

Additional File 1: Construct Clustering and Development

Table 1-a New Construct Name: DISCOVERING THE OPPORTUNITY

Emerging Constructs from Individual Narratives Identified by Research Analysts	Description
Finding the buzz	The term “buzz” came out of the team; What is going on at large/the bigger picture; Where does program fit within priorities? Buzz appears to represent the interest levels in a particular area. It can be flowing into or out of the program/service area. Can be generated by new research knowledge that sets program focus in a new direction. Media buzz and professional buzz are identified as different considerations
Unearthing the Knowledge	Who has the knowledge and how is it accessed? Knowledge is exchanged through many sources and at different levels; It is a complex interaction of program planners, delivery agents, community, media, etc that influence program direction and success; Competencies plus tacit knowledge impact on success of an endeavour
Utilizing the literature	
Getting the idea	Where does the idea for the program come from?
Finding the Buzz	Ideas coming from: mandate, other successful health units/organizations, research findings, community needs. Seeing opportunity from: available funding, research findings, trends, and community support.
Assessing What’s Available	ID skills, resources, activities to guide what is needed in terms of level of direction and resources to operationalize a new program
Carpe Diem vs. Slow and Steady	Making a choice between an arising opportunity and continuing with an existing program
Finding the right fit	Identifying opportunities for programs that "fit" with the community in question; finding partners that "fit" with program objectives (First half could fit under discovering buzz, second half under establishing program foundation)
Identifying a need	
Carpe Diem	Seizing opportunities as they arise
Building on What Exists	IDing opportunities to link new and old programs, projects, extend what exists with what is emergent
Bringing It - experience to the Banquet Table	Sorting through what are the real opportunities/challenges as opposed to what is fluff – knowing what is relevant to the task/community (experiential)
Utilizing/Evaluating Explicit Knowledge	The act of seeking out and assessing research evidence to build the foundation of the program
Developing a Program Rationale	Finding the evidence to support program plans and directions to justify directions, meet ministry guidelines, etc (partners do not have to justify their actions in this way)

Table 1-b New Construct Name: BRINGING TOGETHER THE PLANNING TEAM

Emerging Constructs from Research Analysts	Description
Making the Commitment	Hard work, who will commit? Does this link to team forming?
Forming a Team	Aggregated data about the team coming together; New approaches and ideas stem from newest members? Experience brings tacit knowledge about who can contribute to a working group and how; know who to approach and how
Multiple Memberships	
Forming the team	Collecting people to form a team; collecting people based on goodness of fit (including knowledge they bring, availability and support of objective).
Conditioning Professional Support	Knowing who does what within the health unit and who will support is necessary for good program development. Linking in strengthens and grows the overall HU objectives.

Table 1-c New Construct Name: GAINING COMMITMENT

Emerging Constructs from Research Analysts	Description
Finding the Support	Board; Funders (previous not successful or long term) (tacit experiential what works/what doesn't); Searching for a secure platform to launch a program; The support is critical to a programs success in this case there were many community members, staff and management who provides different types and levels of support
Financing/sustaining programs	
Getting resources	This can be monetary (funding) or other resources such as brochures/posters. This does NOT include human resources
Getting support	This can be internal or external; can include people, media, organizations
Finding support	Finding support in-house, from the community, from higher-level groups (e.g. government), financial support.
Conditioning Professional Support	Knowing who does what within the health unit and who will support is necessary for good program development. Linking in strengthens and grows the overall HU objectives.
Accessing Grants	Finding funding for programs increases credibility and commitment from stakeholders
Making program objectives & outcomes public/ Information sharing	Making objectives and plans transparent, making outcomes public (public awareness for public approval), sharing planning information and research with other health units and organizations.
Spreading the word and Building Awareness	Communicating with the community to create awareness of programs and services

Table 1-d New Construct Name: PARTNERING AND ENGAGING

Emerging Constructs from Research Analysts	Description
Making program objectives & outcomes public/ Information sharing	Making objectives and plans transparent, making outcomes public (public awareness for public approval), sharing planning information and research with other health units and organizations.
Spreading the word and Building Awareness	Communicating with the community to create awareness of programs and services
Keeping Connected	Sharing with network; Getting feedback and hearing what works/doesn't work from others; Feeding the buzz; Sustaining relationships, makes the start-up and delivery of new or altered programs easier; Tacit knowledge of community partners and who will support and endeavour and in what way; Give and take provides a joint benefit for HU and stakeholder
Partnering/Using Relationships/Engaging the Community	Bring together data around community partners; Examples of community engagement
Linking with partners	This can be internal or external; can be community or organizational (other health units)
Engaging community/making connections/keeping connections	Communicating ideas with the community, appealing to the community for support (showing how the program will benefit them), taking into account what is best for the community based on community input, maintaining community support through positive connection and interaction.
Linking in With Partners	Identifying multiple benefits with partners leads to a sense of shared ownership = shared incentive and shared commitment
Connecting with Partners	Raising awareness of all the resources available through various programs to improve outcomes for clients = enhanced referrals, access, etc
Forming Partnerships	A work intensive process where different groups/agencies put ideas on the table and talk to service recipients to form program links, supports and ID needs
Building Relationships	Goal oriented approach for program development where all partners should be equal in the process of development and execution
Partnering Within and Beyond the HU Boundaries	Communicating with NGOs and other agencies with similar interests/objectives strengthens programs
Finding the right fit	Identifying opportunities for programs that "fit" with the community in question; finding partners that "fit" with program objectives
Connecting with partners	Identifying those in the community with similar interest and connecting with them to further a program plan

Table 1-e New Construct Name: WORKING OUT PROGRAM DETAILS

Emerging Constructs from Research Analysts	Description
Pinpointing the key problem	Does knowledge exist? Eliminate the non-issues/what is not the problem; Solution fits the problem; Context specific; How they developed the plan to stay the course

Finding the Focus/Finding the Target	At what time does the tacit knowledge prevent an exploration of new approaches; Does tacit knowledge still hold value where community itself is in transition and this is not recognized (i.e. demographics, primary caregiver in home is changing, family make-up and dynamics)
Program Details	Working out the details of the program; where, when, who
Finding a target	Deciding on specific objectives and guidelines.
Having a clear goal/objective	In a multiple group endeavour, clearly articulating desired outcomes that meet all objectives
Meeting the needs	
Developing the Program	Developing the program is identified as a sequential process of brainstorming, reviewing evidence, sharing information as the second step
Id an overarching strategy	When multiple partners are involved, it is important to id at the start an overarching goal and strategy that is agreed upon to move forward effectively

Table 1-f New Construct Name: IDENTIFYING STRENGTHS AND WEAKNESSES

Emerging Constructs from Research Analysts	Description
Contextualizing	Making sure the program will work for the chosen target/community or PH issue
Identifying & overcoming barriers	Identifying where changes could be made, making efforts to improve program, learning from past mistakes, learning from programs of other health units/organizations.
Meeting The Northern Challenge	Factors effecting program delivery in northern communities that challenge program delivery
Ground-Truthing and Visualization	Look at big picture compare strengths and weaknesses of various models extrapolate and incorporate into program design
Maintain Philosophical Integrity	Linking with other groups may impose new objectives/approaches contrary to the original philosophy
Anxiety versus Tension between partners	Noted as a relevant difference in program connections - anxiety about developing program versus tension existing between partners - impact on program development

Table 1-g New Construct Name: EVALUATION

Emerging Constructs from Research Analysts	Description
Piggy backing on existing programs/ Piloting new with the old	Using existing programs to meet new needs and identifying how they fit together and can benefit from one another.
Piecing the Puzzle	Making sense of various experiences in order to address concerns and identify issues - taking the small parts to create a bigger picture of an issue
Evaluating the program	Steps that are taken to evaluate what has been done both in planning and in implementation
Finalizing/Follow-up	Once the program is done, what happens

Note that of these seven new constructs, the results from “Partnering and Engaging” are being reported another publication, and the constructs “Identifying Strengths and Weaknesses” and “Evaluation” were subsequently clustered with “Working out Program Details.