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Translation and Pilot Test of the Implementation Leadership Scale in Chinese Nursing

Context

Keywords: leadership; evidence-based practice; nursing; translations; linguistics

Running Title: Developing Chinese Implementation Leadership Scale

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Translation and Linguistic Validation of the Implementation Leadership Scale in Chinese Nursing Context

Abstract

Aim: To translate the Implementation Leadership Scale (ILS) into Chinese and evaluate how Chinese nursing staff and leaders understood and responded to the Chinese ILS.

Background: Leadership is a critical factor for implementing evidence-based practice. The ILS is a valid and reliable instrument to understand leadership for evidence-based practice; however, this scale or the other similar instrument does not exist in Chinese.

Methods: We followed the translation and cross-cultural validation guideline developed by Sousa and Rojjanasrirat. Translation included two forward and blind backward translations, and their comparisons. Two rounds of cognitive interview were used to evaluate the linguistic validity.

Results: The translation process took 12 months. In the forward and backward translations, 24 translation issues were identified, of which semantic equivalence issues were most frequent. Ten nurses participated in each round of cognitive interviews and 33 linguistic issues were found. The final Chinese ILS had seven significant adaptations to the original instrument.

Conclusion: This study provided a deep understanding of using the ILS in the local context and laid the foundation for future psychometric statistical testing.

1 **Implications for nursing management:** ILS could support organizational leadership
2 development programs and strategies to facilitate and support EBP implementation and
3 sustainment.

4 **Keywords:**
5 leadership; evidence-based practice; nursing; translations; linguistics

6 **1 Introduction**

7 Sackett (1996) defined evidence-based practice (EBP) as “the use of current best
8 evidence in making decisions about the care of individual patients that integrates the best
9 external evidence with individual clinical expertise and patients' choice (Sackett, Rosenberg,
10 Gray, Haynes, & Richardson, 1996).” It is widely accepted that EBP is a significant
11 advancement in health care services that promotes optimal clinical practice and positive
12 patient outcomes (Grol & Grimshaw, 2003). As the largest professional group in health care
13 delivery, nurses play a central role in advancing the implementation of EBP (World Health
14 Organization, 2016). In 2012, the International Council of Nurses proposed the theme
15 “Closing the Gap: From Evidence to Action” as a means of encouraging nurses to use
16 evidence-based approaches to nursing practice (International Council of Nurses, 2012).
17 However, EBP remains inconsistently applied with formidable implementation challenges
18 (Melnyk, Fineout-Overholt, Gallagher-Ford, & Kaplan, 2012).

19 EBP was introduced to the context of Chinese nursing in 2001, and is now considered a
20 critical step in sealing up the quality and effectiveness of nursing services in China (Cheng,
21 Feng, & Hu, 2017; The Lancet, 2012). A recent scoping review illustrated that the number of
22 studies conducted in China on the implementation of EBP in nursing has been gradually
23 increasing each year, from zero in 2001 to 28 in 2015 (Cheng, Feng, et al., 2017). However,
24 this review also revealed that implementing EBP in the Chinese nursing context has its own
25 unique challenges and system wide barriers. For example, barriers include widely held
26 cultural values of respect for position, age, and working experience hierarchies and the
27 pursuit of social harmony, most of which cannot be addressed in a short period of time
28 (Cheng, Feng, et al., 2017).

1 Leadership is considered a critical factor for the implementation of EBP in different
2 settings and among different professional groups (Gifford et al., 2018; Hu & Gifford, 2018).
3 However, few published studies have focused on leadership for implementing EBP in China.
4 Specifically, what leaders do to facilitate and support EBP has not been considered in
5 Chinese nursing research (Cheng, Broome, Feng, & Hu, 2017a, 2017b) which has created a
6 knowledge gap about implementation leadership in this context. To advance the science, a
7 valid and reliable measurement tool is needed to understand how leadership influences
8 implementation of EBP in Chinese nursing settings.

9 Without a validated, reliable, and acceptable measurement tool of implementation
10 leadership, it is difficult to evaluate what nursing leaders do to implement EBP, or the impact
11 of leadership interventions for improving nurses' attitudes, acceptance and implementation of
12 EBP. Previous studies have used questionnaires measuring leadership in general to evaluate
13 leadership for the implementation of EBP, such as the Multifactor Leadership Questionnaire
14 including transformational and transactional leadership (Aarons & Aarons, 2006; Aarons,
15 Ehrhart, Moullin, Torres, & Green, 2017; Brimhall et al., 2015; Marchionni & Ritchie, 2008;
16 Masood & Afsar, 2017; Papparone, 2015; Powell et al., 2017). Leadership in general refers to
17 a process of influencing others to accomplish shared objectives (Yukl, 2006), however
18 instruments measuring leadership in general do not capture the particular leadership strategies
19 and behaviors that are critical to implementing EBP (Aarons, Ehrhart, & Farahnak, 2014).

20 One meta-analysis of 58 studies demonstrated that strategic leadership that focusses on
21 activities for a specific organizational change initiative has a relative advantage when
22 compared to leadership in general (Hong, Liao, Hu, & Jiang, 2013). In EBP context, this
23 means that the evaluation of leadership that focuses specifically on implementation could
24 predict implementation of EBP more accurately than those that focus on leadership in general
25 (Aarons et al., 2014). It is therefore warranted that a valid and reliable instrument that
26 measures implementation leadership in the Chinese nursing context is needed to understand
27 and evaluate EBP efforts.

1 Aarons et al. (2014) developed the Implementation Leadership Scale (ILS), a valid and
2 reliable tool that focuses specifically on leadership for implementing EBP. The ILS measures
3 the degree to which a leader is proactive, knowledgeable, supportive, and perseverant in their
4 efforts to implement EBP (Aarons et al., 2014). The ILS includes 12 items scored on a scale
5 of 0 (not at all) to 4 (a very great extent) (Aarons et al., 2014). There are two versions of the
6 ILS: one allows staff to assess their supervisor/leader, and another for supervisors/leaders to
7 assess themselves (Aarons et al., 2014). Both staff and supervisor versions have the same 12
8 statements, but differ in the referent of the items (the supervisor name being used in the staff
9 version, which is replaced by “I” in the supervisor version).

10 The ILS has been validated in mental health clinics with clinicians (Cronbach’s alpha
11 0.98), alcohol and drug use treatment agencies with counselors (Cronbach’s alpha 0.97), and
12 child welfare services with social workers and other allied health professionals (Cronbach’s
13 alpha 0.97) (Aarons et al., 2014; Aarons, Ehrhart, Torres, Finn, & Roesch, 2016; Finn, Torres,
14 Ehrhart, Roesch, & Aarons, 2016). It has shown to be an efficient and pragmatic scale for
15 capturing leadership behaviors with which to implement EBP (Aarons et al., 2016). However,
16 these studies were all conducted in the English language in United States of America, and it
17 is unclear how ILS items and constructs would be interpreted and understood in Chinese
18 settings. Thus, the purpose of this study was to translate the ILS into Chinese and conduct
19 linguistic validation of the translated ILS in a Chinese nursing context. We undertook this
20 study as part of a larger project to evaluate a leadership intervention for nurse managers to
21 implement and support evidence-based pain management practices in infants and children in
22 a large acute care hospital in China.

23 **2 Methods**

24 This study followed a systematic process from the guideline developed by Sousa and
25 Rojjanasrirat (2011), which was based on a comprehensive review of methodological
26 approaches to translation, adaptation, and validation of instruments for cross-cultural research
27 (Sousa & Rojjanasrirat, 2011).

28 **2.1 Step 1: Forward Translation**

1 The supervisor version and staff version of the original English (source language) ILS
2 were combined and then translated independently into written Chinese (target language) by
3 two bilingual translators who had experience living in China and Western countries (termed
4 bicultural). One translator was a registered nurse with over five years experience working in
5 both China and Canada, and was knowledgeable about health care terminology and
6 leadership. The other was a certified translator from China who had lived in an English
7 language country (Australia) for more than 10 years.

8 **2.2 Step 2: Comparison of the Two Forward Translation Versions**

9 A forward-translation committee compared the two translated ILS versions and
10 examined discrepancies between words, sentences, and meanings. The committee was
11 composed of five nursing scholars in China with different experiences and clinical
12 backgrounds (see Table 1). The committee discussed discrepancies and evaluated whether the
13 translation was: 1) conceptually understood in the Chinese nursing context (conceptual
14 equivalence); 2) correctly reflected the intended English meaning (semantic equivalence); 3)
15 accepted by targeted respondents (item equivalence); and 4) had wording, format, instruction
16 and scaling that could be used in Chinese nursing context (operational equivalence).
17 Questions that could not be resolved by the forward-translation committee were discussed
18 with the tool developers in the United States (GAA, ME) until consensus was reached.

19 **2.3 Step 3: Blind Backward Translation**

20 The preliminary Chinese ILS (Post-Forward Translation) was then translated back into
21 English by two different independent translators with qualifications similar to those of the
22 forward translators. The backward translators had no previous exposure to the original
23 English ILS.

24 **2.4 Step 4: Comparison of the Two Backward Translation Versions**

25 Similar to the forward translation comparisons, a backward translation committee was
26 established to compare the backward translation versions and resolve discrepancies. This
27 committee included one doctorate candidate who was bilingual in Chinese and English (JH),
28 two nursing professors (WG, DH) and the ILS tool developers (GAA, ME). The committee

1 also compared the backward translated versions with the original English ILS, evaluating
2 whether the back translation correctly reflected the intended meanings of the original. If the
3 intended meaning of the back-translated ILS had been altered through the translation process,
4 the related translated words underwent steps one to four again as outlined above. This cycle
5 was repeated until all backward translation of the ILS were acceptable to the committee.

6 **2.5 Step 5: Linguistic Validation**

7 Linguistic validation evaluates how participants understand and respond to the
8 instruments and assesses the clarity, intelligibility, appropriateness, and cultural relevance of
9 the target language version to the target population (Mear I. & GirouDET C., 2012). It is
10 strongly recommended as an important and necessary step before psychometric and statistical
11 testing in local context (Egger-Rainer, 2018; Sousa & Rojjanasrirat, 2011). In this study, the
12 cognitive interviewing methods, including think-aloud, verbal probing, and vignettes, were
13 used to complete linguistic validation (see Table 2) (Nichols E. & Childs J.H., 2009; Willis,
14 2005).

15 A convenience sampling was used to recruit the participants, who were nursing staff and
16 leaders having more than three years working experience in their current positions in China.
17 Interviews were conducted in Chinese. Their audio recordings were transcribed by one
18 research assistant (QL) and checked by another (YZ). Investigator triangulation was used to
19 offer completeness in the data analysis. It involved an independent analysis of interviews by
20 different investigators followed by research team discussions of findings (Tobin & Begley,
21 2004). Interview transcripts in Chinese were entered into NVivo (version 11 for Windows)
22 qualitative software and analyzed for cognitive requirements and linguistic issues (QSR
23 International, 2019, February 17th). NVivo is a computer software package to facilitate
24 researchers to organize, store, categorize and display data during qualitative data analysis
25 (QSR International, 2019, February 17th).

26 The analysis was conducted by a study investigator (JH) and two research assistants (QL,
27 YZ), all of whom were bilingual and bicultural. Cognitive requirements included: 1)
28 comprehension (encoding processes), 2) recall (retrieval processes), 3) inference (judgment

1 processes), 4) mapping (response processes), and 5) editing (processes used to edit answers).
2 All the issues and relevant quotes in Chinese were translated to English (YZ),
3 double-checked (JH, QL), and discussed by the research team and ILS developers.

4 After the first round of cognitive interview, the research team and ILS developers
5 discussed the required revisions, and the revised ILS went through the forward and backward
6 translation process again and was tested in a further cognitive interview round with different
7 participants (Willis, 2005). This cycle was repeated until no further revisions were needed for
8 linguistic validation.

9 **2.6 Ethical Approval**

10 The study was approved by the university and hospital Research Ethics Boards
11 (H02-17-15). Permission to translate the ILS into Chinese was obtained from the developers
12 of the original scale (GAA, ME).

13 **3 Results**

14 **3.1 Translations and Committee Meetings**

15 The translation process took 12 months to complete. In the forward and backward
16 translation process, 24 translation issues were identified (see Table 3). Both forward and
17 backward translations (with committee meetings) took two rounds to address all the
18 translation issues and develop the preliminary translated ILS.

19 The most frequently identified translation issue was semantic equivalence (16 issues).
20 Forward translation found seven issues with five English terms or phrases that were difficult
21 to match in Chinese, including: “proactive” (conceptual term for Domain 1), “know what I
22 am talking about” (scale item 6), “persevere” (scale item 10), “ups and downs” (scale item
23 10), and “carry on” (scale item 11). The forward translations of three English terms were
24 found at risk for being misunderstood in a Chinese nursing context (six issues): “supervisor”
25 (Title), “staff” (Title), and “department” (scale item 3). The backward translation committee
26 identified four semantic equivalence issues that involved altering the meaning of the original
27 ILS (scale items 3, 9, 10, 12).

1 One issue arose for the operational equivalency translation of the scale. The backward
2 translation committee found the “extent” to which respondents would agree with each item in
3 the scale to be confusing to understand. The middle rating of number “two” on the 0-4 Likert
4 scale had been translated into “neutral” but was deemed not incrementally equivalent to the
5 difference between number “one” (slight extent) and number “three” (great extent), altering
6 the operational equivalency of the original ILS. Therefore, the “extent” was revised to be
7 continuous to allow respondents to gradually increase their agreement with each statement.

8 All five conceptual equivalency issues occurred with the terms “implementation
9 leadership” and “evidence-based practice.” Leadership for implementing evidence-based
10 practice specifically was translated to represent the concept of “implementation leadership.”
11 In order to help participants understand what “evidence-based practice” means, it was
12 decided to test four examples in the cognitive interviews and add the most acceptable one to
13 the scale.

14 Two item equivalence issues were identified in the forward translation committee
15 meeting for items that were not originally considered difficult to translate. The first was the
16 “Name of supervisor” for each item in the staff version of the ILS; and the second was “I am
17 able to answer staff’s questions about evidence-based practice” (scale item 5). These issues
18 underwent further tests in the cognitive interviews to evaluate whether the translated terms
19 were acceptable to Chinese nursing staff and leaders.

20 **3.2 Cognitive Interview and Adaptation**

21 Two rounds of cognitive interviews were conducted. Fourteen nurses were invited to
22 participate in round one and twelve in round two of the cognitive interviews. Ten nurses
23 participated in each round, corresponding to a 71% response rate in round one and 83%
24 response rate in round two (see Table 4). Thirty-three linguistic issues were uncovered: 25 in
25 the first round and eight in the second (see Table 5). The final Chinese ILS (Supervisor
26 Version and Staff Version) in this study had seven significant adaptations to the original
27 instrument, including three changes in the instruction, three changes in 12 items of the ILS,
28 and one added investigator guide for modifying “department” as required (see Figure 1).

1 The issues most commonly identified by participants were linguistic issues regarding
2 comprehension (25 issues). Three comprehension linguistic issues were caused by a lack of
3 known Chinese words that appropriately reflect the intended meaning of two of ILS's English
4 terms: "standards" (scale item 3) and "appreciate" (scale item 7). The research team and the
5 ILS tool developers discussed the meaning of these two terms using the Oxford English
6 Dictionary and then identified an equivalent Chinese wording based on the dictionary
7 definitions (Oxford English dictionary, 2018). The equivalent Chinese meaning of "standards"
8 was deemed "expectation or requirements for a level of quality or attainment," and that of
9 "appreciate" was "recognize a person in a good way."

10 Six participants argued that the term "removed" in scale item 2 ("I have removed
11 obstacles to the implementation of evidence-based practice") was a final and completed
12 action, for which it was difficult to provide a gradual or continuous extent of agreement. Thus,
13 the term "removed" was changed to "worked to minimize" in the Chinese version (see
14 Adaptation One in Figure 1). Eight participants had trouble responding to scale item 12 ("I
15 react to critical issues regarding the implementation of evidence-based practice by openly and
16 effectively addressing the problem(s)") because it seemed to reference multiple behaviors and
17 made it unclear to which of them they had to respond. They were unsure if they had to
18 evaluate the extent to which the reaction was "open," "effective" or "addressed the
19 problem(s)." Thus, this item was simplified to focus on the extent to which participants
20 "address critical issue(s) regarding the implementation of evidence-based practice." (see
21 Adaptation Two in Figure 1).

22 Understanding "evidence-based practice" was another concern for respondents. Four
23 respondents were unable to define the concept correctly and six could not link it to what they
24 did in the clinical setting. Thus, participants were provided with Sackett's (1996) definition
25 of EBP to assist their understanding (Sackett et al., 1996). Four pre-determined examples of
26 EBP were discussed and participants voted on their preferred example. Using normal saline
27 instillation prior to endotracheal suctioning only if clinically indicated (i.e. not routinely) was

1 considered the most robust example of EBP in the Chinese nursing context, and was therefore
2 included in the scale's instructions (see Adaptation Three in Figure 1).

3 Linguistic issues regarding recall or inference arose when respondents were asked to
4 evaluate leadership behaviors as being "knowledgeable about evidence-based practice."
5 Moreover, they had difficulties mapping their evaluation of these behaviors on a five-point
6 Likert scale. Therefore, the instruction "All answers are based on your perception of
7 leadership behavior. If you are not sure, please give the best answer you think" was added to
8 the Chinese ILS, to help respondents understand the intent behind each question (see
9 Adaptation Four in Figure 1).

10 In the original version, item 3 ("I have established clear department standards for the
11 implementation of evidence-based practice") substituted the term "department" with "unit," if
12 it was predetermined that "unit" would be understood more readily in the implementation
13 context. A guide, with an example, was included in the Chinese ILS, to help investigators
14 pre-determine and modify appropriate terms before administering the questionnaire (see
15 Adaptation Five in Figure 1).

16 There was one linguistic issue with the staff version of the ILS. The study investigators
17 had predetermined and filled in the "Name of Supervisor" prior to administration, but
18 participants were concerned that naming the supervisor on the questionnaire would make
19 respondents in China uncomfortable, which might affect their ability to complete the survey
20 truthfully. Therefore, the "Name of Supervisor" item was replaced by the term "Your
21 Supervisor," and a note was added in the instructions that read "Supervisor means the direct
22 nursing leader supervising you most in clinical practice," to ensure respondents were aware
23 of whom they were rating (see Adaptation Six and Seven in Figure 1).

24 All eight linguistic issues in the second round were considered to be minor. For example,
25 one participant believed scale item 11 ("I carry on through the challenges of implementing
26 evidence-based practice") could be misunderstood because "If there are too many challenges,
27 I think it is not necessary to carry on, as many challenges might mean the evidence is not
28 appropriate for my clinical setting." The team discussed incorporating further explanations to

1 the related question, such as adding “when the evidence is appropriate” to the end of the item.
2 However, no alterations were made out of concern for the face validity of the original scale.

3 **4 Discussion**

4 The implementation of EBP in the Chinese nursing context is on the rise (Cheng, Feng,
5 et al., 2017), and leadership is likely to play a significant role in the successes or failures of
6 such implementation efforts (Gifford et al., 2018; Hu & Gifford, 2018). Thus, validated
7 measures of implementation leadership are needed to determine the degree to which
8 leadership affects EBP adoption, implementation, and sustainment. This paper presented the
9 creation of a Chinese version of the ILS, which was translated and adapted from the original
10 instrument through a systematic and rigorous process. The Chinese ILS has the potential to
11 play an important role in research on the development of implementation leadership in
12 Chinese nursing and provides a common language for investigators conducting research in
13 China to investigate and understand leadership within implementation science.

14 High quality translation and linguistic validation are foundation for psychometric and
15 statistical testing (Streiner, 2008). In this study, we followed the rigorous guideline for
16 translation and linguistic validation (Sousa & Rojjanasrirat, 2011), detailing the issues of
17 translation equivalency that arose and the strategies used to address them. In addition to
18 increasing researchers’ confidence in the quality of the Chinese ILS, the comprehensive
19 reporting featured in this study can facilitate researchers to translate the ILS into other
20 languages, or other measurement tools into Chinese (Acquadro, Conway, Hareendran, &
21 Aaronson, 2008; Sousa & Rojjanasrirat, 2011). Findings will support the interpretation of
22 further psychometric testing and contribute to understanding the scores of the Chinese ILS
23 when used in future studies (Sousa & Rojjanasrirat, 2011; Streiner, 2008).

24 Holding meetings with the translation committee regarding the forward and backward
25 translation processes helped identify any discrepancies and improved translation quality
26 (Sousa & Rojjanasrirat, 2011). While most ILS items were deemed not difficult to translate in
27 forward translation, the committee discovered multiple discrepancies between the first and
28 second forward translations. After meticulous detailing each stage of the translation process,

1 the translation committee identified a number of incongruences between the original English
2 and Chinese versions. We used multiple approaches to resolve these issues, which included
3 discussing the differences of multiple translation options, using the Oxford English
4 Dictionary to clarify English terms, and repeating the forward and backward translation
5 process until the results were acceptable to the committee.

6 The primary challenge in translating and linguistically validating the ILS was finding the
7 appropriate Chinese words and expressions for some of the items specific to implementation
8 leadership. For example, the term “implementation leadership” was not known or well
9 understood to the translators and participants and therefore they lacked the appropriate
10 Chinese words. The research team and ILS developers discussed this issue and decided to use
11 “sense-to-sense translation” rather than “word-to-word translation” to come up with a
12 conceptual representation of what “implementation leadership” means in Chinese (Gentzler,
13 2001). In cases where one English term had different meanings, such as with the words
14 “standards” and “appreciate”, the Oxford English Dictionary provided an effective way to
15 identify different meanings and clarify the intentions of the original ILS with the developers
16 to confirm the translated term.

17 The discussions between the research team and the instrument developers over the
18 course of the study were vital to the quality of the final Chinese ILS. Not only were the
19 discussions useful in decision making in different translation and validation stages, but they
20 helped determine when the forward and backward translation stages were complete and
21 whether revisions or adaptations to the tool were necessary. The research team and
22 instrument developers made a number of targeted and strategic changes based on judgments
23 regarding the potential benefits and/or disadvantages of each revision, prioritizing the most
24 unclear and important changes.

25 Although the concept of “evidence-based practice” was introduced in China in 2001, it
26 remains unfamiliar to Chinese nursing leaders and staff (Cheng, Feng, et al., 2017). Most of
27 the leaders and staff interviewed in our study learned about EBP in university courses or
28 continuing education programs, but found it difficult to see its relevance to their clinical work.

1 To clarify the meaning of EBP, Sackett's definition (Sackett et al., 1996) along with an
2 example of EBP that was identified by participants (not using normal saline instillations prior
3 to endotracheal tube suctioning), were added to the Chinese ILS scale.

4 The modification to replace inserting the supervisor's name in the original ILS to the
5 more referent of "your supervisor" in the Chinese version was considered an important
6 linguistic change because respect for hierarchy and pursuit of harmony with others is strongly
7 emphasized and embedded within Chinese culture (Cheng, Broome, et al., 2017a; Cheng,
8 Feng, et al., 2017). This meant that identifying a supervisor's name on the Chinese ILS had
9 the added risk of respondents answering favorably, increasing the risk of social desirability
10 bias (Streiner, 2008). Respondents also felt that removing obstacles (item 2) was too finite
11 but "minimizing obstacles" reflected the work reality more accurately and allowed
12 respondents to gradually increase their extent of agreement. Regarding item 12, the ILS
13 developers clarified that addressing critical issues was the core behavior the item was
14 intended to address, and we therefore removed the extra English terms (such as "reacts to,"
15 "openly and effectively") that were redundant to the Chinese testers and risked
16 misinterpreting the item.

17 **4.1 Implication for nursing management**

18 Given that the Chinese ILS is a brief measure of implementation leadership, it has little
19 respondent burden and is therefore practical to use in nursing research settings where
20 efficiency is paramount. The Chinese ILS can inform researchers' and nursing managers'
21 understanding of how nursing leaders implement EBP in China. In addition, the Chinese ILS
22 can be used as a tool to identify nursing leader, or to understand areas in need of development
23 in existing leaders for implementing EBP. Nursing managers could use data that has been
24 generated from the ILS to support leadership development strategies in their organizations to
25 facilitate and support EBP implementation and sustainment.

26 **4.2 Limitations**

27 Despite its robustness, our study had limitations. First, the cognitive interviews were
28 conducted in Shanghai, which has more educational resources on leadership and EBP than

1 other smaller cities in China. Therefore, participants in this study might have been more
2 likely to be exposed to the concept of leadership and EBP than other samples. Second, the
3 cognitive interviews were conducted and analyzed in Chinese, and the results with
4 subsequent quotes were then translated to English. This meant that not every investigator had
5 the chance to read the original transcripts, which may add bias. However, investigator
6 triangulation was utilized to ensure the completeness of data analyses.

7 **5 Conclusion**

8 This study followed the rigorous and systematic guideline to translate the English
9 language version of the ILS into Chinese and complete linguistic validation in Chinese
10 nursing context. Having the original instrument developers involved in this process enhanced
11 the robustness of the translation and linguistic validation. This study provided a deep
12 understanding of using the ILS in the local Chinese context and emphasized the importance
13 of understanding the different contexts where an instrument is developed and to be used. The
14 Chinese ILS now requires further assessments in the local context using psychometric testing.
15 Statistical testing is currently in progress and the psychometric characteristics of the Chinese
16 ILS will be provided in a future report.

17 **Figure Legends**

18 **Figure 1. The adaptations in the Chinese Implementation Leadership Scale**

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15

Table 1. Forward Translation Committee

	Experience and Clinical Background	Department	Education	Working Years
1	Chief Director	Department of Nursing	Master Degree	33
2	Clinical Manager	Division of Internal Medicine	Master Degree	30
3	Bedside Nurse	Department of Orthopedics	Bachelor Degree	14
4	Nurse Educator	Department of Emergency	Doctoral Degree	13
5	Head Nurse and Nurse Researcher	Department of Ophthalmology and Otorhinolaryngology	Master Degree	6

Note:

* A clinical manager supervises head nurses across numerous clinical departments in one division

Table 2. Cognitive Interviewing Methods and Example Questions

Methods	Description	Example
Think-aloud Technique	Interviewers induced the subject to describe how and what he/she understood one target item or one specific element of the ILS.	1) Could you tell me what you think when you read this question/word? 2) What did you think when answering the question?
Verbal Probe	Following participants described his/her understanding, the interviewer probed for some specific information relevant to the target item or to the specific element of the ILS.	1) Comprehension/Interpretation Probe: What does the term “implementation leadership” mean to you? 2) Paraphrasing: Can you repeat the question I just asked in your own words? 3) Confidence Judgment: How sure are you that “you are knowledgeable about evidence-based practice?” 4) Recall Probe: How do you remember that “you persevere through ups and downs of implementing evidence-based practice?” 5) Specific Probe: Why do you think that “you support employee efforts to use evidence-based practice?” 6) General Probes: How did you arrive at that answer? Was that easy or hard to answer? Do you have any other comments regarding the questionnaire? Are these questions understandable?

Vignettes

Vignettes are short stories or descriptions of a hypothetical respondent that are used to investigate the participant's cognitive processing with respect to survey-relevant decisions

Do you have any better suggestions on the format?

- 1) Could you give an example of implementation on evidence-based practice?
 - 2) Do you think it is a good example of implementation on evidence-based practice?
-

Table 3. Translation Issues in Forward and Backward Translation

	Forward Translation, n (%)	Backward Translation, n (%)
Number of Round	2 (Step 1-2,1-2)	2 (Step 1-4, 1-4)
Rating Difficulty (22 items)		
Two Translator	3 (13.64)	1 (4.55)
One Translator	7 (31.81)	3 (13.64)
No Translator	12 (54.55)	18 (81.81)
Discrepancy (22 items)		
Strong	10 (45.46)	4 (18.18)
Slight	9 (40.91)	1 (4.55)
No	3 (13.63)	17 (77.27)
Category of translation issues	19	5
Conceptual Equivalence	5 (26.32)	0
Operational Equivalence	0	1 (20.00)
Semantic Equivalence	12 (63.16)	4 (80.00)
Item Equivalence	2 (10.53)	0

Note:

Conceptual equivalence: The translation is conceptually understood in the Chinese nursing context; Semantic equivalence: the translation is correctly reflected the intended English meaning; Item equivalence: the translation is accepted by targeted respondents; Operational equivalence: the translation has wording, format, instruction and scaling that could be used in Chinese nursing context.

Table 3. Demographic Characteristics of the Participants in Linguistic Validation

Characteristics	1st Round (n=10)	2nd Round (n=10)
Sex		
Female	10	8
Male	0	2
Education		
Doctoral Degree	0	1
Master Degree	1	2
Bachelor Degree	7	5
College Diploma	2	2
Position		
Senior Nurse Leader	1	1
Clinical Manager	1	1
Head Nurse	2	3
Nurse Educator	1	1
Care Facilitator	1	2
Bedside Nurse	4	2
Working Years		
4~10	2	4
11~20	6	4
>20	2	2

Table 5. Linguistic Issues in Cognitive Interview

	First Round, N (%)	Second Round, N (%)
Response rate of participants	10/14 (71.43)	10/12 (83.33)
Length range	27min-61min	16min-47min
Words range	4610-11318	3177-7302
Category of linguistic issues	25	8
Comprehension	14 (56.00)	7 (87.50)
Recall	5 (20.00)	0
Inference	2 (8.00)	1 (12.50)
Mapping	3 (12.00)	0
Editing	1 (4.00)	0

Note:

Comprehension: This reflects the encoding process; Recall: This captures the retrieval process; Inference: This reflects the judgment process; Mapping, which reflects the response process; Editing, which reflects the process of respondents' editing their answers

Implementation Leadership Scale (Staff Version)

⑦
⑧

Instructions:

1. "Supervisor" means the current nursing leader supervising you, not a clinical expert.
2. Use your best clinical judgment in making decisions about the use of assessment points for responses. Do not consult evidence with individual clinical expertise and patient's choice. For example, only using normal saline irrigation prior to endotracheal suctioning if it is clinically indicated is a best practice.

Please indicate the extent to which you agree with each statement. All answers are based on your perception of leadership behavior. If you are not sure, please give the best answer you think.

← ④

1	2	3	4
Not at all	Slight extent	Moderate extent	Very great extent

Practices

⑥

1. Your supervisor/Phase of Supervision has developed a plan to facilitate implementation of evidence-based practice. # 1 2 3 4

2. Your supervisor/Phase of Supervision has you/has a minimal perceived obstacle to the implementation of evidence-based practice. # 1 2 3 4

← ①

3. Your supervisor/Phase of Supervision has established clear department standards for the implementation of evidence-based practice.

Knowledge

4. Your supervisor/Phase of Supervision is knowledgeable about evidence-based practice.

5. Your supervisor/Phase of Supervision is able to answer staff questions about evidence-based practice.

6. Your supervisor/Phase of Supervision knows what I am talking about when it comes to evidence-based practice.

Supportive

7. Your supervisor/Phase of Supervision recognizes and appreciates employee efforts toward successful implementation of evidence-based practice.

8. Your supervisor/Phase of Supervision supports employee efforts to learn more about evidence-based practice.

9. Your supervisor/Phase of Supervision supports employee efforts to use evidence-based practice.

Persistence

10. Your supervisor/Phase of Supervision perseveres through setbacks and delays of implementing evidence-based practice.

11. Your supervisor/Phase of Supervision carries on through the challenges of implementing evidence-based practice.

12. Your supervisor addresses critical issues regarding the implementation of evidence-based practice.

13. Your supervisor/Phase of Supervision seems to initiate issues regarding the implementation of evidence-based practice by specifically effectively addressing the problem(s).

← ②

Investigator Guide:

The term "department" in Item 3 could be modified and you determine by investigation most the specific context. For example, "Your supervisor has established clear department standards for the implementation of evidence-based practice" will be modified to "Your supervisor has established clear unit standards for the implementation of evidence-based practice", when the Clinician is a Staff Nurse, it may be suitable for implementation leadership of head nurses.

← ⑤

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