

## Appendix A: Key informant interview guide for corporate management

Let me thank you for taking time to meet with me today to discuss the pertinent issues of my study. I know this is a busy time of the year for you. Please do let me know if you are uncomfortable at any stage of the interview. You are free to withdraw at any stage of the interview process. With your permission I would like to record the interview. Recording it will help me remember the important points of our conversation and ensure that I accurately document what we discussed. Do you have any questions before we begin?

I would like to begin by reiterating that all questions asked are about your perspective and your understanding of the issues discussed. Because this interview is confidential, your responses will only be reported in the aggregate and you will not be identifiable in the final report.

Area of interest/topic	Initial broad descriptive questions	Possible probing questions
1. Hospital challenges	In your view, what would you say are the main challenges of the hospital?	- Does the hospital have challenges with litigations? - What could be the reason for these litigations?
2. Understanding of hospital performance	What do you see as key areas and factors that should be considered to strengthen the capacity of the hospital to perform?	-What role does a health information system play on clinical governance? -What protocols and standard operating procedures does the hospital use to inform its practices?

3.	Indicators of hospital performance	What are the common indicators used by the hospital to monitor its performance?	-Do the national core standards enhance hospital performance?
4.	Understanding of clinical governance	What do you see as the main objectives of implementing clinical governance/ quality improvement activities in a hospitals?	-What is your understanding of clinical governance?
	Presence of clinical quality improvement or clinical governance plan	<p>a) What is the vision that guides the plan and how does it relate to the hospital's mission?</p> <p>b) What are the priority areas of this clinical governance/clinical quality improvement plan?</p> <p>c) What are the key activities associated with this clinical governance/ clinical quality improvement plan?</p>	
6.	Implementation of the clinical quality improvement or clinical governance plan	Who are the people responsible for implementation of clinical quality improvement or clinical governance plan in the hospital?	<p>a) In what ways are they carrying the responsibility?</p> <p>b) What stands in their way in carrying out this responsibility, if any?</p> <p>c) Which staff members do you believe are the most important to the successful implementation of the hospital's clinical governance plan/ clinical quality improvement plan?</p> <p>d) What unique roles do they play?</p> <p>e) If not specified, what is the role of the CEO, clinical manager, senior</p>

			<p>clinicians, and nursing service manager in implementing clinical quality improvement activities?</p> <p>f) What hinders or enhances their role in implementing these activities?</p>
7.	<p>Systems for implementing key clinical governance activities/clinical quality improvement activities in the hospital</p>	<p>What systems have been put in place to ensure that key clinical governance activities/ clinical quality improvement activities are implemented as intended in the hospital?</p>	<p>a) Probe issues of administrative, finance, HR, clinical, IT, training, infrastructure systems</p> <p>b) Who are the key persons behind these systems?</p> <p>c) What unique roles do they play in putting these systems in place?</p> <p>d) Are these systems working well?</p> <p>e) How can these systems be enhanced or improved?</p>
8.	<p>Existing structures for enforcing the implementation of clinical governance activities/clinical quality improvement activities</p>	<p>What formal decision-making structures have been put in place in the hospital to ensure that key clinical governance activities/clinical quality improvement activities are implemented?</p>	<p>a) What stands on the way of these structures in ensuring implementation of these activities?</p> <p>b) Probe issues of organisational hierarchy (esp. clinical manager, nursing service manager, operational managers), patient care coordination, delegations, reporting system;</p>
9.	<p>Barriers and facilitators to implementation of clinical governance/ clinical quality improvement activities</p>	<p>What do you believe facilitates the successful achievement of clinical governance/ clinical quality improvement activities?</p>	<p>Understanding of what clinical governance clinical quality improvement is about or lack of?</p>

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**Additional inputs:**

What would you like to be changed or introduced to improve quality of health services?

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**Thank you for your time**