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| **Supplemental Table 2. Responses to All Survey Questions** |
|  | **Center Type** |
|  | **Low Rate** | **High Rate** | **P-value** |
| **1. Does your hospital currently have a formal blood management committee?** |  |  |  |
| Yes  | 10/14 | 14/18 | 0.70 |
| No  | 4/14 | 4/18 |  |
| Missing |  |  |  |
|  | ***Structure*** |
|  | **Center Type** |
|  | **Low Rate**  | **High Rate** | **P-Value** |
| **2. Does your hospital's blood management committee formally convene?** |  |  |  |
| Yes  | 8/10 | 11/14 | 1.0 |
| No | 2/10 | 3/14 |  |
|  |  |  |  |
| **3. Frequency of Committee Meetings** |  |  |  |
| Monthly | 8/14 | 10/18 | 1.0 |
| Quarterly or Other | 6/14 | 8/18 |  |
|  |  |  |  |
| **4. Does your hospital have a clinical decision support system to guide RBC transfusion?** |  |  |  |
| Yes, computerized physician order entry  | 11/14 | 14/18 | 0.12 |
| Yes, best practice alert  | 0 | 3/18 |  |
| Yes, other  | 0 | 1/18 |  |
| No | 2/14 | 0 |  |
| Missing | 1/14 | 0 |  |
|  |  |  |  |
| **5. Administrative Personnel** |  |  |  |
| Yes  | 7/10 | 12/14 | 1.0 |
| No | 1/10 | 2/14 |  |
| Don’t Know | 1/10 | 0 |  |
| Missing | 1/10 | 0 |  |
| **6. Blood Bank/Lab Personnel** |  |  |  |
| Yes | 10/10 | 13/14 | 1.0 |
| No | 0 | 1/14 |  |
| Don't know | 0 | 0 |  |
|  |  |  |  |
| **7.Nursing Staff** |  |  |  |
| Yes  | 6/10 | 9/14 | 1.0 |
| No | 1/10 | 3/14 |  |
| Don't know  | 2/10 | 0 |  |
| Missing | 1/10 | 2/14 |  |
| **8. Physicians** |  |  |  |
| Yes | 10/10 | 14/14 | 1.0 |
| No  | 0 | 0 |  |
| Don't know  | 0 | 0 |  |
|  |  |  |  |
| **9. Program/Transfusion Coordinators** |  |  |  |
| Yes  | 6/10 | 9/14 | 0.62 |
| No  | 3/10 | 2/14 |  |
| Don't know  | 1/10 | 0 |  |
| Missing | 0 | 3/14 |  |
| **10. Quality Staff** |  |  |  |
| Yes  | 8/10 | 11/14 | 0.27 |
| No  | 0 | 3/14 |  |
| Don't know  | 2/10 | 0 |  |
| Missing | 0 | 0 |  |
| **11. Other Personnel (perfusion, pharmacy, IT)** |  |  |  |
| Yes  | 3/10 | 1/14 | 1.0 |
| No  | 1/10 | 4/14 |  |
| Don't know  | 0 | 1/14 |  |
| Missing | 6/10 | 8/14 |  |
|  | ***Policies and Procedures*** |
|  | **Center Type** |
|  | **Low Rate**  | **High Rate** | **P-value** |
| **12. Does your hospital follow the American Association of Blood Banks' guidelines for transfusion of RBCs?** |  |  |  |
| Yes  | 11/14 | 14/18 | 1.0 |
| No  | 2/14 | 3/18 |  |
| Don't know  | 2/14 | 1/18 |  |
| Missing  | 0 | 0 |  |
|  |  |  |  |
| **13. Does your hospital follow the American Red Cross' guidelines for transfusion of RBCs?** |  |  |  |
| Yes  | 6/14 | 7/18 | 1.0 |
| No  | 6/14 | 6/18 |  |
| Don't know | 2/14 | 1/18 |  |
| Missing  | 0 | 4/18 |  |
|  |  |  |  |
| **14. Does your hospital follow the College of American Pathologists' guidelines for transfusion of RBCs?** |  |  |  |
| Yes  | 7/14 | 10/18 | 1.0 |
| No  | 4/14 | 5/18 |  |
| Don't know  | 2/14 | 1/18 |  |
| Missing  | 1/14 | 2/18 |  |
|  |  |  |  |
| **15. Does your hospital follow the Society of Thoracic Surgeons' guidelines for transfusion of RBCs?** |  |  |  |
| Yes  | 5/14 | 7/18 | 1.0 |
| No  | 5/14 | 6/18 |  |
| Don't know  | 3/14 | 1/18 |  |
| Missing  | 1/14 | 4/14 |  |
|  |  |  |  |
| **16. Does your hospital follow another national transfusion guideline for transfusion of RBCs?** |  |  |  |
| Yes  | 2/14 | 5/18 | 1.0 |
| No  | 4/14 | 6/18 |  |
| Don't know  | 2/14 | 0 |  |
| Missing  | 6/14 | 7/18 |  |
|  |  |  |  |
| **17. Does your hospital require the physician to document the reason or clinical justification for RBC transfusion?** |  |  |  |
| Yes  | 10/14 | 16/18 | 0.15 |
| No | 4/14 | 1/18 |  |
| Don't know  | 0 | 1/18 |  |
| Missing | 0 | 0 |  |
|  |  |  |  |
| **18. Does your hospital require or suggest laboratory hemoglobin or hematocrit levels between multiple units of RBC transfusions to verify appropriateness?** |  |  |  |
| Yes, Require  | 4/14 | 1/18 | 0.69 |
| Yes, Suggest  | 7/14 | 11/18 |
| No, Neither Require or Suggest | 3/14 | 6/18 |  |
| Don't know  | 0 | 0 |  |
|  |  |  |  |
| **19. What is your hospital's average number of units available in the OR for isolated, non-emergent CABG operations?** |  |  |   |
| 0 | 4/14 | 2/18 | 0.36*a,* 0.57*b* |
| 2 | 6/14 | 10/18 |  |
| 3  | 1/14 | 2/18 |  |
| 4 | 3/14 | 4/18 |  |
| *a*P-value=0.36 (for comparison of blood to no blood)*b*P-value=0.57 for comparison of 0, 2, 3 or 4 units |
| **20. Does your hospital have a mechanism in place that makes blood readily available for the patient in the OR?** |  |  |  |
| Yes  | 7/14 | 14/18 | 0.14 |
|  |  |  |  |
| **21. Does your hospital have a mechanism in place that allows for stat blood for a patient in the OR?** |  |  |  |
| Yes  | 6/14 | 10/18 | 0.72 |
|  |  |  |  |
| **22. Does your hospital have a mechanism for a computerized cross-match of blood products for the patient in the OR?** |  |  |  |
| Yes  | 9/14 |  9/18 | 0.49 |
|  |  |  |  |
| **23. Does your hospital have a mechanism in place for a type & screen for a patient in the OR?** |  |  |  |
| Yes  | 10/14 | 11/18 | 0.05 |
|  |  |  |  |
| **24. Does your hospital have another mechanism in place for acquiring RBC units for the patient in the OR?** |  |  |  |
| Yes | 0/14 | 3/18 | 1.0 |
|  |  |  |  |
|  | ***Audit and Feedback*** |
|  | **Center Type** |
|  | **Low Rate**  | **High Rate** | **P-Value** |
| **25. Does your hospital track the age of each RBC unit transfused?** |  |  |  |
| Yes  | 5/14 | 6/18 | 1.0 |
| No | 8/14 | 9/18 |  |
| Don't know  | 0 | 0 |  |
| Missing  | 1/14 | 3/18 |  |
|  |  |  |  |
| **26. Does your hospital track the hospital location in which RBC units are transfused?** |  |  |  |
| Yes | 11/14 | 14/18 | 1.0 |
| No | 3/14 | 3/18 |  |
| Don't know | 0 | 0 |  |
| Missing  | 0 | 1/18 |  |
|  |  |  |  |
| **27. Does your hospital track the date that each RBC unit is transfused?** |  |  |  |
| Yes  | 14/14 | 17/18 | 1.0 |
| No | 0 | 1/18 |  |
| Don't know | 0 | 0 |  |
|  |  |  |  |
| **28. Annual institutional blood management performance targets** |  |  |  |
| Yes  | 9/14 | 10/18 | 0.72 |
| No  | 5/14 | 8/18 |  |
|  |  |  |  |
| **29. Blood usage within institutional guidelines** |  |  |  |
| Yes  | 6/9 | 6/10 | 0.23 |
| No  | 3/9 | 0/10 |  |
| Don't know | 0 | 0 |  |
| Missing | 0 | 4/10 |  |
| **30. Reporting of near-miss events** |  |  |  |
| Yes | 6/9 | 10/10 | 0.09 |
| No  | 3/9 | 0 |  |
| Don't know  | 0 | 0 |  |
| Missing |  |  |  |
| **31. Reporting of adverse effects (e.g. transfusion reaction)**  |  |  |  |
| Yes  | 7/9 | 10/10 | 0.21 |
| No  | 2/9 | 0 |  |
| Don't know  | 0 | 0 |  |
| Missing |  |  |  |
| **32.Turnaround time for emergency/stat requests** |  |  |  |
| Yes  | 4/9 | 5/10 | 0.36 |
| No  | 5/9 | 2/10 |  |
| Don't know  | 0 | 0 |  |
| Missing |  | 3/10 |  |
| **33. Wastage of all blood components** |  |  |  |
| Yes  | 7/9 | 10/10 | 0.21 |
| No | 2/9 | 0 |  |
| Don't know | 0 | 0 |  |
|  |  |  |  |
| **34. Adherence to massive transfusion guidelines** |  |  |  |
| Yes  | 7/9 | 10/10 | 0.21 |
| No  | 2/9 | 0 |  |
| Don't know  | 0 | 0 |  |
|  |  |  |  |
| **35. Does your hospital set other performance targets not listed above?** |  |  |  |
| Yes  | 1/9 | 1/10 | 1.0 |
| No  | 1/9 | 1/10 |  |
| Don't know  | 0 | 0 |  |
|  |  |  |  |
| **36. Does your hospital provide staff members with benchmarking reports outside of your organization for blood management practices?** |  |  |  |
| Yes  | 5/14 | 2/18 | 0.19 |
| No  | 5/14 | 13/18 |  |
| Don't know  | 4/14 | 1/18 |  |
| Missing  | 0 | 2/18 |  |
|  |  |  |  |
| **37. Does your hospital provide staff members with benchmarking reports within your organization for blood management practices?** |  |  |  |
| Yes | 8/14 | 9/18 | 0.43 |
| No | 3/14 | 8/18 |  |
| Don't know | 3/14 | 1/18 |  |
|  |  |  |  |
| **38. Does your hospital provide staff members with provider-blinded reports for blood management practices?** |  |  |  |
| Yes | 3/14 | 3/18 | 0.62 |
| No | 5/14 | 12/18 |  |
| Don't know  | 6/14 | 1/18 |  |
| Missing | 0 | 2/18 |  |
|  |  |  |  |
| **39. Does your hospital provide staff members with unblinded reports for blood management practices?** |  |  |  |
| Yes  | 4/14 | 3/18 | 0.34 |
| No  | 4/14 | 11/18 |  |
| Don’t know | 6/14 | 1/18 |  |
| Missing  | 0 | 3/18 |  |
|  |  |  |  |
| **40. Does your hospital provide staff members with other reports for blood management practices?** |  |  |  |
| Yes  | 1/14 | 2/18 | 0.43 |
| No  | 0/14 | 4/18 |  |
| Don’t know | 3/14 | 0 |  |
| Missing |  |  |  |
|  |  |  |  |
| **41. Does your hospital use informal (one-on-one) methods to educate your clinical staff regarding blood management practices?** |  |  |  |
| Yes  | 10/14 | 15/18 | 1.0 |
| No  | 2/14 | 3/18 |  |
| Don't know  | 2/14 | 0 |  |
|  |  |  |  |
| **42. Does your hospital use lectures/grand rounds on blood management to educate your clinical staff regarding blood management practices?** |  |  |  |
| Yes  | 7/14 | 16/18 | 0.32 |
| No  | 3/14 | 2/18 |  |
| Don't know  | 4/14 | 0 |  |
|  |  |  |  |
| **43. Does your hospital use retrospective peer reviews and audits to educate your clinical staff regarding blood management practices?** |  |  |  |
| Yes  | 12/14 | 15/18 | 1.0 |
| No  | 1/14 | 2/18 |  |
| Don't know  | 1/14 | 0/18 |  |
| Missing | 0 | 1/18 |  |
|  |  |  |  |
| **44. Does your hospital use prospective reviews of blood management practice to educate your clinical staff regarding blood management practices?** |  |  |  |
| Yes  | 6/14 | 8/18 | 0.73 |
| No | 8/14 | 8/18 |  |
| Don't know | 0 | 0 |  |
| Missing  | 0 | 2/18 |  |
|  |  |  |  |
| **45. Does your hospital circulate journal articles concerning blood management practices to educate your clinical staff regarding blood management practices?** |  |  |  |
| Yes  | 9/14 | 9/18 | 0.39 |
| No | 2/14 | 6/18 |  |
| Don't know | 3/14 | 1/18 |  |
| Missing  | 0 | 2/18 |  |
|  |  |  |  |
| **46. Does your hospital use other methods to educate your clinical staff regarding blood management practices?** |  |  |  |
| Yes | 2/14 | 1/18 | 0.49 |
| No  | 1/14 | 3/18 |  |
| Don't know  | 1/14 | 0 |  |
|  |  |  |  |