

# HOSPITAL LEADER SURVEY QUESTIONS ON WORKING CONDITIONS AND MENTAL HEALTH

You are invited to participate in an online questionnaire conducted by JPA Health on behalf of the National Institute for Occupational Safety and Health (NIOSH), to better understand hospital practices that promote staff mental health.

Completing the voluntary questionnaire should take about 10 minutes. You may refuse to take part or exit the questionnaire at any time. You can skip any question you do not wish to answer.

There are no direct benefits to questionnaire participation. Risks to participation are minimal, with the main foreseeable risk being breach of confidentiality. Although this questionnaire does ask you to indicate the functional area in which you work (e.g., business operations, clinical operations, human resources, etc.), it does not collect information on your name, email address, or IP address.

Responses will be collected and stored in a secure, electronic format on the REDCap survey system. JPA's research partner Education Development Center (EDC) will analyze all data on NIOSH's secured network. JPA/EDC will report all results in aggregate. No one at your workplace will be able to identify you or your answers based on your position, and no one will know whether or not you participated in the study. Information collected as part of this study will not be used or distributed for other research studies.

If you have questions at any time about this assessment, you may contact JPA Senior Vice President Christina Zurla at [czurla@jpa.com](mailto:czurla@jpa.com) or 202-870-5487; and/or EDC Principal Research Scientist Kim Dash, PhD, MPH, at [KDash@edc.org](mailto:KDash@edc.org) or 617.618.2425.

**Please select your choice below. You may print a copy of this consent form for your records. Clicking on the "Agree" button indicates that:**

- **You have read the above information**
- **You voluntarily agree to participate**
- **You have reached the age of majority (18 in most states)**
  - Agree
  - Disagree

Public reporting burden of this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. 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. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to - CDC/ATSDR Reports Clearance Officer; 1600 Clifton Road NE, MS D-74, Atlanta, Georgia 30333 ATTN: PRA (0920-xxxx).

## Position

1. SCREENING QUESTION: Which of the following best describes the setting where you currently work? *Select one. If you work in more than one setting, pick the setting where you spend the most time.*
- Hospital
  - Health care system or hospital network
  - Outpatient clinic
  - Long-term care facility
  - Clinical lab
  - Hospice
  - Home care
  - Other (please specify):

*[If response is something other than hospital, then respondent will be thanked for their time and exited from the survey.]*

2. Which best describes the area of your senior leadership (i.e., executive) role in your hospital?
- Business operations (finance, marketing)
  - Clinical operations (clinical directors, chief clinical officers)
  - Human Resources/Wellness
  - Information/Informatics
  - Nursing
  - Patient care
  - Other:
  - I do not hold a senior leadership role *[Respondent will be thanked for their time and exited from the survey.]*
3. How long have you served in this role at your hospital (in years)? (number)

## Perceptions of Job-Related Distress or Burnout

4. Mental health includes your emotional, psychological, and social well-being. It affects how you think, feel, and act. It also helps determine how you handle stress, relate to others, and make healthy choices. On a scale of 1 – 10, how much does your job affect your mental health? 1 = strongly believe that my job does NOT affect my mental health; 10 = strongly believe that my job DOES affect my mental health

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Burnout can affect your mental health. Staff who experience burnout often feel drained and exhausted by their jobs, find their jobs more stressful and frustrating, and struggle to focus on and complete work tasks. Thinking about the hospital where you work, what percent of staff (e.g., nurses, physicians, technicians) would you say have experienced burnout in the past 12 months?
- None
  - A few (between 1% and 19%)
  - Some (between 20% and 39%)
  - About half (between 40% and 59%)
  - Most (between 60% and 79%)
  - Nearly all (80% or more)

6. In your opinion, how likely are the following to contribute to burnout among staff at your hospital?

1 = Extremely Unlikely 3 = Unlikely 5 = Likely 7 = Extremely Likely

	1	2	3	4	5	6	7
a. Long work hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Staff shortages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. High patient caseloads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Too many bureaucratic tasks (e.g., electronic health record documentation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Limited paid time off	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Few onsite mental health or support services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Contact with patients who have COVID-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Limited participation in decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Low control over one's area or work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Inflexible working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Practices to Reduce Job-Related Distress or Burnout**

7. Which of the following does your hospital currently provide?

	Yes	No	Don't know
a. Limits on overtime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Adequate staff to handle patient caseload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Limits or restrictions on clinician caseload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Health informatics approaches (e.g., speech recognition) to electronic health record interaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Sufficient paid time off	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Onsite mental health services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Onsite health services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Onsite wellness services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Enough personal protective equipment (PPE) on your unit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Sufficient COVID-19 testing for staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Sufficient COVID-19 testing for patients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Opportunities for staff to participate in decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Staff control over their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Flexible working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Onsite childcare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. *If respondent answers yes to 7f, 7g, or 7h, then, ask:* Which of the following mental health, health, and wellness services does your hospital currently provide to staff? *Select all that apply.*

	Yes	No	Don't know
a. Employee assistance program (EAP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Group or individual counseling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Exercise classes (e.g., yoga, tai chi, Zumba)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Guided meditation sessions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Stress management skills workshops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Onsite health clinic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Onsite fitness facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Other: (open field)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Knowledge, Attitudes, and Practices Related to Mental Health Services**

9. If staff at your hospital accessed mental health services how likely is it that they would experience the following? 1 = Extremely Unlikely 3 = Unlikely 5 = Likely 7 = Extremely Likely

	1	2	3	4	5	6	7
a. Lose opportunities for promotion or advancement?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Face harassment or ridicule?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Feel shame or embarrassment?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Continue working alongside the rest of their colleagues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Be permitted to see patients?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Lose benefits for self or family?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Jeopardize future employment opportunities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. In your opinion, if your hospital wants its staff to obtain professional services for mental health concerns how important is it that . . .

	Not at all important	Somewhat important	Moderately important	Very important
a. Treatment and other mental health supports are offered onsite?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Treatment and other mental health supports are offered offsite?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Programs and services are available during evenings and weekends (as well as weekdays)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Treatments and services provided have been proven effective?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Senior leaders encourage staff to seek help and support them when they do so?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Appointments are easy to get and available without delays?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Treatment is offered privately via the Internet, or phone?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Counseling and other supports are available to family members of staff?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Treatment and services are offered at low or no cost?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. During the past 3 months, how often have you heard the following at your hospital:

	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day
a. <u>Colleagues</u> (i.e., healthcare executives) talking publicly about getting help for <u>their own</u> mental health concerns?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. <u>Colleagues</u> encouraging staff experiencing mental health concerns to seek help?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. <u>Staff</u> talking publicly about getting help for <u>their own</u> mental health concerns?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. <u>Staff</u> encouraging other staff with mental	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

health concerns to seek help?							
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12. During the past 3 months, how often have staff at your hospital:

	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day
a. Had enough time to complete all their work tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Influenced the amount of work assigned to them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Influenced <u>what</u> they do at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Decided when to take a break.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Had the option of learning new things through their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. During the past 3 months, how often have you and other senior leaders at your hospital . . .

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a. Dedicated the right amount of resources to support staff mental health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Put in place effective strategies to support staff mental health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Expected staff to participate in self-care activities to manage their mental health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Promoted policies and practices that improve staff working conditions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Included staff in decision making about mental health efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Informed staff ahead of time about important decisions, changes, or plans for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Please indicate the extent to which you agree or disagree with the following statements.

At this hospital . . .	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a. Staff mental health is not a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Senior leaders are aware of how organizational policies and practices affect staff mental health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Policies and practices that support staff mental health are too complex to implement well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Senior leaders are satisfied with the current policies and practices that affect working conditions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. We do not have the resources to support additional mental health services for staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### **Campaign Awareness**

15. Are you aware of the [name of customizable toolkit for healthcare executives]?

- Yes
- No

*If respondent answers NO to question 15, then they will be thanked and exited from the survey.*

16. If yes, where did you learn about the [toolkit]?

- Coworker
- Hospital leadership
- Family member
- Radio
- Print news
- NIOSH website
- Online
- Social media ad

17. Did you use the [name of customizable toolkit for healthcare executives] in the past 12 months?

- Yes
- No

### **Campaign Promotion**

18. a. Did you share [campaign] materials with other hospital leaders?

- Yes
- No

b. If yes, with how many?

- 1 – 3
- 4 – 6
- 7 – 9
- 10 or more

19. a. Did you talk about the campaign with other hospital leaders?

- Yes
- No

b. If yes, with how many?

- 1 – 3
- 4 – 6
- 7 – 9
- 10 or more



**Campaign Engagement/Knowledge**

20. Did the [campaign] provide guidance on . . .

	Yes	No	Don't Know
a. How to help staff who may be experiencing mental health concerns?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. How hospital leaders can promote better working conditions for staff?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Policies and practices that hospital leaders can implement to support staff mental health?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Behavioral Intent and Change**

21. Did the [campaign] help you . . .

	Yes	No
a. <b>Identify</b> workplace policies and practices that support staff mental health?	<input type="radio"/>	<input type="radio"/>
b. <b>Identify</b> ways to improve working conditions at your hospital?	<input type="radio"/>	<input type="radio"/>
c. <b>Take one or more concrete steps</b> toward <b>implementing</b> changes to policies and practices that support staff mental health?	<input type="radio"/>	<input type="radio"/>
d. <b>Take one or more concrete steps</b> toward <b>modifying</b> working conditions at your hospital that affect staff mental health?	<input type="radio"/>	<input type="radio"/>
e. <b>Implement</b> one or more changes to policies and practices that support staff mental health?	<input type="radio"/>	<input type="radio"/>
d. <b>Modify</b> one or more working conditions at your hospital that affect staff mental health?	<input type="radio"/>	<input type="radio"/>

**Hospital Characteristics**

22. Which best describes your hospital based on the way it is funded?

- A non-government, not-for-profit community hospital
- Investor owned (for-profit) community hospital
- Public state or local government community hospital
- Federal government hospital
- Other hospital

23. How many beds are in your hospital?

- 6-99
- 100-399
- 400+

24. Where is your hospital currently located?

- Urban (serves a community of 50,000 or more people)
- Suburban (serves a community of more than 2,500, but fewer than 50,000 people)
- Rural (serves a community of 2,500 or fewer people)
- Multiple settings (serves urban, suburban, and/or rural populations)