

Article title: How Does Management Matter for Hospital Performance? Evidence From the Global Hospital Management Survey in China

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Supplementary file 1. List of Management Practices

Management practices	Abbreviations
Operations Management	
Q1. Layout of Patient Flow	O1
Q2. Rationale for Introducing Standardization/Pathway Management	O2
Q3. Standardization and Protocols	O3
Q4. Good Use of Human Resources	O4

Performance Monitoring

Q5. Continuous Improvement	M1
Q6. Performance Tracking	M2
Q7. Performance Review	M3
Q8. Performance Dialogue	M4
Q9. Consequence Management	M5

Targets Management

Q10. Target Balance	T1
Q11. Target Interconnection	T2
Q12. Time Horizon of Targets	T3
Q13. Target Stretch	T4
Q14. Clarity and Comparability of Targets	T5

Incentives management

Q15. Rewarding High Performers	I1
Q16. Fixing Poor Performers	I2
Q17. Promoting High Performers	I3
Q18. Managing Talent	I4
Q19. Retaining Talent	I5
Q20. Creating a distinctive employee value proposition to attract talent	I6
