

Interview Guide

Semi- structured Interview Questions for Senior Executives

Theme 1: Policy response and strategic adaptation

How did your organization respond to the major national policies issued in 2016 (Document No. 67) and subsequent DRG/DIP reforms?

What were the key internal decision- making processes when adjusting your expansion strategy across different phases (2009 – 2015, 2016 – 2020, 2021 – 2026)?

Theme 2: Operational challenges and quality management

What are the most significant operational tensions you faced regarding quality control vs. cost containment?

How do you manage the trade- off between meeting regulatory requirements and maintaining financial sustainability?

Theme 3: Feedback and interactions with regulators

Through which channels does your organization communicate with local health authorities and medical insurance bureaus? Have you ever provided formal policy recommendations?

How do you perceive the accuracy and usefulness of the feedback data (e.g., quality control reports) that you submit to national registries?

Theme 4: Future outlook and innovation

What innovations (service models, technologies) do you consider most promising for the next five years?

What policy changes would you most like to see to support sustainable development of non- public dialysis centers?