

Appendix I: Search strategy

MEDLINE (PubMed)

Date searched: May 4, 2024

Records retrieved: 3,912

| Search   | Query  | Records retrieved |
|--|--|-------------------|
| #1   | "c suite"[Title/Abstract] OR "c-suite" [Title{Abstract] OR "c suite executives"[Title/Abstract] OR "c suite level"[Title/Abstract] OR "institutional management teams"[MeSH Terms] OR "top management team"[Title/Abstract] OR "executive team"[Title/Abstract] OR "executive*"[Title/Abstract] OR "chief executive officers, hospital"[MeSH Terms] OR "senior management"[Title/Abstract] OR "senior leadership"[Title/Abstract] OR "hospital administrators"[MeSH Terms]   | 79,687            |
| #2   | "chief medical officer"[Title/Abstract] OR "physician executive"[Title/Abstract] OR "clinician executive"[Title/Abstract] OR "chief nursing officer"[Title/Abstract] OR "chief nurse executives"[Title/Abstract] OR "executive nurse directors"[Title/Abstract] OR "nurse administrators"[MeSH Terms] OR "chief clinical informatics officer"[Title/Abstract] OR "chief medical information officer"[Title/Abstract] OR "chief clinical information officer"[Title/Abstract] OR "chief patient experience officer"[Title/Abstract] OR "patient experience officer"[Title/Abstract] OR "chief operating officer"[Title/Abstract] OR "executive director"[Title/Abstract] OR "chief financial officer"[Title/Abstract] OR "financial executive*"[Title/Abstract] | 16,091            |
| #3   | #1 OR #2   | 93,091            |
| #4   | ("hospital"[Title/Abstract] OR ("organizational"[Title/Abstract] OR "financial"[Title/Abstract])) AND ("objective"[Title/Abstract] OR "impact*"[Title/Abstract] OR "performance"[Title/Abstract] OR ("outcome*"[Title/Abstract] OR "effect*"[Title/Abstract]))) OR "organizational objectives"[MeSH Terms] OR "hospital efficiency"[Title/Abstract] OR "hospital quality"[Title/Abstract] OR "economics, hospital"[MeSH Terms]   | 867,318           |
| #5   | "Hospitals"[MeSH Terms] OR "inpatient*"[Title/Abstract] OR "hospital*"[Title/Abstract]   | 1,892,098         |
| #6   | #3 AND #4 AND #5   | 4,263             |
| Limited to 1990-present, English and German only |  | 3,912             |

Web of Science Core Collection

Date searched: May 4, 2024

Records: 171

| Search   | Query   | Records retrieved |
|--|---|-------------------|
| #1   | TS=("c suite" OR "c-suite" OR "executives" OR "top management team" OR "executive team" OR "executive" OR "chief executive officers" OR "senior leadership")  | 140,233           |
| #2   | TS=("chief medical officer" OR "clinician executive" OR "chief nursing officer" OR "chief nurse executive" OR "executive nurse director" OR "chief clinical informatics officer" OR "chief medical information officer" OR "chief clinical information officer" OR "chief patient experience officer" OR "chief operating officer" OR "chief financial officer" OR "financial executive") | 978               |
| #3   | #1 OR #2  | 140,900           |
| #4   | TS=("hospital performance" OR "hospital outcome" OR "hospital quality" OR "financial performance" OR "organizational performance" OR "organizational outcome" OR "financial outcome" OR "hospital efficiency")  | 39,790            |
| #5   | TS=("hospital" OR "hospitals" OR "inpatient")   | 1,454,361         |
| #6   | #3 AND #4 AND #5  | 173               |
| Limited to 1990-present, English and German only |   | 171               |

Business Source Premier & EconLit (EbscoHost)

Date searched: 4 May, 2024

Records: 158

| Search | Query   | Records retrieved |
|--------|---|-------------------|
| #1     | Title and abstract separately searched and then combined with “OR”: ("c suite" OR "c-suite" OR "executives" OR "top management team" OR "executive team" OR "executive" OR "chief executive officers" OR "senior leadership")                                       | 943,989           |
| #2     | Title and abstract separately searched and then combined with “OR”: ("chief medical officer" OR "clinician executive" OR "chief nursing officer" OR "chief nurse executive" OR "executive nurse director" OR "chief clinical informatics officer" OR "chief medical | 70,534            |

|  |   |            |
|--|---|------------|
|  | information officer" OR "chief clinical information officer" OR "chief patient experience officer" OR "chief operating officer" OR "chief financial officer" OR "financial executive")  |            |
| #3   | #1 OR #3  | 992,870    |
| #4   | Title and abstract separately searched and then combined with "OR": ("hospital performance" OR "hospital outcome" OR "hospital quality" OR "financial performance" OR "organizational performance" OR "organizational outcome" OR "financial outcome" OR "hospital efficiency") | 113,608    |
| #5   | Title and abstract separately searched and then combined with "OR": "hospital" OR "hospitals" OR "inpatient"  | 178,914    |
| #6   | #3 AND #4 AND #5  | 158        |
| Limited to 1990-present, English and German only |   | <b>158</b> |

ScienceDirect

Date searched: 4 May, 2024

Records: 5

| Search | Query   | Records retrieved |
|--------|---|-------------------|
| #1     | Title, abstract or author-specified keywords: ("c suite" OR "top management team" OR "senior leadership" OR "c-suite") AND ("hospital performance" OR "hospital efficiency" OR "hospital quality" OR "hospital financial performance")  | 4                 |
| #2     | Title, abstract or author-specified keywords: ("chief medical officer" OR "chief nursing officer" OR "clinician executive" OR "executive nurse director") AND ("hospital performance" OR "hospital efficiency" OR "hospital quality" OR "hospital financial performance")           | 1                 |
| #3     | Title, abstract or author-specified keywords: ("chief clinical informatics officer" OR "chief medical information officer" OR "chief clinical information officer") AND ("hospital performance" OR "hospital efficiency" OR "hospital quality" OR "hospital financial performance") | 0                 |
| #4     | Title, abstract or author-specified keywords: ("chief patient experience officer" OR "chief operating officer" OR "chief financial officer") AND ("hospital performance" OR "hospital efficiency" OR "hospital quality" OR "hospital financial performance")                        | 0                 |
| #5     | Limited to 1990-present, English and German only  | <b>5</b>          |

Grey Literature: Unpublished literature

*BASE*

Date searched: 4 May, 2024

Records: 44

| Search   | Query   | Records retrieved |
|--|---|-------------------|
| #1   | Tit: ("c suite" OR "c-suite" OR "executives" OR "top management team" OR "executive team" OR "executive" OR "chief executive officers" OR "senior leadership")  | 454               |
| #2   | Tit: ("chief medical officer" OR "clinician executive" OR "chief nursing officer" OR "chief nurse executive" OR "executive nurse director" OR "chief clinical informatics officer" OR "chief medical information officer" OR "chief clinical information officer" OR "chief patient experience officer" OR "chief operating officer" OR "chief financial officer" OR "financial executive") | 502               |
| #3   | #1 OR #2  | 956               |
| #4   | Tit: ("hospital performance" OR "hospital outcome" OR "hospital quality" OR "financial performance" OR "organizational performance" OR "organizational outcome" OR "financial outcome" OR "hospital efficiency")  | 42,927            |
| #5   | tit: ("hospital" OR "hospitals" OR "inpatient")   | 465               |
| #6   | #3 AND #4 AND #5  | 44                |
| Limited to 1990-present, English and German only |   | 44                |

*Lens.org*

Date searched: 4 May, 2024

Records: 1,602

| Search | Query   | Records retrieved |
|--------|---|-------------------|
| #1     | ("c suite" OR ( c-suite OR ( executives OR ( "top management team" OR ( "executive team" OR ( executive OR ( "chief executive officers" OR ( "senior leadership" OR ( "chief medical officer" OR ( "clinician executive" OR ( "chief nursing officer" OR ( "chief nurse executive" OR ( "executive nurse director" OR ( "chief clinical informatics officer" OR ( "chief medical information officer" OR ( "chief clinical information officer" OR ( "chief patient experience officer" OR ( "chief operating officer" OR ( "chief financial officer" OR "financial executive" ) ) ) ) ) ) ) ) ) ) ) ) ) ) ) ) ) ) AND ( ( "hospital performance" OR ( "hospital outcome" OR ( "hospital quality" OR ( "financial performance" OR ( "organizational performance" OR ( | 1,680             |

|  |   |       |
|--|---|-------|
|  | "organizational outcome" OR ( "financial outcome" OR "hospital efficiency" ) ) ) ) ) AND ( hospital OR ( hospitals OR inpatient ) ) ) |       |
| Limited to 1990-present, English and German only |   | 1,602 |

Google Search Engine

- *Name/URL:* <https://www.google.com/>
- *Dates searched:* 4 May, 2024
- *Search terms:* We combined search terms from the population part of the search strategy (“c suite”, “chief medical officer”, etc.) and combined them with terms from the concept and context part of the search strategy (“hospital efficiency”, “hospital performance”, “hospital financial performance”)
- *Selection of results:* The first 200 results returned from the search strategy were scanned for relevance and those judged to be potentially relevant were followed up.