Appendix 1

Interview guide

Key questions:

- 1. What is/are your role(s) in your organisation (tell us about your work as a physician leader)?
- 2. What are the important elements of the physician leader role? (based on LEADS framework: Lead self, Engage others, Achieve results, Develop coalitions, and Systems transformation)
- 3. From your experience, what are the main challenges and barriers to building physician leadership competencies in rural and remote areas?
- 4. What leadership behaviour and competencies do you apply in practice?
- 5. What knowledge, skills and attitudes are needed by a physician who leads primary care teams in rural and remote areas?

Appendix 2 Overview of themes and subthemes

Themes	Subthemes	Codes	Participants who mentioned this
Qualities of a good physician	Being culturally sensitive	Sociocultural	1, 2, 3, 4, 5, 6, 8, 9, 11, 12, 14, 15, 16, 17, 18 (N=15)
leader commensurate		Communication skills	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18 (N=18)
with LEADS		Listening skills	
WIGH LEADS			2, 3, 5, 6, 7, 9, 13, 14, 15, 16, 18 (N=11)
		Community collaborative	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 13, 14, 15, 16, 18 (N=16)
	Having a strong	engagement	-1 - (-1
	Having a strong	Courage	3, 9, 11, 14, 15, 17, 18 (N=7)
	character	Determination	1, 2, 3, 7, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18
	(perseverance)		(N=14)
		Building trust	1, 2, 5, 6, 7, 8, 9, 10, 12, 13, 16, 17, 18 (N=13)
	Being creative and flexible	Geographical barriers	1, 3, 4, 6, 8, 9, 10, 11, 12, 14, 15, 17, 18 (N=13)
		Limited	1, 3, 4, 8, 9, 11, 12, 13, 18 (N=9)
		material/healthcare resources	
		Difficulties in expanding their knowledge and competence	18 (N=1)
		Limited health workforce	1, 3, 4, 6, 8, 9, 10, 12, 15, 16, 17, 18 (N=12)
		Social rejection	17 (N=1)
		Illiteracy problem in	1, 2, 3, 4, 5, 7, 8, 11, 12, 13, 14, 15, 16, 17,
		community	18 (N=15)
Ability to perform	Responsibilities	Dual role	1, 2, 4, 5, 6, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18 (N=16)
multiple tasks (versatility)		Multitasking	1, 4, 5, 7, 8, 9, 11, 14, 15, 17, 18 (N=11)

Appendix 3 Perceived needs (N=18)

Domain	Subdomain – A competent leader	Total respondents who responded this	Category
Lead self	is aware of their own assumptions, beliefs and principles	N=5	Low
	is aware of their own strengths and limitations	N=10	Moderate
	takes responsibility for their own performance	N=13	High
	takes responsibility for their own health	N=7	Moderate
	actively seeks opportunities and challenges for personal learning, character building and growth	N=10	Moderate
	models qualities such as honesty, integrity, resilience and confidence	N=15	High
	is genuine and passionate	N=10	Moderate
	gains the respect of their community members and peers	N=1	Low
	is comfortable in their own shoes	N=9	Moderate
	understands when is the right time to pass on information	N=9	Moderate
	knows who they are, where they come from and is proud of that grounding, for it is their identity	None	Low
Engage others	supports and challenges others to achieve professional goals	N=6	Moderate
	supports and challenges others to achieve personal goals	None	Low
	creates engaging environments in which others have meaningful opportunities to contribute	N=14	High
	ensures that resources are available to fulfil expected responsibilities	N=5	Low
	listens well and encourages an open exchange of information and ideas using appropriate communication media	N=13	High
	facilitates environments of collaboration and cooperation to achieve results	N=15	High
	Leadership is fostered across the community	N=8	Moderate
	wants to hear the information first-hand	N=1	Low
	takes time to digest what they are hearing	N=2	Low
	listens more, talks less and asks questions	N=3	Low
	represents active listening	N=8	Moderate
	encourages the community to take the lead	N=2	Low
	wants to understand the commitment being made and to be assured it will have a positive effect on their community	N=12	High
Achieve results	inspires vision by identifying, establishing and communicating clear and meaningful expectations and outcomes	N=12	High
	integrates organisational missions and values with reliable, valid evidence to make decisions	N=9	Moderate
	acts in a manner consistent with organisational values to provide effective and efficient public-centred service	N=11	High
	assesses and evaluates outcomes	N=13	High
	compares the results against established benchmarks	N=3	Low
	corrects the course as appropriate	N=4	Low
	invites the community to set the direction	N=11	High
	creates a space where everyone has an opportunity to speak and learn from each other regardless of who they are	N=9	Moderate
	understands that cultural safety is more than a history lesson (it is about opening dialogue with many different people about wellness; in this sense, the leader creates the appropriate conditions for this dialogue and joint learning to take place)	N=13	High
	must be in an environment that supports ownership and self-governance	N=1	Low

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