

Report Supplementary Material 3: Study 4 Interview Schedule

Explain Study: Study Team: Confidentiality and anonymity: Sign consent forms

Name (affirm anonymisation) and position: Details of role: Length of time on team/in Trust

(1) Team working

(a) Can you describe the team to me?

Numbers: Roles: Relationships: Tasks:

Culture: Inward/outward looking (eg. individuals' own modes of operating, their beliefs, priorities, values v. focusing more on strategic, performance-based objectives)

(b) How do decisions get made at the level of the team?

Views on what works well/less well: How are decisions shaped?

(c) How do you monitor progress currently? (eg. progress of team development, achievements)

Strengths and weakness of the process?

(2) Staff attributes and attitudes toward change (cohesion, stress, authority, openness to change)

(a) How does the team respond to change?

Describe process (probe for any recent change if necessary):

Barriers: - What can stop change happening? (would a new intervention be a burden or cause additional stress)

Facilitators: - Incentives: Leadership: Role of multi professional groups

(b) Does the type or source of the proposed change make a difference?

Familiar/unfamiliar (eg. new and different types of therapy/interventions developed by researchers; Team/individuals' competence more/less important than approach)

Importance of internal or external initiation (eg. if it was required by the Trust/or was adopted by NICE)

(c) How were team leaders involved in the implementation/change you described?

How much and at what levels(organisation, team level etc.)?

Did they help or hinder implementation?

(d) If you had to provide a metaphor or image to describe the team, what would it be?

(e) What do you anticipate helping/blocking future change at the level of the team?

If you could change anything in the context or in the team that would help innovations get adopted, what would it be?

(3) Individual attributes and attitudes toward change (*willingness to change, motivation for work, response to pressure to change, trust in leadership, perceived authority*)

(a) How do you feel generally about using new interventions with your clients?

(b) Is there anything which would make you more likely to try a new intervention?

(eg If it was being used by colleagues who were happy with it; if the leader was supportive of the new intervention; degree of work involved)

(4) Views on proposed intervention (acceptability, sustainability)

(a) What do you know about the intervention planned as part of the research project?

description; motivation for intervention

(b) How successful do you foresee the introduction of CR to early intervention services for schizophrenia being in improving clinical processes?

What do you base this on? (e.g. acceptability to self and others, degree of organisational support)

(c) What do you think may be the strengths and weaknesses of your approach locally?

Challenges of the CR implementation? What might help it succeed?

(d) How do you think CR will or will not fit with your daily work in the organization?

What changes in clinical practice would you hope to see in future as a result of introducing CR to early intervention services?

(e) How successful do you think introducing CR to Early Intervention Services will be in changing clinical practice?

Influences on change (e.g. national guidelines, experience).

(f) How sustainable do you feel these changes will be?

Why/why not?

(5) Views on the organisation

(a) How do you feel about this Trust as an organisation?

Organisational values (e.g. informal culture –informal communication, unwritten rules/procedures-, embedded values); policies, procedures, resources; readiness for change, change commitment & change efficiency (effort they are willing to put in, persistence) education, training for staff. strengths and weaknesses

(b) Is it possible to characterise the trust's culture?

What is like to work here?; Provide a metaphor to describe the culture.

(c) How do you think these characteristics influence implementation of change?

Organizational structures and processes to support implementation? (eg information systems, fidelity tools, feedback, coaching).

(6) Background questions for key informants (otherwise go to 7)

(a) Could you give me a few key facts about the trust?

Brief history of the trust (when was it formed etc.?)

Location (number of sites and the geographical distribution)?

What is its current size (by workforce, beds and budget)?

Recent changes (last five years or so) and explore financial well-being

(b) What would you say are the pressures/factors driving trust performance/activity?

Business' plan/strategy: key goals/objectives

Explore how performance targets are shaping what is happening in the trust; which ones are driving activity.

(c) Does the trust have a research plan/strategy?

Summarise key goals/objectives

(7) Closing question

Any other contributions you would like to make that we have not covered?

Thank you