

**Table S1.** Metric invariance across department aggregates.

Item		Dim.	Kir		Med		z-Stat
			Estimate	<i>p</i>	Estimate	<i>p</i>	
sp9	<---	N6	1.23	0.00	1.26	0.00	0.42
sp8	<---	N5	1.13	0.00	1.15	0.00	0.43
sp7	<---	N4	0.92	0.00	0.99	0.00	1.77 *
sp6	<---	N3	0.87	0.00	0.90	0.00	0.86
sp5	<---	N2	0.91	0.00	0.93	0.00	0.76
sp4	<---	N1	0.65	0.00	0.75	0.00	3.43 ***
sp16	<---	D6	1.27	0.00	1.16	0.00	−2.56 **
sp15	<---	D5	1.15	0.00	1.07	0.00	−1.97 **
sp14	<---	D4	1.25	0.00	1.12	0.00	−3.06 ***
sp13	<---	D3	0.82	0.00	0.88	0.00	1.81 *
sp12	<---	D2	1.15	0.00	1.07	0.00	−2.08 **
sp11	<---	D1	0.90	0.00	0.85	0.00	−1.57
sp19	<---	IF3	0.98	0.00	0.99	0.00	0.34
sp18	<---	IF1	0.84	0.00	0.85	0.00	0.19
sp24	<---	OR3	0.93	0.00	0.95	0.00	0.50
sp23	<---	OR2	0.97	0.00	0.90	0.00	−1.34
sp22	<---	OR1	0.87	0.00	0.89	0.00	0.58
sp26	<---	NK1	0.95	0.00	0.84	0.00	−2.56 **
sp32	<---	ST5	0.85	0.00	0.83	0.00	−0.31
sp31	<---	ST4	1.06	0.00	1.07	0.00	0.01
sp30	<---	ST3	0.97	0.00	1.03	0.00	0.91
sp29	<---	ST2	0.91	0.00	1.00	0.00	1.73 *
sp28	<---	ST1	0.89	0.00	0.98	0.00	1.67 *
sp44	<---	DC1	1.00	0.00	0.97	0.00	−0.69
sp47	<---	IT1	1.11	0.00	1.18	0.00	0.55

Note: \* ( $p < 0.05$ ), \*\* ( $p < 0.01$ ), \*\*\* ( $p < 0.001$ )—not metrically invariant; NS: nurse services; DS: doctor services; IFN: information; ORG: organisation; NK: next of kin; ST: standard; DCH: discharge; ITR: interaction.

**Table S2.** Scalar invariance across department aggregates.

Model	DF	CMIN	P
Measurement weights	23	61.20	0.00
Measurement intercepts	23	61.20	0.00
Structural covariances	73	254.70	0.00
Measurement residuals	119	391.29	0.00

Note:  $p < 0.05$ - no scalar invariance.