### Key Informant Interview Guides

Six interview guides will be used in this study:

1. Interview Guide for Key Informants in Policy and Administrative Roles in the Private Sector
2. Interview Guide for Key Informants in Policy and Administrative Roles in the Public Sector
3. Interview Guide for Key Informants in Regulatory Roles in the Private Sector
4. Interview Guide for Key Informants in Regulatory Roles in the Public Sector
5. Interview Guide for Key Informants in Service Delivery Roles in the Private Sector
6. Interview Guide for Key Informants in Service Delivery Roles in the Public Sector

The interviewer will choose which guide to use based on the participant’s role (policy/administration, service delivery, or regulation) and the health sector (public or private) in which the participant works.

**Study on Private Sector Delivery of Quality Maternal and Newborn Health Services**

### *A. Interview Guide for Key Informants in Policy and Administrative Roles in the Private Sector*

**Participant ID:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Date:** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_

**Start time:** \_\_\_\_\_: \_\_\_\_\_

**End time:** \_\_\_\_\_: \_\_\_\_\_

**Language of interview:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Translator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Facilitator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Have you already:*

* Introduced yourself?
* Explained the study’s objectives?
* Completed the informed consent procedure?
* Explained the interview process?
* Shared the project’s definition of the private sector?
* Presented the six dimensions of quality care (i.e., care that is safe, equitable, accessible, acceptable/patient-centred, effective, and efficient)?

*Ask participant if s/he is still ok with audio recording the interview. If yes,**TURN ON THE RECORDER AND NOTE THE PARTICIPANT’S ID NUMBER ON THE RECORDING****.***

[*This interview has seven sections about topics related to policy and administration. At the start of each section, I will provide a brief overview of what we will discuss. If you do not feel capable of answering a particular section based on your role and expertise, we can skip that section. For each of the questions, our focus is on quality of care and maternal and newborn health. We are especially interested in services for childbirth and immediate neonatal care.*]

* + - 1. To begin, can you tell me about your role? How does it relate to quality of care (QoC) for maternal and newborn health (MNH)?
      2. From your perspective, how open is the private sector to working with the government and/or Ministry of Health?
      3. What role do you see for the private sector in providing quality health services and products, particularly for mothers and newborns?

1. **Policies, strategies and plans**

[*I would like to discuss issues related to policies, strategies and plans for the private health sector, QoC, and/or MNH.*]

1. What national policies, strategies and plans most impact how the private health sector contributes to national goals for MNH and QoC?
   1. How well are these policies being implemented?
      1. PROBE: If challenges exist, what are they and how can they be addressed?
   2. What platforms exist for private sector participation in the formulation and implementation of policies/strategies/plans related to MNH/QoC?
      1. PROBE: How are these platforms working?
2. What policies/strategies/plans exist to facilitate public-private collaboration for QoC and for MNH?
   1. How well are these policies/strategies/plans being implemented?
   2. What can be done to encourage better coordination and public-private partnerships in health?
      1. PROBE: What can the private sector do?
   3. What is the potential for better coordination and/or public-private partnerships to expand access to priority health services and products?
      1. What are concrete areas in which to expand the private sector’s role in addressing national health priorities for MNH?
   4. What technical assistance would your agency/organization require in order to actively collaborate with the public sector?
3. **Leadership**

[*I would like to discuss the effectiveness of the existing leadership systems and structures for quality MNH services within the private health sector.*]

1. I would like to discuss the effectiveness of existing structures and systems for governance of quality of healthcare. [*Briefly describe the existing structures and systems based on the literature review*.]
   1. Do existing structures and systems for governance of QoC/MNH extend to the private sector? If yes, how do you engage with them? How effective are existing structures and systems in providing support/framework to deliver quality?
2. How can the national health system influence activities of the private health sector so that they contribute to meeting the national MNH QoC goals and objectives?
3. From your perspective, how effective is the private sector at governing (e.g. committees, groups, platforms, processes), leading, and advocating for itself?
   1. PROBE: Do you have any specific examples?
4. **Accountability**

[*I would like to discuss how to ensure accountability, including social accountability, for the delivery of quality MNH services in the private sector. This may include things like incentives, sanctions, regulatory mechanisms, and community/client engagement.*]

1. How do patients/consumers hold the private health sector accountable in its delivery of quality MNH services (e.g. feedback systems, monitoring, public reporting, sanctions)?
   1. How does patient experience influence private sector delivery of quality MNH services?
      1. PROBE: Do you have any specific examples?
   2. Is the private sector required to use patient feedback to improve the quality of MNH services?
      1. What mechanisms (e.g., to reduce abuse, to assure adherence to MNH standards/protocols, to improve care outcomes and learning) exist to support improved service delivery through feedback and learning?
      2. PROBE: Are there any specific challenges and/or opportunities that you would like to share?
2. How do the government and/or Ministry of Health hold the private health sector accountable in its delivery of quality MNH services (e.g. monitoring, sanctions)?
   1. What mechanisms (e.g., to assure adherence to MNH standards/protocols, to improve care outcomes and learning) exist for the government and/or Ministry of Health to support improved quality of service delivery in the private sector?
3. Does the structure of the national health insurance scheme or any other scheme (e.g., vouchers, subsidies, other financial risk protection mechanisms) adequately motivate private providers to offer quality MNH services?
   1. If not, what changes might be made to increase incentives?
4. What mechanisms motivate the private health sector to provide quality MNH services?
   1. What incentives and sanctions exist for reporting by the private sector?
   2. Can the private health sector monitor changes over time with data to measure sustained improvements or deterioration in the provision of health services?
      1. How and by whom is this done?
5. **Relationships between the public and private sectors**

[*I would like to discuss types of relationships between the private and public sectors, such as trust, collaboration, information systems, and knowledge exchange. I would like to explore the extent to which these types of relationships exist and their impact on the provision of quality MNH care services.]*

1. What form of collaboration exists between the government and private sector in MNH services?
   1. What role can the private health sector play in facilitating the provision of effective referrals and pre-hospital emergency services?
   2. What are the gaps in the public sector that the private sector fulfills in terms of the provision of quality MNH services?
   3. What motivates the private sector to engage with the national health system in the delivery of quality MNH?
      1. If impediments exist, how can they be addressed?
   4. How open and transparent is the relationship between the public and private sectors?
      1. PROBE: If the relationship is closed, how can it be made more open and transparent?
   5. What lessons can be drawn from successful examples or models of public-private relationships?
2. How is knowledge and learning shared between the public and private health sectors?
   1. How can practices that lead to quality improvement in the private health sector be shared with the public health sector and vice versa?
3. How is the private health sector contributing to national health information systems?
   1. What opportunities/systems exist to facilitate greater reporting to national health information systems (e.g. DHIS 2) by the private health sector?
      1. What will the private health sector require to routinely report and share its data?
      2. If constraints to reporting by the private sector exist, how can they be overcome?
      3. If consequences exist for not reporting, what are they?
4. **resources for the private sector**

[*I would like to discuss resources that the private sector has to improve the quality of MNH services. This could include things like human resources, tools, financial resources and technical support.]*

1. To what extent does the private health sector have required resources (e.g., infrastructure, personnel, equipment) for meeting national standards for the provision of quality MNH services?
   1. What challenges/constraints does the private health sector face in accessing resources (e.g., financial, access to credits, training, mentoring/supervision, guidelines) from the national health system or international bodies/organizations?
   2. From your perspective, what is the quality of MNH services being provided by the private health sector?
   3. How can the private health sector sustain efforts to deliver quality MNH care?
   4. What additional resources does the private health sector require to improve the provision of quality MNH services?
      1. What opportunities (e.g. credits, loans) exist for obtaining these resources?
2. What incentives exist for private investments in the provision of quality MNH?
   1. PROBE: In rural areas? In urban areas?
3. What is capacity (e.g. skills, knowledge, technology) does the Ministry of Health have to support private sector provision of quality MNH services?
4. What lessons can the private health sector share with respect to mobilizing and investing resources to improve quality and access to MNH services?
5. **Improved health system functioning**

[*I would like to discuss how the health system is functioning as a cohesive system to facilitate the delivery of quality care for mothers and newborns.]*

1. How well is the health system, both public and private sectors, functioning as a unified system to deliver quality MNH services, specifically childbirth and immediate neonatal care?
   1. What constraints does the national health system experience?
   2. How can the partnership between the public and private sectors be made more effective and more equitable for the provision of quality MNH care services?

**G. Concluding questions**

[*We are almost finished. I have some short concluding questions for you.*]

1. Generally speaking, what should be done differently in public-private engagement to attain the necessary impact on MNH care outcomes?
2. Is there anything else you think that I should know about private sector delivery of quality MNH care services?
3. Is there anyone else you would recommend that I speak with about this research?
4. Do you have any questions for me?

*Thank the participant for their time. If the participant identified any resources, ask them to share copies with you.*

**Study on Private Sector Delivery of Quality Maternal and Newborn Health Services**

### *B. Interview Guide for Key Informants in Policy and Administrative Roles in the Public Sector*

**Participant ID:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Date:** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_

**Start time:** \_\_\_\_\_: \_\_\_\_\_

**End time:** \_\_\_\_\_: \_\_\_\_\_

**Language of interview:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Translator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Facilitator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Have you already:*

* Introduced yourself?
* Explained the study’s objectives?
* Completed the informed consent procedure?
* Explained the interview process?
* Shared the project’s definition of the private sector?
* Presented the six dimensions of quality care (i.e., care that is safe, equitable, accessible, acceptable/patient-centred, effective, and efficient)?

*Ask participant if s/he is still ok with audio recording the interview. If yes,**TURN ON THE RECORDER AND NOTE THE PARTICIPANT’S ID NUMBER ON THE RECORDING****.***

[*This interview has seven sections about topics related to policy and administration. At the start of each section, I will provide a brief overview of what we will discuss. If you do not feel capable of answering a particular section based on your role and expertise, we can skip that section. For each of the questions, our focus is on quality of care and maternal and newborn health. We are especially interested in services for childbirth and immediate neonatal care.*]

* + - 1. To begin, can you tell me about your role? How does it relate to quality of care (QoC) for maternal and newborn health (MNH)?
      2. From your perspective, how open is the government and/or Ministry of Health to working with the private sector?
      3. What role do you see for the private sector in providing quality health services and products, particularly for mothers and newborns?

1. **Policies, strategies and plans**

[*I would like to discuss issues related to policies, strategies and plans for the private health sector, QoC, and/or MNH.*]

1. What national policies, strategies and plans most impact how the private health sector contributes to national goals for MNH and QoC?
   1. How well are these policies being implemented?
      1. PROBE: If challenges exist, what are they, and how can they be addressed?
   2. What platforms exist for engaging the private health sector’s participation in the formulation and implementation of policies/strategies/plans related to MNH and QoC?
      1. PROBE: How are these platforms working?
2. What policies/strategies/plans exist to facilitate public-private collaboration for QoC and for MNH?
   1. How well are these policies/strategies/plans being implemented?
   2. What can be done to encourage better coordination and public-private partnerships in health?
      1. PROBE: What can the government and/or Ministry of Health do?
   3. What is the potential for better coordination and/or public-private partnerships to expand access to priority MNH services and products?
      1. What are concrete areas in which to expand the private sector’s role in addressing national health priorities for QoC and MNH?
   4. What technical assistance would your agency require in order to actively engage the private health sector?
3. **Leadership**

[*I would like to discuss the effectiveness of the existing leadership systems and structures for quality MNH services within the private health sector.*]

1. I would like to discuss the effectiveness of existing structures and systems for governance of quality of healthcare. [*Briefly describe the existing structures and systems based on the literature review*.]
   1. How effective are these structures and systems for governing quality of healthcare in the private sector?
2. How can the national health system influence activities of the private health sector so that they contribute to meeting the national MNH QoC goals and objectives?
3. From your perspective, how effective is the private sector at governing (e.g. committees, groups, platforms, processes), leading, and advocating for itself?
4. **Accountability**

[*I would like to discuss how to ensure accountability, including social accountability, for the delivery of quality MNH services in the private sector. This may include things like incentives, sanctions, regulatory mechanisms, and community/client engagement.*]

1. How do the government and/or Ministry of Health hold the private health sector accountable in its delivery of quality MNH services (e.g., monitoring, sanctions)?
   1. What mechanisms (e.g., to assure adherence to MNH standards/protocols, to improve care outcomes and learning) exist for the government and/or Ministry of Health to support improved quality of service delivery in the private sector?
2. Does the structure of the national health insurance scheme or any other scheme (e.g., vouchers, subsidies, other financial risk protection mechanisms) adequately motivate private providers to offer quality MNH services?
   1. If not, what changes might be made to increase incentives?
3. From your perspective, what mechanisms motivate the private health sector to provide quality MNH services?
   1. What incentives and sanctions exist for reporting by the private sector?
   2. Can the government and/or Ministry of Health monitor changes over time in the private sector with data to measure sustained improvements or deterioration in the provision of health services?
      1. How and by whom is this done?
4. **Relationships between the public and private sectors**

[*I would like to discuss types of relationships between the private and public sectors, such as trust, collaboration, information systems, and knowledge exchange. I would like to explore the extent to which these types of relationships exist and their impact on the provision of quality MNH care services.]*

1. What form of collaboration exists between the government and private sector in MNH services?
   1. What role can the government and/or Ministry of Health play in facilitating the private health sector’s provision of effective referrals and pre-hospital emergency services?
   2. What are the gaps in the public sector that the private sector fulfills in terms of the provision of quality MNH services?
   3. What motivates the national health system to engage the private sector in the delivery of quality MNH?
      1. If impediments exist, how can they be addressed?
   4. How open and transparent is the relationship between the public and private sectors?
      1. PROBE: If the relationship is closed, how can it be made more open and transparent?
   5. What lessons can be drawn from successful examples or models of public-private relationships?
2. How is knowledge and learning shared between the public and private health sectors?
   1. How can practices that lead to quality improvement in the public health sector be shared with the private health sector and vice versa?
3. How do the government and/or Ministry of Health engage the private health sector in national health information systems?
   1. What opportunities/systems exist to facilitate greater reporting by the private health sector to national health information systems (e.g. DHIS 2)?
      1. What will the public health sector require to routinely engage the private sector in reporting and sharing its data?
      2. If constraints to engaging the private sector in data reporting exist, how can the government and/or Ministry of Health overcome these constraints?
      3. Do the government and/or Ministry of Health impose any consequences on the private health sector for not reporting data? If yes, what are they?
4. **resources for the private sector**

[*I would like to discuss resources that the private sector has to improve the quality of MNH services. This could include things like personnel, financial resources and technical support.]*

1. To what extent do the government and/or Ministry of Health provide the private health sector and private clinical providers with required resources (e.g. infrastructure, personnel, equipment) for meeting national standards for the provision of quality MNH services?
   1. PROBE: Are there private health financing needs that the government and/or Ministry of Health supports? If so, please describe them.
   2. What challenges/constraints does the private health sector face in accessing resources (e.g. financial, access to credits, training, mentoring/supervision, guidelines) from the national health system or international bodies/organizations?
      1. PROBE: How can these challenges/constraints be addressed?
2. What incentives exist for private investments in the provision of quality MNH services?
   1. PROBE: In rural areas? In urban areas?
3. What capacity (e.g. skills, knowledge, technology) does the Ministry of Health have to support private sector provision of quality MNH services?
4. What lessons would the government and/or Ministry of Health find most useful to learn from the private health sector with respect to mobilizing and investing resources to improve quality and access to MNH services?
5. **Improved health system functioning**

[*I would like to discuss how the health system is functioning as a cohesive system to facilitate the delivery of quality care for mothers and newborns.]*

1. How well is the health system, both public and private sectors, functioning as a unified system to deliver quality MNH services, specifically childbirth and immediate neonatal care?
   1. What constraints does the national health system experience?
   2. How can the partnership between the public and private sectors be made more effective and more equitable for the provision of quality MNH care services?

**G. Concluding questions**

[*We are almost finished. I have some short concluding questions for you.*]

1. Generally speaking, what should be done differently in public-private engagement to attain the necessary impact on MNH care outcomes?
2. Is there anything else you think that I should know about private sector delivery of quality MNH care services?
3. Is there anyone else you would recommend that I speak with about this research?
4. Do you have any questions for me?

*Thank the participant for their time. If the participant identified any resources, ask them to share copies with you.*

**Study on Private Sector Delivery of Quality Maternal and Newborn Health Services**

### *C. Interview Guide for Key Informants in Regulatory Roles in the Private Sector*

**Participant ID:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Date:** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_

**Start time:** \_\_\_\_\_: \_\_\_\_\_

**End time:** \_\_\_\_\_: \_\_\_\_\_

**Language of interview:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Translator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Facilitator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Have you already:*

* Introduced yourself?
* Explained the study’s objectives?
* Completed the informed consent procedure?
* Explained the interview process?
* Shared the project’s definition of the private sector?
* Presented the six dimensions of quality care (i.e., care that is safe, equitable, accessible, acceptable/patient-centred, effective, and efficient)?

*Ask participant if s/he is still ok with audio recording the interview. If yes,**TURN ON THE RECORDER AND NOTE THE PARTICIPANT’S ID NUMBER ON THE RECORDING****.***

[*This interview has seven sections about topics related to regulation. At the start of each section, I will provide a brief overview of what we will discuss. If you do not feel capable of answering a particular section based on your role and expertise, we can skip that section. For each of the questions, our focus is on quality of care and maternal and newborn health. We are especially interested in services for childbirth and immediate neonatal care.*]

* + - 1. To begin, can you tell me about your role? How does it relate to quality of care (QoC) for maternal and newborn health (MNH)?
      2. From your perspective, how open is the private sector to working with the government and/or Ministry of Health?
      3. What role do you see for the private sector in providing quality health services and products, particularly for mothers and newborns?

1. **Regulatory/legal framework**

[*I would like to discuss the regulatory/legal framework(s) or mechanism(s) that guide the governance of the private health sector to deliver quality MNH services. I’m particularly interested in services for childbirth and immediate neonatal care.]*

1. How is the private health sector organized in your country? Please describe if private providers are organized into networks (either as a network within the private sector or a network that includes a mix of public and private providers).
2. Can you please tell me about the institutions, organizations or mechanisms that exist for the governance and regulation of the health sector (public and private) in the provision of quality MNH services?
   1. How do these mechanisms impact how the private health sector contributes to national health goals?
   2. What aspects of the regulatory mechanisms work well, and what aspects do not?
   3. How engaged is the private sector in regulatory and/or accreditation efforts?
      1. Is there private sector self-regulation?
3. From your perspective, what are some of the legal and/or regulatory barriers to a greater role for the private health sector in addressing QoC and MNH priority areas?
4. How effective are the national mechanisms for monitoring and ensuring the private sector’s compliance with the required standards (e.g. infrastructure, personnel, equipment and adherence to clinical standards) for quality MNH services?
5. What constraints and challenges does the private sector encounter in regulating (e.g. licensing, accreditation, credentialing) and governing its provision of quality MNH services?
   1. Is there a need to develop or enforce QoC standards?
   2. Is there a need for licensing or certification of any health care providers or facilities?
6. What changes in legislation are needed–if any–to make dual practice (i.e., health providers who work in both public and private sector facilities) more beneficial to the public?
7. **Leadership**

[*I would like to discuss the effectiveness of the existing leadership systems and structures for quality MNH services within the private health sector.*]

1. I would like to discuss the effectiveness of existing structures and systems for governance of quality of healthcare. [*Briefly describe the existing structures and systems based on the literature review*.]
   1. Do existing structures and systems for governance of QoC/MNH extend to the private sector? If yes, how do you engage with them? How effective are existing structures and systems at providing support/framework to delivery quality?
2. How can the national health system influence activities of the private health sector so that they contribute to meeting the national MNH QoC goals and objectives?
3. From your perspective, how effective is the private sector at governing (e.g. committees, groups, platforms, processes), leading, and advocating for itself?
   1. PROBE: Do you have any specific examples?
4. **resources for the private sector**

[*I would like to discuss resources that the private sector has to improve the quality of MNH services. This could include things like human resources, tools, financial resources and technical support.]*

1. To what extent does the private health sector and private clinical providers have required resources (e.g. infrastructure, personnel, equipment) for meeting national standards for the provision of quality MNH services?
   1. What challenges/constraints does the private health sector face in accessing resources (e.g. financial, access to credits, training, mentoring/supervision, guidelines) from the national health system or international bodies/organizations?
   2. From your perspective, what is the quality of MNH services being provided by the private heath sector?
   3. How can the private health sector sustain efforts to deliver quality MNH care?
   4. What additional resources does the private health sector require to improve the provision of quality MNH services?
   5. What opportunities (e.g. credits, loans) exist for obtaining these resources?
2. What incentives exist for private investments in the provision of quality MNH?
   1. PROBE: In rural areas? In urban areas?
3. What is capacity (e.g. skills, knowledge, technology) does the Ministry of Health have to support private sector provision of quality MNH services?
4. What lessons can the private health sector share with respect to mobilizing and investing resources to improve quality and access to MNH services?
5. **Market competitiveness**

[*I would like to discuss how the existing business environment affects and influences market competitiveness in the private health sector.*]

1. How does the existing business environment (e.g. quality assurance/accreditation, health insurance, preferred provider networks) influence market competitiveness within the private sector?
   1. How can the private sector influence this environment to make it more effective for the provision of quality MNH services by the private sector?
2. **Accountability**

[*I would like to discuss how to ensure accountability, including social accountability, for the delivery of quality MNH services in the private sector. This may include things like incentives, sanctions, regulatory mechanisms, and community/client engagement.*]

1. How do patients/consumers hold the private health sector accountable in its delivery of quality MNH services (e.g. feedback systems, monitoring, public reporting, sanctions)?
   1. How does patient experience influence private sector delivery of quality MNH services?
      1. PROBE: Do you have any specific examples?
   2. Is the private sector required to use patient feedback to improve the quality of MNH services?
      1. What mechanisms (e.g., to reduce abuse, to assure adherence to MNH standards/protocols, to improve care outcomes and learning) exist to support improved service delivery through feedback and learning?
      2. PROBE: Are there any specific challenges or opportunities that you would like to share?
2. How do the government and/or Ministry of Health hold the private health sector accountable in its delivery of quality MNH services (e.g. monitoring, sanctions)?
   1. What mechanisms (e.g., to assure adherence to MNH standards/protocols, to improve care outcomes and learning) exist for the government and/or Ministry of Health to support improved quality of service delivery in the private sector?
3. Does the structure of the national health insurance scheme or any other scheme (e.g., vouchers, subsidies, other financial risk protection mechanisms) adequately motivate private providers to offer quality MNH services?
   1. If not, what changes might be made to increase incentives?
4. What mechanisms motivate the private health sector to provide quality MNH services?
   1. What incentives and sanctions exist for reporting by the private sector?
   2. Can the private health sector monitor changes over time with data to measure sustained improvements or deterioration in the provision of health services?
      1. How and by whom is this done?
5. **Improved health system functioning**

[*I would like to discuss how the health system is functioning as a cohesive system to facilitate the delivery of quality care for mothers and newborns.]*

1. How well is the health system, both public and private sectors, functioning as a unified system to deliver quality MNH services, specifically childbirth and immediate neonatal care?
   1. What constraints does the national health system experience?
   2. How can the partnership between the public and private sectors be made more effective and more equitable for the provision of quality MNH care services?

**G. Concluding questions**

[*We are almost finished. I have some short concluding questions for you.*]

1. Generally speaking, what should be done differently in public-private engagement to attain the necessary impact on MNH care outcomes?
2. Is there anything else you think that I should know about private sector delivery of quality MNH care services?
3. Is there anyone else you would recommend that I speak with about this research?
4. Do you have any questions for me?

*Thank the participant for their time. If the participant identified any resources, ask them to share copies with you.*

**Study on Private Sector Delivery of Quality Maternal and Newborn Health Services**

### *D. Interview Guide for Key Informants in Regulatory Roles in the Public Sector*

**Participant ID:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Date:** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_

**Start time:** \_\_\_\_\_: \_\_\_\_\_

**End time:** \_\_\_\_\_: \_\_\_\_\_

**Language of interview:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Translator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Facilitator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Have you already:*

* Introduced yourself?
* Explained the study’s objectives?
* Completed the informed consent procedure?
* Explained the interview process?
* Shared the project’s definition of the private sector?
* Presented the six dimensions of quality care (i.e., care that is safe, equitable, accessible, acceptable/patient-centred, effective, and efficient)?

*Ask participant if s/he is still ok with audio recording the interview. If yes,**TURN ON THE RECORDER AND NOTE THE PARTICIPANT’S ID NUMBER ON THE RECORDING****.***

[*This interview has seven sections about topics related to regulation. At the start of each section, I will provide a brief overview of what we will discuss. If you do not feel capable of answering a particular section based on your role and expertise, we can skip that section. For each of the questions, our focus is on quality of care and maternal and newborn health. We are especially interested in services for childbirth and immediate neonatal care.*]

* + - 1. To begin, can you tell me about your role? How does it relate to quality of care (QoC) for maternal and newborn health (MNH)?
      2. From your perspective, how open is the government and/or Ministry of Health to working with the private sector?
      3. What role do you see for the private sector in providing quality health services and products, particularly for mothers and newborns?

1. **Regulatory/legal framework**

[*I would like to discuss the regulatory/legal framework(s) or mechanism(s) that guide the governance of the private health sector to deliver quality MNH services. I’m particularly interested in services for childbirth and immediate neonatal care.]*

1. Can you please tell me about the institutions, organizations or mechanisms that exist for the governance and regulation of the health sector (public and private) in the provision of quality MNH services?
   1. How do these mechanisms impact how the government and/or Ministry of Health engage the private health sector in contributing to national health goals?
   2. What aspects of the regulatory mechanisms work well, and what aspects do not?
   3. From your perspective, how engaged is the private sector in regulatory and/or accreditation efforts?
      1. Is there private sector self-regulation?
2. From your perspective, what are some of the legal and/or regulatory barriers to a greater role for the private health sector in addressing QoC and MNH priority areas?
3. How effective are the national mechanisms for monitoring and ensuring the private sector’s compliance with required standards (e.g. infrastructure, personnel, equipment and adherence to clinical standards) for quality MNH services?
4. What can the Ministry of Health do to strengthen its stewardship of the private sector, both at the national and sub-national levels?
   1. What can other stakeholders, like national health insurance and local governments, do to strengthen their stewardship of the private sector?
5. What constraints and challenges does the government encounter in regulating (e.g. licensing, accreditation, credentialing) and governing the private health sector’s provision of quality MNH services?
6. What changes in legislation are needed–if any–to make dual practice (i.e., health providers who work in both public and private sector facilities) more beneficial to the public?
7. **Leadership**

[*I would like to discuss the effectiveness of the existing leadership systems and structures for quality MNH services within the private health sector.*]

1. I would like to discuss the effectiveness of existing structures and systems for governance of quality of healthcare. [*Briefly describe the existing structures and systems based on the literature review*.]
   1. How effective are these structures and systems for governing quality of healthcare in the private sector?
2. How can the national health system influence activities of the private health sector so that they contribute to meeting the national MNH QoC goals and objectives?
3. From your perspective, how effective is the private sector at governing (e.g. committees, groups, platforms, processes), leading, and advocating for itself?
4. **resources for the private sector**

[*I would like to discuss resources that the private sector has to improve the quality of MNH services. This could include things like human resources, tools, financial resources and technical support.]*

1. To what extent do the government and/or Ministry of Health provide the private health sector and private clinical providers with required resources (e.g. infrastructure, personnel, equipment) for meeting national standards for the provision of quality MNH services?
   1. PROBE: Are there private health financing needs that the government and/or Ministry of Health supports? If so, please describe them.
   2. What challenges/constraints does the private health sector face in accessing resources (e.g. financial, access to credits, training, mentoring/supervision, guidelines) from the national health system or international bodies/organizations?
      1. PROBE: How can these challenges/constraints be addressed?
2. What incentives exist for private investments in the provision of quality MNH services?
   1. PROBE: In rural areas? In urban areas?
3. What capacity (e.g. skills, knowledge, technology) does the Ministry of Health have to support private sector provision of quality MNH services?
4. What would the government and/or Ministry of Health find most useful to learn from the private health sector with respect to mobilizing and investing resources to improve quality and access to MNH services?
5. **Market competitiveness**

[*I would like to discuss how the existing business environment affects and influences market competitiveness in the private health sector.*]

1. How does the existing business environment (e.g. quality assurance/accreditation, health insurance, preferred provider networks) influence market competitiveness within the private sector?
   1. How can the government and/or Ministry of Health influence this environment to make it more effective for the provision of quality MNH services by the private sector?
2. **Accountability**

[*I would like to discuss how to ensure accountability, including social accountability, for the delivery of quality MNH services in the private sector. This may include things like incentives, sanctions, regulatory mechanisms, and community/client engagement.*]

1. How do the government and/or Ministry of Health hold the private health sector accountable in its delivery of quality MNH services (e.g. monitoring, sanctions)?
   1. What mechanisms (e.g., to assure adherence to MNH standards/protocols, to improve care outcomes and learning) exist for the government and/or Ministry of Health to support improved quality of service delivery in the private sector?
2. Does the structure of the national health insurance (capitation) scheme or any other scheme (vouchers, subsidies, or other financial risk protection mechanisms) adequately motivate private providers to offer quality MNH services?
   1. If not, what changes might be made to increase incentives?
3. From your perspective, what mechanisms motivate the private health sector to provide quality MNH services?
   1. What incentives and sanctions exist for reporting by the private sector?
   2. Can the government and/or Ministry of Health monitor changes over time in the private sector with data to measure sustained improvements or deterioration in the provision of health services?
      1. How and by whom is this done?
4. **Improved health system functioning**

[*I would like to discuss how the health system is functioning as a cohesive system to facilitate the delivery of quality care for mothers and newborns.]*

1. How well is the health system, both public and private sectors, functioning as a unified system to deliver quality MNH services, specifically childbirth and immediate neonatal care?
   1. What constraints does the national health system experience?
   2. How can the partnership between the public and private sectors be made more effective and more equitable for the provision of quality MNH care services?

**G. Concluding questions**

[*We are almost finished. I have some short concluding questions for you.*]

1. Generally speaking, what should be done differently in public-private engagement to attain the necessary impact on MNH care outcomes?
2. Is there anything else you think that I should know about private sector delivery of quality MNH care services?
3. Is there anyone else you would recommend that I speak with about this research?
4. Do you have any questions for me?

*Thank the participant for their time. If the participant identified any resources, ask them to share copies with you.*

**Study on Private Sector Delivery of Quality Maternal and Newborn Health Services**

### *E. Interview Guide for Key Informants in Service Delivery Roles in the Private Sector*

**Participant ID:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Date:** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_

**Start time:** \_\_\_\_\_: \_\_\_\_\_

**End time:** \_\_\_\_\_: \_\_\_\_\_

**Language of interview:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Translator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Facilitator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Have you already:*

* Introduced yourself?
* Explained the study’s objectives?
* Completed the informed consent procedure?
* Explained the interview process?
* Shared the project’s definition of the private sector?
* Presented the six dimensions of quality care (i.e., care that is safe, equitable, accessible, acceptable/patient-centred, effective, and efficient)?

*Ask participant if s/he is still ok with audio recording the interview. If yes,**TURN ON THE RECORDER AND NOTE THE PARTICIPANT’S ID NUMBER ON THE RECORDING****.***

[*This interview has seven sections about topics related to service delivery. At the start of each section, I will provide a brief overview of what we will discuss. If you do not feel capable of answering a particular section based on your role and expertise, we can skip that section. For each of the questions, our focus is on quality of care and maternal and newborn health. We are especially interested in services for childbirth and immediate neonatal care.*]

* + - 1. To begin, can you tell me about your role? How does it relate to quality of care (QoC) for maternal and newborn health (MNH)?
      2. From your perspective, how open is the private sector to working with the government and/or Ministry of Health?
      3. What role do you see for the private sector in providing quality health services and products, particularly for mothers and newborns?

1. **resources for the private sector**

[*I would like to discuss resources that the private sector has to improve the quality of MNH services. This could include things like human resources, tools, financial resources and technical support.]*

1. To what extent do private clinical providers and the private health sector have required resources (e.g. infrastructure, personnel, equipment) for meeting national standards for the provision of quality MNH services?
   1. What challenges/constraints does the private health sector face in accessing resources (e.g. financial, access to credits, training, mentoring/supervision, guidelines) from the national health system or international bodies/organizations?
   2. From your perspective, what is the quality of MNH services being provided by the private heath sector?
   3. How can the private health sector sustain efforts to deliver quality MNH care?
   4. What additional resources does the private health sector require to improve the provision of quality MNH services?
   5. What opportunities (e.g. credits, loans) exist for obtaining these resources?
2. What incentives exist for private investments in the provision of quality MNH services?
   1. PROBE: In rural areas? In urban areas?
3. Is your facility/organization adequately equipped (in terms of staff, space and equipment) to serve the needs of mothers and newborns?
4. Do you currently have a need for financing?
   1. If yes, for what purpose? How likely is it that you will be approved for a loan?
   2. If not, why not?
5. What donors are sources of funding for you?
   1. Which services/activities do these donors support?
6. What percentage of your revenues comes from donor funding versus health service provision?
7. Do you receive free or subsidized commodities? If so, from what source?
8. What lessons can you share from the private sector with respect to mobilizing and investing resources to improve quality and access to MNH services?
9. **Market competitiveness**

[*I would like to discuss how the existing business environment affects and influences market competitiveness in the private health sector.*]

1. How does improving the provision of quality MNH affect business competitiveness (e.g. utilization rates, profits)?
2. How does the existing business environment (e.g. quality assurance/accreditation, health insurance, preferred provider networks) influence market competitiveness?
   1. How can this environment be made more effective in the provision of quality MNH services?
3. Are there barriers (knowledge or attitudinal) to increasing demand for privately provided quality MNH services?
   1. How might such issues be addressed?
4. What are the constraints to increasing the demand and the use of services from the private sector?
   1. How do private providers try to attract patients for MNH services?
5. Are you interested in expanding the MNH services you provide, or volume of patients you see? In which ways?
   1. What are the barriers to expansion?
6. **Accountability**

[*I would like to discuss how to ensure accountability, including social accountability, for the delivery of quality MNH services in the private sector. This may include things like incentives, sanctions, regulatory mechanisms, and community/client engagement.*]

1. How do patients/consumers hold your facility/organization accountable in its delivery of quality MNH services (e.g. feedback systems, monitoring, public reporting, sanctions)?
   1. How does patient experience influence the delivery of quality MNH services in your facility/organization?
      1. PROBE: Do you have any specific examples?
   2. Is your facility/organization required to use patient feedback to improve the quality of MNH services?
      1. What mechanisms (e.g., to reduce abuse, to assure adherence to MNH standards/protocols, to improve care outcomes and learning) exist to support improved service delivery through feedback and learning?
      2. PROBE: Are there any specific challenges and/or opportunities that you would like to share?
2. How do the government and/or Ministry of Health hold the private health sector accountable in its delivery of quality MNH services (e.g. monitoring, sanctions)?
   1. What mechanisms (e.g., to assure adherence to MNH standards/protocols, to improve care outcomes and learning) exist for the government and/or Ministry of Health to support improved quality of service delivery in the private sector?
3. Does the structure of the national health insurance scheme or any other scheme (e.g., vouchers, subsidies, other financial risk protection mechanisms) adequately motivate private providers to offer quality MNH services?
   1. If not, what changes might be made to increase incentives?
4. What mechanisms motivate the private health sector to provide quality MNH services?
   1. What incentives and sanctions exist for reporting by the private sector?
   2. Can you or someone in your facility/organization monitor changes over time with data to measure sustained improvements or deterioration in the provision of health services within the facility/organization?
      1. How is this done?
5. **Relationships between the public and private sectors**

[*I would like to discuss types of relationships between the private and public sectors, such as trust, collaboration, information systems, and knowledge exchange. I would like to explore the extent to which these types of relationships exist and their impact on the provision of quality MNH care services.]*

1. Has your facility/organization ever been visited by the Ministry of Health? If yes, for what purpose?
2. Are you a participating provider/facility/organization in any government or private health insurance coverage scheme?
   1. If so, what led you to be contracted for health services? Which services are contracted?
   2. Have you experienced any challenges? If so, what do you see as critical to improving the contracting arrangement?
3. What form of collaboration exists between the government and private sector in MNH services?
   1. What are the gaps in the public sector that the private sector fulfills in terms of the provision of quality MNH services?
   2. What motivates the private sector to engage with the national health system in the delivery of quality MNH?
      1. If impediments exist, how can they be addressed?
   3. How open and transparent is the relationship between the public and private sectors?
      1. PROBE: If the relationship is closed, how can it be made more open and transparent?
   4. What lessons can be drawn from successful examples or models of public-private relationships?
4. What role can the private health sector play in facilitating the provision of effective referrals and pre-hospital emergency services?
   1. In what instances do you refer clients to the public health sector?
      1. Where do you refer clients? Why?
         1. PROBE: In your opinion, what is the quality of care provided at the referral site(s)?
         2. Do you communicate with the referral site(s)? When and how?
      2. If you do not refer clients to the public health sector, why?
   2. In what instances are clients from the public sector referred to you?
   3. What is your experience with the mechanism(s) for referral to the private health sector?
   4. In your opinion, what needs to be done to improve referral?
      1. PROBE: Provide feedback to referring facility, more training, improved transportation, priority for referral patients, use of referral slips, improved communication, reduced medical costs at referral sites, improved counseling, etc.
      2. Who is responsible for making the referral system a success?
5. How is knowledge and learning shared between the public and private health sectors?
   1. How can practices that lead to quality improvement in the private health sector be shared with the public health sector and vice versa?
6. Do you (or your organization) report any health service statistics to the Ministry of Health?
   1. If so, what information do you report and with what frequency?
   2. If not, why not?
   3. What opportunities/systems exist to facilitate greater reporting to national health information systems (e.g. DHIS 2) by the private health sector?
      1. What will the private health sector require to routinely report and share its data?
      2. If constraints to reporting by the private sector exist, how can they be overcome?
      3. If consequences exist for not reporting, what are they?
7. Amongst health providers in your facility/organization, how common is dual practice (i.e., working in both public and private health facilities)?
8. **Values, ethics and motivation**

[*I would like to discuss values, ethics and motivation as they relate to delivery of quality MNH services by the health sector.*]

1. What are the main principles and values that govern the delivery of quality MNH services, specifically childbirth and immediate neonatal care.
   1. …in the public sector?
   2. …in the private sector?
   3. What principles and values can enhance the provision of quality MNH services?
2. To what extent are providers respectful of medical ethics and cultural appropriateness (respectful of the cultures of individuals, people and communities) in the provision of quality MNH care services?
   1. How is this different between the public and private sectors?
3. How can we strengthen ethical practices and cultural appropriateness in the delivery of quality MNH services?
   1. How is this different between the public and private sectors? How is this similar between the public and private sectors?
4. **Improved health system functioning**

[*I would like to discuss how the health system is functioning as a cohesive system to facilitate the delivery of quality care for mothers and newborns.]*

* + - 1. What are the challenges or barriers you face in delivering quality childbirth and immediate neonatal care services to your clients?
         1. What do you see as potential solutions to these challenges?

PROBE: Licensing or registration, training, payment/reimbursement, etc.

1. How well is the health system, both public and private sectors, functioning as a unified system to deliver quality MNH services, specifically childbirth and immediate neonatal care?
   1. What constraints does the national health system experience?
   2. How can the partnership between the public and private sectors be made more effective and more equitable for the provision of quality MNH care services?

**G. Concluding questions**

[*We are almost finished. I have some short concluding questions for you.*]

1. Generally speaking, what should be done differently in public-private engagement to attain the necessary impact on MNH care outcomes?
2. Is there anything else you think that I should know about private sector delivery of quality MNH care services?
3. Is there anyone else you would recommend that I speak with about this research?
4. Do you have any questions for me?

*Thank the participant for their time. If the participant identified any resources, ask them to share copies with you.*

**Study on Private Sector Delivery of Quality Maternal and Newborn Health Services**

### *F. Interview Guide for Key Informants in Service Delivery Roles in the Public Sector*

**Participant ID:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Date:** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_

**Start time:** \_\_\_\_\_: \_\_\_\_\_

**End time:** \_\_\_\_\_: \_\_\_\_\_

**Language of interview:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Translator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Facilitator’s name:** \_\_\_\_­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Have you already:*

* Introduced yourself?
* Explained the study’s objectives?
* Completed the informed consent procedure?
* Explained the interview process?
* Shared the project’s definition of the private sector?
* Presented the six dimensions of quality care (i.e., care that is safe, equitable, accessible, acceptable/patient-centred, effective, and efficient)?

*Ask participant if s/he is still ok with audio recording the interview. If yes,**TURN ON THE RECORDER AND NOTE THE PARTICIPANT’S ID NUMBER ON THE RECORDING****.***

[*This interview has seven sections about topics related to service delivery. At the start of each section, I will provide a brief overview of what we will discuss. If you do not feel capable of answering a particular section based on your role and expertise, we can skip that section. For each of the questions, our focus is on quality of care and maternal and newborn health. We are especially interested in services for childbirth and immediate neonatal care.*]

* + - 1. To begin, can you tell me about your role? How does it relate to quality of care (QoC) for maternal and newborn health (MNH)?
      2. From your perspective, how open is the government and/or Ministry of Health to working with the private sector?
      3. What role do you see for the private sector in providing quality health services and products, particularly for mothers and newborns?

1. **resources for the private sector**

[*I would like to discuss resources that the private sector has to improve the quality of MNH services. This could include things like human resources, tools, financial resources and technical support.]*

1. To what extent do the government and/or Ministry of Health provide the private health sector and private clinical providers with required resources (e.g. infrastructure, personnel, equipment) for meeting national standards for the provision of quality MNH services?
   1. PROBE: Are there private health financing needs that the government and/or Ministry of Health supports? If so, please describe them.
   2. What challenges/constraints does the private health sector face in accessing resources (e.g. financial, access to credits, training, mentoring/supervision, guidelines) from the national health system or international bodies/organizations?
      1. PROBE: How can these challenges/constraints be addressed?
2. What incentives exist for private investments in the provision of quality MNH services?
   1. PROBE: In rural areas? In urban areas?
   2. How do these incentives compare to those that exist for investments in the public sector?
3. What is capacity (e.g. skills, knowledge, technology) does the Ministry of Health have to support the provision of quality MNH services?
4. What lessons would the government and/or Ministry of Health find most useful to learn from the private health sector share with respect to mobilizing and investing resources to improve quality and access to MNH services?
5. **Market competitiveness**

[*I would like to discuss how the existing business environment affects and influences market competitiveness in the provision of quality MNH services.*]

1. How does improving the provision of quality MNH affect business competitiveness (e.g. utilization rates, profits)?
   1. What competition do you see between the public and private health sectors?
2. How does the existing business environment (e.g. quality assurance/accreditation, health insurance, preferred provider networks) influence market competitiveness?
   1. How can this environment be made more effective in the provision of quality MNH services?
3. **Accountability**

[*I would like to discuss how to ensure accountability, including social accountability, for the delivery of quality MNH services in the private sector. This may include things like incentives, sanctions, regulatory mechanisms, and community/client engagement.*]

1. How do the government and/or Ministry of Health hold the private health sector accountable in its delivery of quality MNH services (e.g. feedback systems, monitoring, sanctions)?
   1. What mechanisms (e.g., to assure adherence to MNH standards/protocols, to improve care outcomes and learning) exist for the government and/or Ministry of Health to support improved quality of service delivery in the private sector?
2. Does the structure of the national health insurance scheme or any other scheme (e.g., vouchers, subsidies, other financial risk protection mechanisms) adequately motivate private providers to offer quality MNH services?
   1. If not, what changes might be made to increase incentives?
3. From your perspective, what mechanisms motivate the private health sector to provide quality MNH services?
   1. What incentives and sanctions exist for reporting by the private sector?
   2. Can the government and/or Ministry of Health monitor changes over time in the private sector with data to measure sustained improvements or deterioration in the provision of health services?
      1. How and by whom is this done?
4. **Relationships between the public and private sectors**

[*I would like to discuss types of relationships between the private and public sectors, such as trust, collaboration, information systems, and knowledge exchange. I would like to explore the extent to which these types of relationships exist and their impact on the provision of quality MNH care services.]*

1. What form of collaboration exists between the government and private sector in MNH services?
   1. What are the gaps in the public sector that the private sector fulfills in terms of the provision of quality MNH services?
   2. What motivates the national health system to engage the private sector in the delivery of quality MNH?
      1. If impediments exist, how can they be addressed?
   3. How open and transparent is the relationship between the public and private sectors?
      1. PROBE: If the relationship is closed, how can it be made more open and transparent?
   4. What lessons can be drawn from successful examples or models of public-private relationships?
2. What role can the government and/or Ministry of Health play in facilitating the private health sector’s provision of effective referrals and pre-hospital emergency services?
   1. In what instances do you refer clients to the private health sector?
      1. Where do you refer clients? Why?
         1. PROBE: In your opinion, what is the quality of care provided at the referral site(s)?
         2. Do you communicate with the referral site(s)? When and how?
      2. If you do not refer clients to the private health sector, why?
   2. In what instances are clients from the private sector referred to you?
   3. What is your experience with the mechanism(s) for referral to the private health sector?
   4. In your opinion, what needs to be done to improve referral?
      1. PROBE: Provide feedback to referring facility, more training, improved transportation, priority for referral patients, use of referral slips, improved communication, reduced medical costs at referral sites, improved counseling, etc.
      2. Who is responsible for making the referral system a success?
3. How is knowledge and learning shared between the public and private health sectors?
   1. How can practices that lead to quality improvement in the public health sector be shared with the private health sector and vice versa?
4. Do you report any health service statistics to the Ministry of Health?
   1. If so, what information do you report and with what frequency?
   2. If not, why not?
5. How do the government and/or Ministry of Health engage the private health sector in national health information systems?
   1. What opportunities/systems exist to facilitate greater reporting by the private health sector to national health information systems (e.g. DHIS 2)?
      1. What will the public health sector require to routinely engage the private sector in reporting and sharing its data?
      2. If constraints to engaging the private sector in data reporting exist, how can the government and/or Ministry of Health overcome these constraints?
      3. Do the government and/or Ministry of Health impose any consequences on the private health sector for not reporting data? If yes, what are they?
6. Amongst health providers in your facility/organization, how common is dual practice (i.e., working in both public and private health facilities)?
7. **Values, ethics and motivation**

[*I would like to discuss values, ethics and motivation as they relate to delivery of quality MNH services by the health sector.*]

1. What are the main principles and values that govern the delivery of quality MNH services, specifically childbirth and immediate neonatal care?
   1. …in the public sector?
   2. …in the private sector?
   3. What principles and values can enhance the provision of quality MNH services?
2. To what extent are providers respectful of medical ethics and cultural appropriateness (respectful of the cultures of individuals, people and communities) in the provision of quality MNH care services?
   1. How is this different between the public and private sectors?
3. How can we strengthen ethical practices and cultural appropriateness in the delivery of quality MNH services?
   1. How is this different between the public and private sectors? How is this similar between the public and private sectors?
4. **Improved health system functioning**

[*I would like to discuss how the health system is functioning as a cohesive system to facilitate the delivery of quality care for mothers and newborns.]*

* + - 1. What are the challenges or barriers you face in delivering quality childbirth and immediate neonatal care services to your clients?
         1. What do you see as potential solutions to these challenges?

PROBE: Training, payment/reimbursement, etc.

1. How well is the health system, both public and private sectors, functioning as a unified system to deliver quality MNH services, specifically childbirth and immediate neonatal care?
   1. What constraints does the national health system experience?
   2. How can the partnership between the public and private sectors be made more effective and more equitable for the provision of quality MNH care services?

**G. Concluding questions**

[*We are almost finished. I have some short concluding questions for you.*]

1. Generally speaking, what should be done differently in public-private engagement to attain the necessary impact on MNH care outcomes?
2. Is there anything else you think that I should know about private sector delivery of quality MNH care services?
3. Is there anyone else you would recommend that I speak with about this research?
4. Do you have any questions for me?

*Thank the participant for their time. If the participant identified any resources, ask them to share copies with you.*