Appendix II: Data extraction tool

Review Question	Data to be extracted	Coding examples
Review Question 1 **General Information** **"What are the methodological approaches in this field?"**	Authors/title	N/A
	Year of publication	• Year of publication versus date of collected samples
	Research Country	List of countries
	Research design	Empirical study designs • Quantitative (longitudinal vs. cross-sectional; statistical methods; survey) • Qualitative (Interviews, open surveys) • Mixed methods • Limitations
	Characteristics of hospitals	• Public versus private ownership • For-profit versus non-for-profit • General vs specialist hospital vs hospital network • Rural versus urban • Data: publicly available versus not publicly available (self-collected)
Review Question 2 **"Through which mechanisms or mediators have the hospital managers these impacts?"**	Aim/purpose of the study	Description of the overall impacts on hospital performance by the top managers
	Leadership position / hospital manager	• Description of position (e.g. CMO, CFO, CXO, etc) • Description of the responsibilities or tasks • Use of strategy/mechanism (e.g. communication, leadership style)
Review Question 3 **"In what areas of hospital performance and through which hospital performance indicators have these impacts been realized?"**	Type of impact on hospital performance	• Efficiency/utilization versus financial versus effectiveness
	Measurement of outcome	• Objective (e.g. KPI) versus subjective (self-assessment)
	Affected by the c-suite	• Patients, staff, stakeholders • Inside versus outside the organization • Hospital wide versus several departments vs single department