

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-