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## *HRSA Health Center Workforce Survey Draft 9.0*

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Thank you for accepting the invitation to test the HRSA Health Center Workforce Survey. Remember by taking the survey now, you will not have to fill it out again in the Fall. We will transfer your answers to the national survey responses. Your help now will ensure that the survey is simple for staff to complete and useful for health centers to improve working conditions.

Please note:

- All survey responses will be anonymous. John Snow Inc. (JSI) is managing the survey testing for HRSA. In order for JSI to remind you to complete the survey, your email address is temporarily tracked in our survey system. Once you submit the survey, JSI will not keep your email address with your answers and therefore your answers will become anonymous.
- The survey is voluntary. However, only a few staff have been invited to help test the survey, so please take time to complete it.
- You received a unique survey link. Please do not share that link with others.
- The survey takes about 20-30 minutes. If you need to take a break in filling out the survey, using your unique survey link will bring you back to where you left off.
- At the end of the survey, there are additional questions where you can provide feedback about the survey overall. Please take a few minutes to let us know your thoughts.
- By moving forward with this survey you are acknowledging that you understand this information and agree to participate.

### **Instructions to Fill Out Survey**

- a. Give yourself time to complete the survey (about 20-30 mins). However, if you need to interrupt your work on the survey, your progress will be saved and you can use the same link to continue from where you left off.
- b. Click the arrows at the bottom of the screen to move between pages.
- c. Answer questions as best you can. Remember, your individual answers will never be shown to anyone.
- d. Leave questions blank if the question does not make sense or is not relevant to your job in any way or if for some reason you do not want to answer that question.
- e. This survey does not include specific questions about COVID-19. However, it does not ignore the impact of COVID-19, which may have affected many of the underlying factors driving staff well-being. Please answer the questions based on your current feelings.

Thank you again for helping test this survey.

Office of Management and Budget (OMB) Public Burden Statement: An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB control number for this project is 0915-0379, and is valid until 08/31/2023. Public reporting burden for this collection of information is estimated to average .50 hours per response, consisting of completing the online survey. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to HRSA Reports Clearance Officer, 5600 Fishers Lane, Room 14N136B, Rockville, Maryland, 20857.

## A. Information about My Job

**Job Classification:** The following questions help us understand your primary job(s) in the health center. It is important that we classify you with those that have similar job(s) in your and other organizations to the degree possible, while also capturing your unique job(s)/title(s). Please consider the following:

- Your primary job is the one that you spend the most time in, including any leadership role within that job.
- If you have more than one distinct job, you will be given the opportunity to reflect that.
- If you have a director/leadership role as part of your job, you will be able to indicate that, but it should be considered a single job.
- You will also be able to indicate if you are fulfilling an educational/training requirement in your job.

A1. Please select the category that best matches your primary job at this Health Center. You can find how jobs are organized in this section by viewing the [Occupation Look-Up resource](#).

### Patient Services, Support, and Quality

Patient Support (Front Desk Staff, Medical Scribe, Patient Records Clerk, etc.)

Quality Improvement (Quality Improvement Nurse, Data Analyst, etc.)

### Enabling and Program Services

Enabling (Case Manager, Transportation Staff, Interpreter, etc.)

Grant Programs and Other Services (WIC Staff, Educational Counselor, Exercise Trainer, etc.)

### Administrative and Facilities

Administration and Support (Site Manager, Human Resources Staff, Communications Staff, etc.)

Fiscal and Billing (Accounts Payable Clerk, Bookkeeper, etc.)

Information and Technology (EHR Technician, IT Help Desk Technician, Programmer, etc.)

Facilities (Janitorial Staff, Security Guard, Equipment Maintenance Staff, etc.)

### Management

Senior Corporate Leadership (Chief Information Officer, Chief Medical Officer, etc.)

### Direct Clinical Services

Medical (General Practitioner, Physician Assistant, Nurse, etc.)

Behavioral Health / Substance Use (Psychiatrist, Professional Counselor, Recovery Support Specialist, etc.)

Dental (Dentist, Dental Technician, Dental Aide etc.)

Vision (Ophthalmologist, Optometric Assistant, etc.)

Other Professional Providers (Chiropractor, Nutritionist, Podiatrist, etc.)

### Ancillary Clinical Services

Lab (Pathologist, Laboratory Technician, Phlebotomist, etc.)

X-Ray (Radiologist, Ultrasound Technician, etc.)

Pharmacy (Pharmacist, Pharmacy Clerk, Pharmacy Assistant, etc.)

A2. Please select which title in \_\_\_\_ best describes your job.

- |   |  |
|---|--|
| Family Physician  | Chiropractor                                     |
| General Practitioner  | Dietician / Nutritionist                         |
| Internist   | Therapist (Occupational, Speech, Physical, etc.) |
| Obstetrician / Gynecologist                                 | Podiatrist                                       |
| Pediatrician  | Other Professional Providers: _____              |
| Other Specialty Physician: _____                            |  |
| Nurse Practitioner  | Ophthalmologist                                  |
| Physician Assistant   | Optometrist                                      |
| Midwife   | Ophthalmologist / Optometric Assistant           |
| Nurse   | Ophthalmologist / Optometric Aide                |
| Nurse Aide / Assistant (certified and uncertified)          | Ophthalmologist / Optometric Technician          |
| Medical Assistant / Aide (certified and uncertified)        | Other Vision Care Staff: _____                   |
| EMS/EMT Staff (not credentialed as a nurse)                 | Pathologist                                      |
| Other Clinical Medical Staff: _____                         | Medical Technologist                             |
|   | Laboratory Technician                            |
| Dentist   | Laboratory Assistant                             |
| Dental Hygienist  | Phlebotomist                                     |
| Dental Therapist  | Other Lab Staff: _____                           |
| Dental Assistant, Advanced Practice                         |  |
| Dental Assistant  | Radiologist                                      |
| Dental Technician   | X-Ray Technician                                 |
| Dental Aide   | Radiology Assistant                              |
| Other Clinical Dental Staff: _____                          | Ultrasound Technician                            |
|   | Other X-Ray Staff: _____                         |
| Psychiatrist  | Pharmacist                                       |
| Psychologist  | Pharmacy Technician                              |
| Clinical Social Worker                                      | Pharmacist Assistant                             |
| Professional Counselor                                      | Pharmacy Clerk                                   |
| Marriage and Family Therapist                               | Other Pharmacy Staff: _____                      |
| Psychiatric Nurse Specialist                                |  |
| Mental Health Nurse Practitioner                            | Case Manager                                     |
| Mental Health Physician Assistant                           | Patient / Community Education Specialist         |
| Other Licensed Mental Health Provider                       |  |
| Other Mental Health Staff                                   | Outreach Worker                                  |
| Alcohol/Substance Use Counselor                             | Transportation Staff                             |
| Recovery Support Specialist                                 | Eligibility Assistance Worker                    |
| Other Behavioral Health/Substance Use Disorder Staff: _____ | Interpreter                                      |
|   | Community Health Worker                          |
|   | Other Enabling Services Staff: _____             |
|   |  |
|   | WIC Staff  |

Head Start Staff  
 Housing Assistance Staff  
 Child Care Staff  
 Food Bank / Meal Delivery Staff  
 Employment / Educational Counselor  
 Exercise Trainer/Fitness Center Staff  
 Adult Day Health Care, Frail Elderly  
 Support Staff  
 Other Program / Service Specific Staff:  
 \_\_\_\_\_  
  
 Patient / Medical Records Clerk  
 Medical Scribe  
 Patient Records Transcriptionist  
 Front Desk / Registration / Check-In Staff  
  
 Cashier / Check-Out Staff  
 Appointments Clerk  
 Other Patient Support Staff: \_\_\_\_\_  
 QI Nurse  
 QI Technician  
 QI Data Specialist  
 Statistician / Data Analyst  
 Other Quality Improvement Staff:  
 \_\_\_\_\_  
  
 Chief Executive Officer / Executive  
 Director  
 Chief Financial Officer / Fiscal Officer /  
 Finance Director  
 Chief Information Officer  
 Chief Medical Officer / Medical Director  
 (With No Clinical Practice)  
 Chief Operating Officer / Director Of  
 Operations

Chief Strategy/Planning Officer  
 Other Corporate Leadership Staff:  
 \_\_\_\_\_  
  
 Department Manager  
 Site Manager  
 Planning And Evaluation Staff  
 Personnel / HR Department Staff  
 Marketing / Communications Staff  
 Receptionist (not clinical check-in)  
 Secretaries / Administrative Assistant  
 Other Administration / Support Staff:  
 \_\_\_\_\_  
  
 Accountant  
 Bookkeeper  
 Billing Clerk  
 Accounts Payable Clerk  
 Other Fiscal and Billing Staff: \_\_\_\_\_  
  
 Data Processing Staff  
 Programmer  
 IT Help Desk Technician  
 EHR Technician  
 Data Entry Clerk  
 Other Information and Technology Staff:  
 \_\_\_\_\_  
  
 Janitor / Custodian  
 Security Guard  
 Groundskeeper  
 Equipment Maintenance Staff  
 Housekeeping Staff  
 Other Facilities Staff: \_\_\_\_\_

A3. What is your actual title for this job? *Please Read: Your answer will NOT be included with the final data file. We ask this to confirm that your job is classified in the correct occupational group.* \_\_\_\_\_

A4. For this job, do you serve as a director of the clinical or functional area in which you work, such as Medical Director, Human Resources Director, or Director of Nursing?

- Yes, I am a director
- No, I am not a director

A5. For this job, are you working as part of an educational requirement, such as an internship, residency, fellowship, or apprenticeship?

- Yes, my job is part of an educational requirement
- No, my job is not part of an educational requirement

A6. Do you have a second distinct job at this Health Center? *Indicate a second job if you have separate time set aside for this additional job or an agreed expectation that you will serve in a clear second capacity for a portion of your time. Do not consider a director role as a second job.*

- Yes, I have more than one distinct job [skip logic to A7]
- No, I only have one job [skip logic to A13]

***Secondary Job Question Series (same response categories):***

Please select the job that best matches your Secondary job at this Health Center. You can find how jobs are organized in this section by viewing the [Occupation Look-Up resource](#).

A7. Please select the category that your Secondary job falls in.

A8. Please select which title in \_\_\_\_ best describes your job.

A9. What is your actual title for this job?

Please Read: Your answer will NOT be included with the final data file. We ask this to confirm that your job is classified in the correct occupational group.

A10. For this job, do you serve as a director of the clinical or functional area in which you work, such as Medical Director, Human Resources Director, or Director of Nursing?

A11. For this job, are you working as part of an educational requirement, such as an internship, residency, fellowship, or apprenticeship?

A12. If you have additional distinct jobs at this health center, please list others or clarify here:

For the remainder of the survey, please answer questions from the perspective of your Primary job to the degree possible, even if your answers might be different for your Secondary job.

A13. How many years have you been doing this type of job at this Health Center? *Please round to the nearest year.*

- Less than 1 year
- More than 1 year: \_\_\_\_ years

A14. How many years, in total, have you been doing this type of job at this Health Center and anywhere else? *Please round to the nearest year.*

Less than 1 year

More than 1 year: \_\_\_\_\_ years

A15. For your current job, are you paid on a salary or hourly basis?

Salary

Hourly

A16. In the past month, on average how many hours a week did you work at your current job? *Include any paid time off as time worked. Do not include on-call time.* \_\_ (2 digit text-field)

A17. How many hours a week would be considered full-time for your current job? \_\_ (2 digit text-field)

A18. As part of your current job, for how many people are you their direct supervisor?

None (I don't supervise anyone)

1-4 people

5-9 people

10 or more people

A19. As part of your current job, how often do you interact with patients?

Routinely

Occasionally

Never

A20. As part of your current job, how often do you use the Health Center's electronic medical record (EMR) / electronic health record (EHR) system? (*skips EHR questions E23-E25*)

Routinely

Occasionally

Never

## B. My Work Team

*Please Read: These next questions are about your work team. We want you to think about those people who you work with almost every day who are in the same unit as you even though you may do different tasks.*

### My Work Team

B1. My team members value, seek and give each other constructive feedback.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B2. My team members readily share ideas and information with each other.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B3. My team members work effectively together.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B4. My team members support me in the work that I do.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B5. Team members understand the role and responsibilities of each other.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B6. Members of my team are able to bring up problems and tough issues.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B7. If you make a mistake on my team, it is held against you.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B8. I feel that I am ignored or not taken seriously by others on my team.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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## Supervision and Leadership

B9. Communication between my direct supervisor and me is good.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B10. I am encouraged by my direct supervisor to voice my opinion on issues relating to our work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B11. My direct supervisor is a good manager and leader.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B12. My direct supervisor supports my need to balance work and other life issues.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B13. My direct supervisor encourages staff to contribute to decisions about work-related issues.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B14. Communication between senior leaders and employees is good in this Health Center.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B15. My Health Center's senior leaders are skilled and effective.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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B16. In this Health Center, senior leaders generate high levels of motivation and commitment among staff.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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## C. My Health Center

Please remember that all your answers are confidential and no one's individual answers will ever be seen by anyone.

### Culture

C1. This Health Center promotes the well-being of staff.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C2. Policies and programs at this Health Center promote diversity in the workplace such as recruiting from minority groups, training in awareness of diversity issues, and mentoring.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C3. Staff members are respectful to all coworkers regardless of their different backgrounds or identities.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C4. Staff members are respectful of the diverse patient populations whom they serve.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C5. Staff members provide the same high quality care to all patients regardless of their different backgrounds or identities.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C6. Staff members have the resources needed to provide care that is appropriate for patients of different cultures, backgrounds, or identities.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C7. Opportunities for staff at this Health Center are decided primarily on quality of work and abilities.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C8. Senior leaders treat all employees fairly regardless of their different backgrounds or identities.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C9. Favoritism determines one's opportunities at this Health Center.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C10. I feel comfortable communicating with staff at all levels of this Health Center.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C11. Teamwork is valued in this Health Center.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C12. If I were to experience mistreatment within my workplace, such as bullying, discrimination, abuse, harassment, I would feel comfortable reporting it to someone at this Health Center.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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### Social Support and Recognition

C13. I get help and support from my coworkers.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C14. I get help and support from my direct supervisor.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C15. My coworkers are willing to listen to my problems.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C16. My direct supervisor is willing to listen to my problems.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C17. My coworkers show recognition and appreciation for my work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C18. My direct supervisor shows recognition and appreciation for my work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C19. Senior leaders show recognition and appreciation for our work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C20. The Health Center's patients show recognition and appreciation for our work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C21. The community shows recognition and appreciation for our work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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## Health Center Processes

C22. Administrative tasks that I have to do get in the way of my primary duties.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C23. The electronic medical record (EMR) / electronic health record (EHR) system used at this Health Center gets in the way of supporting high quality patient care. *\*skipped if never uses EHR*

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C24. The electronic medical record (EMR) / electronic health record (EHR) system used at this Health Center adds burden to my work. *\*skipped if never uses EHR*

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C25. I am satisfied with the electronic medical record (EMR) / electronic health record (EHR) system used at this Health Center. *\*skipped if never uses EHR*

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C26. In this Health Center, getting more work done is more important than quality of care.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C27. This Health Center has systems in place to prevent, catch, and correct problems that have the potential to affect patient care.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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## Training

C28. This Health Center makes sure staff get the job training they need.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C29. This Health Center makes sure staff get the continuing education they need.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C30. This Health Center trains staff when new processes are put into place.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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## Resources

C31. This Health Center is able to hire people with the right skills.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C32. I have the resources I need to do my job well.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C33. This Health Center has adequate resources and procedures to protect the health and safety of staff.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C34. This Health Center is keeping up with the latest changes in the delivery of healthcare.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C35. This Health Center has appropriate physical space and conditions to deliver our services, such as adequate noise levels, temperature control, and privacy.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C36. This Health Center has resources, systems, and processes to respond effectively to public health emergencies.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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C37. I am confident about this Health Center's financial stability over the next few years.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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## D. My Work Experience

### Mission Orientation

D1. I work in an organization that provides essential care to people who otherwise wouldn't have it.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D2. I am aware of the direction and mission of this Health Center.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D3. This Health Center is successful at accomplishing its mission.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D4. My work contributes to carrying out the mission of this Health Center.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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### Meaningfulness

D5. I feel I'm positively influencing other people's lives through my work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D6. I believe that working in a Community Health Center gives me a greater sense of fulfillment than I would feel working in other health care settings.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D7. Working with under-resourced populations makes my job feel valuable.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D8. I have a meaningful job at this Health Center.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D9. The work I do serves a greater purpose.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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### Compensation and Benefits

D10. I am well paid given my training and experience.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D11. My benefit package is adequate for my needs.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D12. This Health Center rewards performance with bonuses or other monetary types of recognition.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D13. I am well compensated compared to people with similar jobs in this region.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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### Professional Growth

D14. I am satisfied with my opportunities for professional growth at this Health Center.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D15. There are a lot of opportunities for challenging work in my job.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D16. There are a lot of opportunities for gaining new skills and knowledge in my job.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D17. My skills and knowledge are used well in my job.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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## Work Load

D18. I don't have enough time to do the work that must be done.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D19. We have enough staff to handle our patient load.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D20. I know what is expected of me at work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D21. I sometimes have to do things at work which seem to be unnecessary.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D22. I have control over how I do my work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D23. I have influence in the decisions affecting my work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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## Work-Life Balance

D24. My work takes so much of my time that it has a negative effect on my personal life.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

D25. I leave my work behind at the end of the workday.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

D26. I am able to take the time off from work that I need.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

D26. My friends or family tell me that I work too much.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

D27. This Health Center supports a balance between my work and personal life.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

## Moral Distress

D28. I often find it difficult to do my job because of organizational rules or procedures.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

D29. I am often bothered that this Health Center cannot fully address patients' needs because they go beyond what this Health Center can offer.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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D30. I am often bothered that I'm not able to do my job in the way I think is best.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

D31. This Health Center has resources, such as dedicated staff, community programs, resources or tools, to address patients' social needs.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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## E. Overall Feelings About My Job

### Job Satisfaction

E1. If I had to decide again, I would definitely take this job.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E2. I would recommend this Health Center as a good place to work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E3. I feel that this is my ideal job.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

E4. My job matches the expectations I had when I took it.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

E5. All things considered, I am very satisfied with my current job.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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### Burnout

E6. There are days when I feel tired before I arrive at work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E7. After work, I tend to need more time than in the past in order to relax and feel better.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E8. I can tolerate the pressure of my work very well.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E9. During my work, I often feel emotionally drained.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E10. After working, I have enough energy for my leisure activities.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E11. After my work, I usually feel worn out and weary.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E12. Usually, I can manage the amount of my work well.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E13. When I work, I usually feel energized.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

E14. I often find new and interesting aspects in my work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

E15. It happens more and more often that I talk about my work in a negative way.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E16. Lately, I tend to think less at work and do my job almost mechanically.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E17. I find my work to be a positive challenge.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

E18. Over time, one can become disconnected from this type of work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E19. Sometimes I feel sickened by my work tasks.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

E20. This is the only type of work that I can imagine myself doing.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

## Engagement

E21. I feel more and more engaged in my work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E22. The longer I work in this job, the less empathetic I feel toward the Health Center's patients.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E23. The longer I work in this job, the less empathetic I feel toward my colleagues.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

E24. The longer I work in this job, the less sensitive I feel toward others' feelings/emotions.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E25. The longer I work in this job, the less interested I feel in talking with the Health Center's patients.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
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E26. The longer I work in this job, the less connected I feel with the Health Center's patients.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
-------------------	-------	-------------------	----------------------	----------	----------------------

E27. The longer I work in this job, the less connected I feel with my colleagues.

Strongly Agree      Agree      Slightly Agree      Slightly Disagree      Disagree      Strongly Disagree

### Intention to Leave

E28. A year from now, it is likely that I will still be working at this Health Center.

Strongly Agree      Agree      Slightly Agree      Slightly Disagree      Disagree      Strongly Disagree

E29. If you were to leave, which would be the main reason(s)? *Select all that apply.*

- Moving
- Retiring
- Advancing career
- Joining another health care organization
- Joining a different field
- Better pay
- Better benefits
- Better working environment
- Other: \_\_\_\_\_

E30. Staff turnover is a problem at this Health Center.

Strongly Agree      Agree      Slightly Agree      Slightly Disagree      Disagree      Strongly Disagree

## F. My Demographics

**Please Read: Your confidentiality and responses will be protected.** Demographic information is important in order to compare different groups' responses at broad geographic levels. Your responses will not be disclosed in any way that could identify you.

F1. What is your age?

\_\_\_\_\_ years old

F2. What is your gender Identity?

- Male
- Female
- Transgender
- Something else
- Don't know/not sure

F3. What is your sexual orientation?

- Lesbian or Gay
- Heterosexual or Straight

Bisexual  
Something else  
Don't know/not sure

F4. Are you Hispanic or Latino/a?

Yes                      No

F5. What is your race? *Select all that apply.*

American Indian or Alaska Native  
Asian  
Black or African American  
Native Hawaiian or Other Pacific Islander  
White  
Other \_\_\_\_\_

F6. Is English the primary language that you speak at home?

Yes (*skip to F8*)    No (*skip to F7*)

F7. How well do you speak English?

Very well  
Well  
Not well  
Not at all

F8. Are you an individual with a disability?

Yes                      No

F9. What is the highest education level you have completed?

Less than High School  
High School Diploma/GED or Equivalent  
Technical or Professional Certificate  
Some College (no degree)  
Associate's Degree (e.g., AA, AS)  
Bachelor's Degree (e.g., BA, BS)  
Master's Degree (e.g., MA, MS, MBA)

Doctoral/Professional Degree (e.g., MD/DO, DMD/DDS, PhD)

F10. What is your current marital status?

Married / Domestic Partnership  
Widowed  
Separated  
Divorced  
Never Married

F11. Do you have children under 18 living at home?

Yes                      No

F12. Do you have significant caregiver responsibilities for any relatives who have disabilities or who are elderly?

Yes                      No

F13. Are you working at this Health Center because of a scholarship or loan repayment agreement or as part of a visa requirement?

Yes                      No

## G. Survey Feedback

G1. How did you feel about the length of the survey?

Very long  
A little long  
Just about right  
A little short  
Very short

G2. Do you feel this information gathered from all employees at Health Centers across the country would provide useful data to help to improve working conditions for staff?

Absolutely yes  
Probably yes  
Not sure  
Probably not  
Absolutely not

G3. If the survey were rolled out at Health Centers with solid protections of confidentiality, do you think most employees would fill out the survey?

- Yes, most would fill it out
- Yes, many would fill it out
- Not sure
- No, many would not fill it out
- No, most would not fill it out

G4. How worried are you that someone at your Health Center would find out how you answered these questions?

- Very worried
- Worried
- Somewhat worried
- A little worried
- Not at all worried

G5. Were there any questions that were confusing or that made you feel uncomfortable? If so, which questions?

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G6. Is there anything else you would like to share that was not included in this survey?

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This is the end of the survey. If you would like to review any of your answers please do so now. Once you click the submit button the survey will close and you will not be able to return to it.

Thank you again for taking the time to answer these questions, we really appreciate your participation!