

Additional file 2: Managerial practices used at different management levels to implement patient partnership in quality improvement

Type of managerial practices	Key practices of managers at different levels
Designing PP	<p>Top-level managers: Adopt and maintain an organizational vision of PP (case 1) Integrate PP in the code of ethics (case 1)</p> <p>Top-level and mid-level managers: Develop a reference framework of the PP model (principles and associated values) (case 1) Include PP in the code of ethics (cases 1&2) Promote PP among patients, providers and managers and raise awareness about the contribution of PA in QI (case 1) Ensure alignment between top-level, mid-level and front-line managers regarding the PP model (case 1)</p> <p>Mid-level managers: Transfer PP experience and knowledge among managers (case 1)</p>
Structuring PP	<p>Top-level managers: Include PP as part of the HCO's strategic goals (cases 1 & 2) Appoint a department and managers in charge of PP (cases 1 & 2) and ensure continuity among the mid-level managers in charge of PP (case 1)</p> <p>Mid-level managers: Provide sufficient funds to compensate PA involved in QI activities (case 1 & 2) Involve a PA to collaboratively structure the PP model (case 1)</p>

	<p>Develop a logic model of PP (goals, targets and strategies to deploy PP) and review it over time (case 1)</p> <p>Coordinate a structured PA integration process in QI (case 1)</p> <p>Create and manage a list of potential PAs (cases 1&2)</p>
<p>Operationalizing PP</p> <p>-</p> <p>Managing PA integration in QI teams</p>	<p>Front-line managers:</p> <p>Identify potential PAs with support from providers (cases 1&2)</p> <p>Stimulate and support the partnership among PAs, providers and managers (cases 1&2)</p> <p>Facilitate compromise when setting QI objectives (cases 1&2)</p> <p>Mid-level managers:</p> <p>Recruit and prepare PA before their integration in QI activities (cases 1&2)</p> <p>Provide individual training to QI teams and explanatory documents on PP methods (case 1)</p> <p>Create a community of practice and a chart for good PP practices (case 2)</p> <p>Set rules to facilitate PAs participation and integration in QI teams (cases 1&2)</p> <p>Mid-level managers and front-line managers:</p> <p>Create an informal committee to foster the harmonization of PP practices in the context of a merger (case 2)</p>
<p>Evaluating PA integration in QI teams</p>	<p>Front-line managers:</p> <p>Ensure feedback from PAs and QI teams regarding their partnership experience (cases 1&2)</p> <p>Mid-level managers:</p> <p>Formally evaluate the PA integration process (case 1)</p> <p>Collect structural indicators on PP activities (case 1)</p>