

Appendix 1. Interview guide for studying the structure of the administration of public hospitals in Iran

1. How do you assess the current structure of Iran's public hospitals?

Weaknesses

Strengths

2. What is your opinion about the existing structures of hospital management based on the proposed Parker-Harding model?

Government model of hospital management

Hospital management model by the board of trustees

Corporate hospital management model

Private hospital management model

3. What are your proposed amendments to the structure of the administration of public hospitals in Iran in the form of the following?

Human resources management

Assessment and control process

Payment methods to providers

Service delivery structure

Financing (budgeting)

Organizational structure (decision system)

Market exposure rate

4. If there is anything left at the end that I did not ask.

Appendix 2. Details of the interviewed experts in the field of reforming the structure of the administration of public hospitals in Iran (58 people)

Number	Degree of education	Work Experience (Years)	Workplace	Executive Position
1	Ph.D. In Health Services Management	18	Vice-Chancellor for Treatment, University of Medical Sciences	Accreditation and quality improvement manager
2	Master of Health Services Management	30	Vice-Chancellor for Treatment, University of Medical Sciences	Treatment monitoring expert
3	Ph.D. In Health Services Management	24	University of Medical Sciences	President of the University of Medical Sciences
4	Ph.D. In Health Services Management	8	University of Medical Sciences	University faculty member
5	Master of Nursing	27	Vice-Chancellor for Treatment, University of Medical Sciences	Master of Treatment Supervision (12 years)
6	Ph.D. In Health Services Management	15	University of Medical Sciences	University faculty member
7	Ph.D. In Health Economics	12	University of Medical Sciences	University faculty member
8	Ph.D. In Health Economics	18	University of Medical Sciences	University faculty member
9	Ph.D. In Health Economics	7	University of Medical Sciences	University faculty member
10	Ph.D. In Health Services Management	5	University of Medical Sciences	University faculty member
11	Ph.D. In Health Services Management	6	University of Medical Sciences	University faculty member
12	Ph.D. In Health Services Management	13	University of Medical Sciences	University faculty member
13	General practitioner	22	Hospital	hospital chief (8 years)
14	Forensic specialist	16	Hospital	hospital chief (9 years)
15	General practitioner	23	University of Medical Sciences	Deputy Vice President for Development and Support (5 years)
16	Internist	30	Hospital	hospital chief (13 years)
17	Specialist in General Surgery	18	Hospital	hospital chief (10 years)
18	General practitioner	14	Hospital	Hospital Manager (4 years)
19	General practitioner	21	Hospital	Hospital Manager (13 years)
20	General practitioner	19	Hospital	Hospital Manager (9 years)
21	Anesthesiologist	14	Hospital	Hospital chief (7 years)
22	Gastroenterology specialty	21	Hospital	Hospital chief (14 years)
23	Obstetricians	24	Hospital	Hospital chief (15 years)
24	Anesthesiologist	11	Hospital	Hospital chief (3 years)
25	Subspecialty cardiac surgery	13	Hospital	Hospital chief (2 years)
26	Ophthalmologist	16	Hospital	Hospital chief (9 years)
27	Internist	18	Hospital	Hospital chief (11 years)
28	Anesthesiologist	19	Hospital	Hospital chief (10 years)
29	Master of Nursing	28	SSO Hospital	Hospital Manager (16 years)
30	Internal specialty, gastroenterology	24	SSO Hospital	Hospital chief (17 years)
31	Master of Health Services Management	12	SSO Hospital	Accreditation and quality improvement manager (4 years)

32	Ph.D. In Health Economics	19	SSO	Senior Director of the SSO (8 years)
33	General practitioner	24	SSO	Senior Director of the SSO (15 years)
34	Ph.D. In Health Services Management	25	SSO	Senior Director of the SSO (15 years)
35	Ph.D. In Health Economics	14	SSO	Senior Director of the SSO (6 years)
36	Master of Health Services Management	14	SSO	Senior Director of the SSO (8 years)
37	General practitioner	30	SSO	Hospital Manager (19 years)
38	Orthopedic specialist	18	SSO	Senior Director of the SSO (8 years)
39	General practitioner	18	SSO	Hospital Manager (10 years)
40	Ph.D. In Health Services Management	21	SSO	Senior Director of the SSO (8 years)
41	Ph.D. In Health Economics	23	SSO	Senior Director of the SSO (16 years)
42	Master of Health Services Management	27	SSO	Senior Director of the SSO (17 years)
43	General practitioner	25	SSO	Senior Director of the SSO (19 years)
44	Pediatrician	24	SSO	Senior Director of the SSO (17 years)
45	Nursing expert	20	SSO Hospital	Nurse
46	Accountant	19	SSO Hospital	Accountants
47	Thorax subspecialty	16	SSO Hospital	hospital chief (7 years)
48	Master of Accountancy	30	SSO Hospital	Accountants
49	General practitioner	28	SSO Hospital	Deputy of Hospital Treatment
50	Specialist in General Surgery	23	SSO Hospital	Deputy of Hospital Treatment
51	Ph.D. In Health Services Management	21	University of Medical Sciences	University faculty member and hospital manager
52	Ph.D. In Health Economics	17	SSO Hospital	Hospital Manager (8 years)
53	Master of Management	24	SSO Hospital	Hospital Manager (16 years)
54	Ph.D. In Health Services Management	19	SSO Hospital	Hospital Manager (11 years)
55	Operating room expert	10	SSO Hospital	Hospital Manager (4 years)
56	Nursing expert	6	SSO Hospital	Head of the hospital ward (2 years)
57	Ph.D. In Nursing	27	University of Medical Sciences	Deputy Nursing
58	Ph.D. In Health Services Management and General Practitioner	23	MOHME	Deputy Minister of Health of the MOHME (5 years)

SSO: Social Security Organization

MOHME: Ministry of Health and Medical Education