improved trust	• Appoint champions → improved trust → reduced conflict	Mandated
(Lewis, 2005)	Primary care partnership	Care quality	• Legal agreements/ requirements to	• Prior history of competition in locality	Mandated

			work together → greater interpersonal communication → greater trust	→ reduced trust → reduced desire to partner/increased conflict	
(Lim, 2014)	Merger	Efficiency	• Involvement of staff in process → improved faith → reduced conflict	• Effective management of staff expectations by leaders → improved faith → improved task accomplishment	Mandated
(Maniatopoulos et al., 2020)	Vanguards (eleven different cases)	Care quality	• Prior history of collaboration → increased initial trust → reduced chance of conflict • Overambitious aims → reduced task accomplishment → reduced trust	• Government focus on competition → increased task complexity → reduced faith • Insufficient funding → increased task complexity → reduced faith • Perceived competitiveness by partners → reduced trust → increased conflict • Cultural collision → reduced trust → increased conflict • Forming relationships prior to beginning the project → increased initial trust → reduced conflict	

				• Conflict → additional work on 'partnership functioning' → reduced synergy/effectiveness • Workforce churn → greater need for interpersonal communication → continued trust-building • Cross-sector working → greater cultural divide → greater difficulty of cultural integration • Work focus diverted to partnership → reduced organisational performance → reduced faith in partnership • Unequal renumeration for involvement → reduced trust → increased conflict	
(Mervyn et al., 2019)	Network	Care quality	• Geographical proximity → improved communication → improved trust	• Leaders perceived as uninterest → reduced faith → reduced synergy • Having supportive city	

				- culture → improved faith → improved synergy - Shared vision → improved progress → improved faith - Enthusiastic leader → improved faith → improved synergy - Transformational leadership → improved faith → improved synergy - Synergy → improved organisational learning from partners → improved effectiveness - Slow progress → reduced faith → reduced synergy	
(Murray et al., 2018)	Accountable care organisation	Care quality		- Shared culture → improved trust → reduced conflict - Openly addressing tension → improved conflict reduction → improved trust - Constructive approach to conflict-resolution → reduced conflict → improved trust - Cultivation of	

				perception of complementary expertise in partner → increased trust → reduced conflict • No visible return on investment → reduced faith → further reduced funding • Lopsided receipt of benefits of partnership → reduced trust → conflict	
(Naylor et al., 2015)	Integrated care	Care quality	• Shared vision → increased trust → reduced conflict • Appropriate governance structure → clear accountability → improved trust • Clear outcomes, effective evaluation and review → improved task accomplishment → improved trust • History of joint working → improved trust →	• Leadership based on shared accountability → reduced competitive behaviour → improved trust • Cross-sector working → more significant cultural divide → increased task complexity • Cross-sector leader appointments → reduced cultural divide → reduced task complexity • Resource pressure → return to competitive behaviours →	

			• reduced conflict • Increased interpersonal communication → improved trust → reduced conflict	• reduced trust • Joint appointments → improved trust → reduced conflict • Contractually mandated risk-sharing → better conflict resolution → increased trust • Competition law → real or perceived barriers to partnership working → reduced faith	
(NHS Employers, 2017)	Vanguards	Efficiency	• Prior history of competition → reduced trust → increased conflict • Prior reputation of organisation → trust → conflict • Proximity → greater frequency of communication → increased trust	• Collaborative behaviours → reduced trust → increased conflict • Perceived regulator instability → reduced faith → reduced uptake of partnership • Behavioural consistency → increased trust → reduced conflict • Cultural distance → trust → conflict • Fear of ceding control → competitive behaviour → reduced trust • Implementing 'quick	

				wins' → task accomplishment → increased trust	
				• Overpromising → not achieving tasks → reduced trust	
				• Helping others out in difficult circumstances (leadership) → increased trust → reduced conflict	
				• Inclusive decision-making → shared vision → increased trust	
				• Showing evidence that collaboration will work → increased faith → reduced conflict	
				• Formation of cross-partner teams → increased trust → reduced conflict	
				• Documenting and sharing successes across partnership → increased trust → reduced conflict	
(NHS Providers, 2019)	Integrated care	Care quality	• Prior history of collaborating → increased trust/faith →	• Obtaining agreement of employees to changes → increased faith → reduced	

			reduced conflict	conflict • Staff passport arrangements → increased communication → increased trust • Pooled resources → shared projects → increased trust • Legislative change to support system working → increased faith → reduced conflict • Cross-sector working → greater cultural divide → greater task complexity • Collaborating on staff recruitment → increased organisational cross-working/flexibility → increased trust • Place-based model of recruiting staff → more effective working patterns → improved task accomplishment/care quality	
(NHS Providers, 2018)	Integrated care	Care quality	• Legal agreements in early phase (i.e.	• Competitive behaviour → reduced	

			MoU) → greater initial trust → reduced conflict • Effective evaluation → improved task accomplishment → improved trust • Staff engagement and involvement → improved faith → reduced conflict	trust → increased conflict • Extension of risk-management systems to system-wide risk → mutual accountability → increased trust	
(NHS Providers & NHS Clinical Commissioners, 2018)				• Lack of shared purpose/vision → reduced trust → increased conflict • Engagement with patients and the public → focus on care quality → improved faith	• Collaborative leadership which transcends organisational boundaries → improved trust → reduced conflict • 'Fortress mentality' → reduced collaborative behaviour → reduced trust/faith • Legislation favouring competition → reduced collaborative behaviour → reduced trust/faith • (Leaders) not shying away from difficult conversations → improved trust →

				reduced conflict	
				• (leaders) including all partners equally → improved trust → reduced conflict	
				• Agreed-upon conflict resolution mechanisms/ accountability → improved conflict resolution → reduced conflict	
				• Open book accounting → reduced competitive behaviour → increased trust	
				• History of prior system failures → reduced initial trust & faith → reduced collaboration	
(Peck et al., 2001)	Joint commissioning	Care quality	• Shared culture → improved trust → reduced conflict	• Co-location of staff → improved cultural integration → improved trust	
				• Mutual understanding of culture → improved trust → reduced conflict	
				• Cultural integration → improved trust → reduced conflict	
(Pickup, 2004)	Integrated care/joint	Care quality		• Co-location of staff →	

	commissioning, mental health			- greater interpersonal communication → greater cultural assimilation - Dedicated leadership team for managing partnership → improved task accomplishment → improved trust - Involvement of many partnership organisations → increased difficulty of communication → reduced coordination/task achievement - Equal participation of leadership of partners on shared board → improved trust → reduced conflict	
(Round et al., 2018)	Integrated care	Care quality	- Overambition → reduced task achievement → reduced trust/faith - Lack of communication → reduced trust → increased conflict		

			• Evaluation → increased task achievement → increased trust • Stakeholder involvement → improved faith → reduced conflict • Cuts to funding → increased task complexity → decreased task accomplishment • Unclear outcome measures → lack of task accomplishment → reduced trust/faith		
(Shaw, 2002)	Mergers	Efficiency	• History of competition → reduced trust → increased conflict	• Strong culture → reduced intra-organisational conflict → improved trust • Preexisting strong cultures → mutual distrust → increased conflict • Perception of external interference → reduced faith → reduced task accomplishment • 'Open' rather than	Mandated

				‘closed’ organisational culture/leadership style → improved collaborative attitude → increased trust	
				• Staff turnover → reduced faith → increased conflict	
				• Unclear base of authority → reduced task accomplishment → reduced faith	
				• Empathetic approach to managing staff reaction to merger process → improved faith → reduced conflict	
(Smith et al., 2020)	Primary care network	Care quality	• Clear roles for leaders → improved shared vision → improved perception of progress • Clear communication → improved progress → improved faith • Shared goals → improved progress → improved faith • Incompatible IT	• Leaders empathetic to staff → improved faith → reduced workforce turnover • Having a single ‘collaboration champion’ → improved trust → reduced conflict • Lack of strong leadership → lack of progress → lack of faith • Having dedicated operational managers	Mandated

			systems → increased task complexity → reduced faith • History of prior collaborations → improved initial trust → improved synergy/reduced conflict	for partnership → improved progress → improved faith • Bigger differences in ethos, culture, and procedures → increased task complexity → reduced progress • Fear of loss of organisational autonomy → reduced initial faith → reduced faith • Lack of staff engagement → reduced cultural assimilation → reduced trust • Only partial inclusion of partners involved in prior collaborations and new collaborations → distrust → reduced synergy • Lack of policy focus on rural networks → increased task complexity → reduced faith • Difficulty recruiting staff →increased task	

				complexity → reduced faith • High standards of collaborative specification → reduced ability for small practices to meet requirements → increased task complexity	
(Southby & Gamsu, 2018)	Integrated care, primary care networks	Care quality	• Regular communication → increased trust → reduced conflict • Common aims → increased trust → reduced conflict • Mutual respect → increased trust → reduced conflict • Physical proximity → increased trust → reduced conflict • Lack of resource → increased task complexity → reduced task accomplishment • Cultural distance → increased task complexity → reduced faith	• Negative view of partnership type → reduced faith → reduced task accomplishment • Lack of regulatory support → increased task complexity → reduced faith • Poor reputation with commissioners → reduced faith → reduced synergy	

			• Staff turnover → reduced faith → increased conflict • Stakeholder involvement → increased faith → reduced conflict		
(Southwark and Lambeth Integrated Care, 2016)	Integrated care	Care quality	• Shared vision → increased coordination → increased trust • Co-creation with citizens → increased legitimacy of arrangement → increased faith • Effective evaluation → greater task achievement → increased faith/trust • Overambition → reduced perception of achievement → reduced faith/trust • Strong governance & accountability → improved conflict resolution	• Leadership churn → lack of vision → reduced trust/faith • Lack of agreed outcomes → reduction in ability to evaluate → reduced perception of task accomplishment • Use of evidence to underline vision → improved faith → reduced conflict • Use of robust business case with well-calibrated ambitions → increased task accomplishment → increased faith/trust • Competitive behaviour → reduced trust → increased conflict	

			→ reduced conflict	
(Starling, 2018)	Vanguards	Care quality	• Building upon pre-existing relationships → increased initial trust → reduced conflict • Starting small → building trust from initial successes → reduced conflict	• Use of logic models → improved shared understanding of partnership → improved faith	
(Steininger et al., 2016)	Hospital merger	Care quality	• Sufficient capacity → increased perception of progress→ increased faith	• Absence of decision-making personnel → reduced faith → reduced collaborative behaviour	
(Timmins, 2019)	Integrated care	Care quality		• Absence of legal structure for new organisation → reduced decision-making → reduced task achievement • Reduced financial resource → increased task complexity → reduced task achievement • Robust change management strategy → improved task achievement → reduced performance	

				loss	
(The King's Fund, 2005)	Joint commissioning	Virtuousness	- Task achievement → increased faith → reduced conflict - Early winners → increased trust & faith → reduced conflict - Staff turnover → reduced faith → increased conflict - Involving stakeholders → increased faith → reduced conflict - Clear roles for involved organisations and teams → improved task accomplishment → improved faith/trust - Interpersonal communication → improved trust → decreased conflict - Geographical coterminosity → improved communication → improved trust	- Clear vision → focused work → increased task achievement - Leadership turnover → reduced clarity of vision → reduced task accomplishment - Having a leader dedicated to partnership work → offloading of 'partnership work' → increased partnership functioning - Shared financial resource → increased trust → reduced conflict - Limited financial resource → increased task complexity → reduced faith	

| (Timmins, 2019) | Integrated care | Care quality | | • Empathetic leadership → improved faith & trust → reduced conflict
• Evidence based change → increased faith → reduced conflict
• Stable leadership → clear vision → increased faith
• Legislation pushing for competition → increased task complexity → reduced faith
• Optimistic leaders → improved faith → reduced conflict
• Analytical skills → improved evaluation → improved task accomplishment
• Poor reputation of partnership type (STPs) → reduced faith → reduced uptake by stakeholders
• Lack of statutory powers → inability to appoint official | |

				systemwide leaders → reduced authority of partnership • Regulatory mandate to partner → reduced intrinsic motivation → reduced faith	