

First Author/ Discipline	Year/ Country	Methodology	Sample	Setting undergoing major transformation	Main results	Quality Score ¹
Bareil / Change management	2007/ Canada	Cross- sectional	321 employees and physicians	One large Quebec (Canada) hospital	<ul style="list-style-type: none"> ▪ Each change (structural reorganisation, new physical environment, and technological change) creates a distinct level of discomfort ▪ Situational pattern (change-dependent) of discomfort with change is higher than the dispositional pattern (individual-dependent) – regardless of occupational group 	***
Aubry / Project Management	2011/ Canada	Single-case study	22 executive board partners and TSO ² members	One Quebec (Canada) university- teaching hospital	<ul style="list-style-type: none"> ▪ TSO (Transition support offices) members feel more strongly about human relations while executive board partners value more strongly rational goals ▪ Barriers to change include hierarchical and practice cultures 	****
Lavoie- Tremblay, Bonneville- Roussy / Nursing	2012 / Canada	Single-case study	24 project team members (ambulatory) and TSO members	One Canadian university- teaching hospital	<ul style="list-style-type: none"> ▪ TSO contributes to project success ▪ TSO provides structure and expert guidance, leading to better control of the change process ▪ TSO supports goal-setting and prioritization 	****
Lavoie- Tremblay, Richer / Nursing	2012 / Canada	Single-case study	38 project team and PMO members	One Canadian university- teaching hospital	<ul style="list-style-type: none"> ▪ PMO's (Project management offices) role as providing expertise and support for evidence, change management, project management, and evaluation ▪ PMO team members are recognized for their expertise, their energy, their ability to keep projects on track, their credibility and their neutrality ▪ PMO support as essential for practice change based on evidence – meaning better and safer care for patients 	***
Richer, Dawes / Nursing	2013 / Canada	Single-case study	11 senior managers	McGill University	<ul style="list-style-type: none"> ▪ Usefulness of using evidence to guide 	***

				Health Center (MUHC), one Quebec (Canada) university-teaching hospital	<ul style="list-style-type: none"> change ▪ Barriers to using evidence include efforts to retrieve and analyse it, accessibility and validity of information ▪ Accountability and commitment as important characteristics of leaders in a transformation 	
Richer / Nursing	2013 / Canada	Single-case study	N/A Document review (37 project charters)	McGill University Health Center (MUHC), one Quebec (Canada) university-teaching hospital	<p>Three-fold project typology:</p> <ol style="list-style-type: none"> 1. <i>Practice</i> projects refer to harmonization of clinical practices 2. <i>People</i> projects involve the consolidation of teams 3. <i>Process</i> projects aim to improve efficiency and effectiveness of processes surrounding care 	**
Aubry / Project Management	2014/ Canada	Single-case study (T1-T2) Participatory action research	T1 22 executive committee Partners and TSO members T2 23 executive committee Partners and TSO members	One university-teaching hospital	<ul style="list-style-type: none"> ▪ TSO has the mandate to support the transformation (move from multiple healthcare centres to two sites) ▪ At T2, TSO's role in creating partnerships and in promoting innovation was more recognized 	****
Tucker / Organisational Studies & Human Resources	2014 / USA, Canada & UK	Multiple-case studies (3)	155 senior managers, middle managers, and frontline staff	Three 300-500 bed hospitals (moved from multi-bed to all-single-bed configuration)	<ul style="list-style-type: none"> ▪ Work practice redesign creates cognitive overload ▪ Infrastructure vs. work practice redesign are managed differently ▪ Main benefit of simultaneously redesigning infrastructure and work practices is that processes which would not have been plausible before can be designed into the new facility ▪ Employees need to understand the reasons for design decisions in order for work redesign to occur 	***
Klag / Management	2016 / Canada	Single-case study (theoretical & experiential account)	2 authors (managers within the TSO)	McGill University Health Center (MUHC), one Quebec (Canada) university-	<ul style="list-style-type: none"> ▪ Information brokerage at all TSO levels optimized information flow between different stakeholders ▪ Information brokerage as a way to reduce 	*

				teaching hospital	<p>uncertainty and ambiguity</p> <ul style="list-style-type: none"> Information brokerage contributed to effectiveness and efficiency of change 	
Lavoie-Tremblay / Nursing	2017 / Canada	Multiple-case studies (3)	34 senior managers	Three Quebec university-teaching hospitals	<ul style="list-style-type: none"> Challenges faced were resistance to change, different organisational cultures and juggling project and operational work PMO support improved effectiveness, efficiency and simplified practices, resulting in patient benefits 	****
Aubry / Project Management	2018/ Canada	Multiple-case studies (3)	64 senior managers and PMO employees	Three Quebec (Canada) university-teaching hospitals	<ul style="list-style-type: none"> Cases differed in PMO roles and trajectory of PMO designs over time PMOs across the three cases were people-oriented and supportive of change 	***
Lavoie-Tremblay / Nursing	2018 / Canada	Single-case study	7 PMO clients and PMO team members	One Canadian university-teaching hospital (major transformation had passed)	<p>Four PMO strategies aimed at fostering project sustainability:</p> <ol style="list-style-type: none"> develop a support model and provide project guidance develop and provide tools and methods geared towards continuity Provide or offer training, teaching, particularly in project management Introduce and use communication and collaboration methods 	****
Slosberg / Management	2018 / USA	Quantitative survey (four pulse-points)	544 employees (emergency department and neonatal intensive care unit)	Akron Children's Hospital, one pediatric healthcare provider, Ohio (USA) (including two hospitals and 60 service locations)	<ul style="list-style-type: none"> Preparedness to work in the new environment was significantly higher after the move than before the move Level of involvement in the new design was a significant predictor of level of knowledge of the new facility and new processes Level of involvement in the new design was a significant predictor of adaptation 	*

Tucker / Organisational Studies & Human Resources	2014 / USA, Canada & UK	Multiple-case studies (3)	155 senior managers, middle managers, and frontline staff	Three 300-500 bed hospitals (moved from multi-bed to all-single-bed configuration)	<ul style="list-style-type: none"> ▪ Work practice redesign creates cognitive overload ▪ Infrastructure vs. work practice redesign are managed differently ▪ Main benefit of simultaneously redesigning infrastructure and work practices is that processes which would not have been plausible before can be designed into the new facility ▪ Employees need to understand the reasons for design decisions in order for work redesign to occur 	***
<p>1 – Quality scores from the Mixed Methods Appraisal Tool (MMAT): *-**** = low-high quality ^[18-20]</p> <p>2 – TSOs (Transition support offices) and PMOs (Project management offices) refer to the same governance structure.</p>						