

**Table 1 Delphi study phases****Phase 1. Brainstorming**

Five most important skills/knowledge areas in the field of health care administration/management were solicited from practicing health care professionals

Two panels of respondents recruited: physicians & allied health care professionals

11 physicians and 11 allied professionals completed Phase 1

A total of 80 skills/knowledge areas were identified by the 2 panels

Final combined list consisted of 21 unique skills/knowledge areas after removing duplicates and merging similar issues

**Phase 2. Narrowing down**

The two panels (nine physicians and 10 allied professionals) pared the list down

Panellists selected 10 skills/knowledge areas that they perceived as most needed

Issues identified by at least half of each panel were retained

Total of 16 skills/knowledge areas were retained by both panels

**Phase 3. Ranking**

The two panels separately produced a ranked list of needed skills/knowledge areas (9 physicians and 9 allied professionals)

Degree of consensus was calculated using Kendall's coefficient of concordance (W)

Fair level of consensus was reached within each panel (W = 0.37 for the physicians panel; W = 0.33 for the allied professionals panel)