



Management Competences for Integrated Care: Interview schedule

- 1) What stakeholder perspective could you provide regarding the management of integrated care?

Patients/People Policy Research Practice/Clinical/Services

- 2) We think that there are two distinct management roles in the oversight of integrated care (based on Mintzberg 1975):

Strategic Managers – decision makers, interaction with environment, setting policies, goals & frameworks, supervision of operational managers

Operational Managers – implementers, mediators between strategic and core, limited interaction with environment related to their delivery areas, departmental strategies within strategic framework

Is this conceptualisation helpful / relevant?

- 3) From your experience, what (if anything) is different about strategic and operational management for integrated care in contrast to usual care?

- 4) Examples

Can you provide an example of how strategic and/or operational management has been a strong enabler of integrated care?

Can you provide an example of how strategic and/or operational management has been a barrier of integrated care?

- 5) What do you think is necessary (and different) about being a strategic and / or operational manager for integrated care in respect of –

- a. Knowledge
- b. Values
- c. Skills

- 6) How can the organisational / partnership / policy context support / allow / prevent managers from demonstrating these behaviours?

- 7) Development

- a. What fostered your development of these skills, values and knowledge?
- b. Looking back, what would have helped you to develop them quicker / more thoroughly?
- c. What organisational and partnership contexts enabled / prevented you to demonstrate these management competencies?

Anything else you would like to share?