

Appendix A

Interview guide: Management

I am conducting research on governance and management of public hospitals in the Eastern Cape. I understand that hospitals are complex institutions with actors or players who have different roles, mandates and interest. I am interested in understanding your experiences of working in this complex environment in times of austerity.

1. Please share with me through examples of stories your day to day interactions and relationships with various actors, and how implementation of austerity measures have affected hospital/departmental functioning.

- *Tell me about yourself (role and responsibilities and experience in the organisation)*
- *What are the goals of your department or section?*
- *Tell me about your interactions with other departments/section*
- *What have you managed to achieve?*
- *What contributed to the success?*
- *What challenges have you experienced?*
- *Who is addressing them and how (by who, how and when)*
- *What is the outcome of the efforts made to address challenges (if there where efforts made)?*

2. Communication, change, decision making and stakeholders relations

- *Changes (planned, implemented, who was involved, reaction of actors, and rational)*
- *Type of decision made and how are they made (collaborative/unilateral)*
- *Communication (top down/ down up/ or vertical)*
- *Union and its members, unions and management, between unions and among staff*
- *Issues raised, platform used, how divergent views are handled, communicating outcomes)*

3. What suggestions can you offer to improve functioning of the hospital under austerity?

Appendix B

Interview guide: Shop Stewards

1. Role of shop steward

- *Please, tell me about yourself (education, position and experience and your roles and responsibilities as an employee and as a shop steward in the hospital).*
- *Please tell me when did you join the union, what motivated you and how long were you a union member before you were elected to serve as a shop steward, and how long have you served as a shop stewards?*
- *What training programs have you received in preparation for these new roles and responsibilities*
- *Please share with me the issues that have been raised or engaged on with each of these actors or players, the platforms in which they were raised and the outcomes of engagements? How were issues raised and outcomes communicated?*
- *Explain how austerity measures have affected hospital functioning, union-management, union-union and members relations.*
- *Can you please share with me the position of the union and your views on misconduct by its members, involvement of unions in politics, and its effect on the functioning of the hospital?*

2. What do you think can be done to improve functioning of the hospitals?

Thank you for your time and participation

Appendix C

Focus Group Discussion

Your work and working relations and how austerity affected them.

1. Briefly tell me about yourselves (Role and responsibilities, experience)
2. What are the goals and objectives of the hospital/unit/section?
 - *How were these goals set and how were they communicated to you*
 - *Performance in relation to goals (Are you achieving or not)*
 - *What facilitates/hinders achievements or what challenges have you encountered?*
 - *How were they dealt with, by whom and when?*
 - *What were the outcome from the efforts made (if there were any)?*
3. Communication, change and stakeholder relations
 - *How are issues raised, and changes brought about and communicated to you in your department and the hospital?*
 - *How are the relationships between yourselves, your supervisor, your department and other departments,*
 - *Between union and management, union and its members and between unions*
 - *How are these dynamics affecting functioning and achievement of goals of the department/hospital?*
4. What suggestions do you have to improve hospital functioning or performance?

Thank you for your participation