Supplementary material A – Initial middle-range program theory

Time

Program design
- Multiple instructional methods
- Adult learning theory
- Program content
- Needs assessment
- Selection participants

Individual leadership
- Improved knowledge, skills, abilities
- Confidence
- Self-awareness

Applying skills
- Changes in leadership behavior
- Project work
- Team work

Outcomes
- **Patients**
- **Organization**

Individual motivation / workplace culture
Institutional support / visibility
Building relationships within the organization
Sufficient time and space to reflect