APPENDIX 1
INTERVIEW GUIDE QUESTIONS

TITLE- Perceived important managerial competencies for healthcare managers at a tertiary healthcare institution in Calabar, Cross River State, Nigeria

INTRODUCTION-
In this section, the researcher is introduced to the manager. The reason for the interview was provided

WRITTEN INFORMED CONSENT
Written informed consent signed by the manager and researcher was obtained.

THEMES FOR DISCUSSION
  A. HEALTHCARE ENVIRONMENT
Which of the following aspects of the healthcare environment do you consider important to your role as a healthcare manager?
  i. Regulatory agency standards
  ii. Clinical/Technical skills related to your profession
  iii. Research and evidence based practices
  iv. Role of clinical professionals
  v. Role of non-clinical professionals
  vi. Information systems and computers
  vii. Referral systems within healthcare system
  viii. Conflict issues in healthcare workforce
  ix. New technology
  x. Infection control practices
Note- Please choose in order of importance from these options
  1. “Not important”, 2. “Minimally important”, 3. “Moderately important”, 4 “Significantly important”, and 5 “Essential”
Kindly explain why you considered the options you had chosen more important than the others

B. COMMUNICATION AND RELATIONSHIP MANAGEMENT
Which of the following aspects of communication and relationship management in the workplace do you consider important to your role as a healthcare manager?
  i. Communicate hospital’s mission, vision & objectives
  ii. Team building techniques
  iii. Provide and receive constructive feedback
  iv. Constructive performance evaluation
  v. Effective counseling strategies
  vi. Effective disciplinary strategies
vii. Prepare & deliver credible and understandable reports using factual data and modern communication gadgets eg power-point

viii. Prepare business communication including memos, agendas, reports and project plans

ix. Mediation, conflict and dispute resolution techniques

x. Communicate patients rights and responsibilities

Note- Please choose in order of importance from these options

1. “Not important”, 2. “Minimally important”, 3. “Moderately important”, 4 “Significantly important”, and 5 “Essential”

Kindly explain why you considered the options you had chosen more important than the others

C. PROFESSIONALISM/MANAGEMENT CONCEPTS

Which of the following aspects of professionalism/management concepts do you consider important to your role as a healthcare manager?

i. Ethical principles

ii. Strategic planning

iii. Policy formulation and analysis

iv. Systems theories/thinking

v. Healthcare management theories

vi. Professional standards and codes of conduct

vii. Participation in continuing education and career development plan

viii. Membership of professional organization

ix. Quality/process improvement

Note- Please choose in order of importance from these options

1. “Not important”, 2. “Minimally important”, 3. “Moderately important”, 4 “Significantly important”, and 5 “Essential”

Kindly explain why you considered the options you had chosen more important than the others

D. LEADERSHIP STYLES/PRINCIPLES

Which of the following aspects of leadership styles/Principles do you consider important to your role as a healthcare manager?

i. Leadership theories, styles and situational application

ii. Decision-making

iii. Staff retention strategies

iv. Change process and management

v. Stress management

vi. Inter-disciplinary work coordination

vii. Support innovation and creativity (Motivational)

viii. Mentoring and coaching principles/practices

Note- Please choose in order of importance from these options
1. “Not important”, 2. “Minimally important”, 3. “Moderately important”, 4 “Significantly important”, and 5 “Essential”

Kindly explain why you considered the options you had chosen more important than the others

E. BUSINESS/FINANCIAL MANAGEMENT

Which of the following aspects of business/financial management do you consider important to your role as a healthcare manager?

i. Cost-benefit analysis
ii. Cost-effectiveness analysis
iii. Perform audits of operations and systems
iv. Inventory control systems
v. Productivity measurements
vi. Operational and capital budget forecasting and generation
vii. Prepare and analyze financial statements
viii. Risk management strategies
ix. Principles of public-private partnership

Note- Please choose in order of importance from these options

1. “Not important”, 2. “Minimally important”, 3. “Moderately important”, 4 “Significantly important”, and 5 “Essential”

Kindly explain why you considered the options you had chosen more important than the others

GENERAL COMMENTS-