### Interview Guide for Managers and Administrators

Thanks for taking the time to speak with me today about the 3 Wishes Project. The purpose of this interview is to understand a bit about the ICU here, and how the 3 Wishes Project has been going. We would like to know what kinds of outcomes you are interested in when a new project such as the 3 Wishes Project is proposed and underway. There are no wrong answers - we're just interested in your thoughts here.

1. Can you start out by telling me about your role here at _____Hospital?

2. Can you tell me what you know about the 3 Wishes Project? (probe re: familiarity with the 3 Wishes Project as well if they don’t bring it up)

3. What are your impressions of the 3 Wishes Project? (probe for: positive, negative, neutral impressions pending response). Did anything surprise you about the 3 Wishes Project?

4. We recognize that hospitals operate with resource limitations and difficult decisions must be made about what new projects to try. What do you look for when a new project is brought forward?
   a) Is there anything that would strongly influence you to implement a project? (probes: evidence, resources needed, who the project might influence)
   b) Is there anything that would strongly influence you not to support a project? (probes: evidence, resources needed, who the project might influence)
   c) Which factors strongly influenced you to implement or support the implementation of the 3 Wishes Project? (probes: evidence, resources needed, who the project might influence)
   d) Was there any discussion about factors or reasons for not implementing the 3 Wishes Project prior to its implementation? (probes: evidence, resources needed, who the project might influence)

5. When considering any new project, it’s important to think about the costs and the benefits. It’s hard to quantify costs and benefits of the 3 Wishes Project in a dollar figure, so we are thinking more about the value that it provides and the resources that it requires.
   a) What kinds of resources has the 3 Wishes Project needed from the ICU to date? Can you think of any additional resources that the 3 Wishes Project might need to be sustainable in the future?
   b) What kinds of resources has the 3 Wishes Project needed from the broader hospital community to date? (Probe: What resources are required to run the 3 Wishes Project? This could include money, time, space, extra staff, and extra stuff; can you think of any additional resources that the 3 Wishes Project might require to be sustainable in the future?)
   c) What kinds of things has the 3 Wishes Project brought to your ICU? (Probes: What value does it offer? Does it impact: individual clinicians, which types of staff, team building, team cohesiveness, staff attrition, sense of purpose, resilience, compassion fatigue, moral distress, etc.)
   d) What has the 3 Wishes Project given to the broader hospital community? (Probe: What value does it offer? Does it impact on employee engagement, job satisfaction, community connection, institutional pride, etc.)

6. What is the effect of having the 3 Wishes Project or something like it in critical care?

7. How does the 3 Wishes Project fit with the culture in your ICU? (probes: does it enhance the unit in any way? Does is add new dimensions to the ICU?)

8. If a manager at another hospital asked you to come and speak about the 3 Wishes Project what are the key things that you would tell them about it from a manager’s/administrator’s perspective? (probe: what kinds of outcomes do you think would help to convince others to implement the 3 Wishes Project at their site?)

9. Is there anything else you’d like to add about the 3 Wishes Project here at _____Hospital