Six emergent themes highlight the differences between higher and lowering performing facilities:

1. Higher Performer: “In the past we didn’t have time to discuss our data and never knew the importance of the data we collect. We thought we collected data to send to the government, nowadays we know this data belongs to us, they help us know where we are and where we want to go.” (Surgical provider, Facility 3)

   • Surgical system strengthening efforts should focus on clinical interventions and organizational change.
   • Tailor interventions to facility needs and context – one size does not fit all.
   • Have facilities build receptive implementation climates and give them time to implement and to observe actual change.

2. Lower Performer: “Data is important but we can do it after surgery improvement. It is big, we need training on how it can be done because they just say you look for the template and apply it. But coordinating, and using the data is difficult.” (Nurse, Facility 9)

   • Safe Surgery 2020 provided facilities with the opportunity to improve their surgical practice surgical culture.
   • Higher performers demonstrated stronger teamwork, more developed collective learning, highly engaged leadership, and a greater willingness to improve surgical culture overall.