

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 improve staff well-being.

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 EDC Principal Research Scientist Kim Dash, PhD, MPH, at KDash@edc.org or 617-618-2425; and/or JPA Senior Vice President Christina Zurla at CZurla@jpa.com or 240-277-3459.

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 (0920-1415).

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. In which area do you work at the hospital?
- Operations/administration
 - Clinical/patient care
 - Human resources
 - Well-being/wellness
 - Information technology/informatics
 - Other (please specify)
3. What type of leadership position do you hold at your hospital?
- Chief officer/executive (e.g., chief executive officer, chief medical officer, chief wellness officer)
 - Department head/administrator (e.g., chief surgeon, chief of emergency medicine)
 - Patient care manager (e.g., supervising physician, nurse managers)
 - Other (please specify):
 - I do not hold a senior leadership role *[Respondent will be thanked for their time and exited from the survey.]*
4. How long have you served in this role at your hospital (in years)? (number)

Perceptions of Job-Related Distress or Burnout

5. 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"/>									

6. 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% than 19%)
 - Some (between 20% and 39%)
 - About half (between 40% and 59%)
 - Most (between 60% and 79%)

Nearly all (80% or more)

7. 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"/>						
b. Staff shortages	<input type="radio"/>						
c. High patient caseloads	<input type="radio"/>						
d. Too many bureaucratic tasks (e.g., electronic health record documentation)	<input type="radio"/>						
e. Limited paid time off	<input type="radio"/>						
f. Few onsite mental health or support services	<input type="radio"/>						
g. Contact with patients who have COVID-19	<input type="radio"/>						
h. Limited participation in decision-making	<input type="radio"/>						
i. Inflexible working hours	<input type="radio"/>						

Practices to Reduce Job-Related Distress or Burnout

8. 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. Flexible working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Onsite childcare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. *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?

	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

10. 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"/>						
b. Face harassment or ridicule?	<input type="radio"/>						
c. Feel shame or embarrassment?	<input type="radio"/>						
d. Continue working alongside the rest of their colleagues?	<input type="radio"/>						
e. Be permitted to see patients?	<input type="radio"/>						
f. Lose benefits for self or family?	<input type="radio"/>						
g. Jeopardize future employment opportunities?	<input type="radio"/>						
h. Lose license to practice?	<input type="radio"/>						

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

	Never	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"/>					
b. <u>Colleagues</u> encouraging staff experiencing mental health concerns to seek help?	<input type="radio"/>					
c. <u>Colleagues</u> communicating ways the hospital is addressing working conditions to reduce staff burnout?	<input type="radio"/>					
d. <u>Staff</u> talking publicly about getting help for <u>their own</u> mental health concerns?	<input type="radio"/>					

12. During the past 3 months, have you and/or other senior leaders made changes that:

	Yes	No	Don't Know
a. Provide staff with enough time to complete all their work tasks?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Give staff a say in the amount of work assigned to them?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Give staff a say in <u>what</u> they do at work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Give staff opportunities to decide when to take a break?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Help staff have the option of learning new things through their work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Yes	No	Don't Know
a. Dedicated resources to reducing administrative burden on staff?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Put in place effective strategies to reduce staff burnout?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Promoted policies and practices that improve staff working conditions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Sought advice from staff about hospital operations that affect their workday?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Informed staff about important decisions, changes, or plans to address their well-being?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. <u>Promoted</u> changes to the credentialing process to eliminate questions about seeking treatment for mental health concerns?	<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. Senior leaders are aware of how organizational policies and practices affect staff burnout and well-being.	<input type="radio"/>				
b. Policies and practices that support staff well-being are too complex to implement well.	<input type="radio"/>				
c. We do not have the resources to support additional well-being supports for staff.	<input type="radio"/>				

Campaign Awareness

15. Are you aware of the [campaign]?

- 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 [campaign]?

- Coworker or colleague
- Professional association
- Social media (e.g., Facebook, Instagram, Twitter, LinkedIn)
- CDC/NIOSH website
- Other online sources (e.g., online ads, other websites)
- Professional publication
- Physical ad (e.g., poster, billboard)
- Family member or friend
- News feed (e.g., radio, print, online)
- Other: *[Please specify]*

17. Did you use the [campaign materials] in the past 6 months?

- Yes
- No

Campaign Promotion

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

- Yes
- No

b. If yes, with how many?

- 1 – 3
- 4 – 6
- 7 – 9
- 10 or more

20. Did you share [branded campaign materials] with hospital staff?

- Yes
- No

21. [If yes to 20] Did you adapt or customize [campaign] materials before sharing with hospital staff?

- Yes
- No

Campaign Engagement/Knowledge

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

	Yes	No	Don't Know
a. How to remove barriers to mental health care for staff?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The role of hospital leaders in shaping a workplace culture supportive of staff well-being?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. How hospital leaders can reduce administrative burden on staff?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Policies and practices that hospital leaders can implement to reduce staff burnout?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Behavioral Intent and Change

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

	Yes	No
a. Identify workplace policies and practices that contribute to staff burnout?	<input type="radio"/>	<input type="radio"/>
b. Identify ways to reduce burnout by improving hospital policies and practices?	<input type="radio"/>	<input type="radio"/>
c. Develop a plan for implementing policies and practices that reduce burnout and support staff well-being?	<input type="radio"/>	<input type="radio"/>
d. Take one or more concrete steps toward modifying policies and practices at your hospital that reduce burnout and support staff well-being?	<input type="radio"/>	<input type="radio"/>
e. Take one or more concrete steps toward implementing new policies and practices that reduce burnout and support staff well-being?	<input type="radio"/>	<input type="radio"/>
e. Implement one or more changes to policies and practices that reduce burnout and support staff well-being?	<input type="radio"/>	<input type="radio"/>

Hospital Characteristics

24. 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

25. How many beds are in your hospital?

- 6-99
- 100-399
- 400+

26. 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)

Thank you!

Mental Health and Well-Being Support and Resources

If you or someone you know needs support, we encourage you to access the below resources.

988 Suicide and Crisis Lifeline

988lifeline.org

The 988 Suicide & Crisis Lifeline (formerly known as the National Suicide Prevention Lifeline) offers 24/7 call, text, and chat access to trained crisis counselors who can help those experiencing suicidal, substance use, mental health crisis, or any other kind of emotional distress. People can also dial 988 if they are worried about a loved one who may need crisis support.

National Helpline

samhsa.gov/find-help/national-helpline

A free, confidential, 24/7, 365-day-a-year treatment referral and information service (in English and Spanish) for individuals and families facing mental and/or substance use disorders.

Behavioral Health Treatment Services Locator

findtreatment.samhsa.gov

A confidential and anonymous source of information for persons seeking treatment facilities in the United States or U.S. Territories for substance use/addiction and mental health problems.

Managing Fatigue During Times of Crisis: Guidance for Nurses, Managers, and Other Healthcare Workers

blogs.cdc.gov/niosh-science-blog/2020/04/02/fatigue-crisis-hcw

Practical tips for managing fatigue as a healthcare worker.

Tips for Healthcare Professionals: Coping with Stress and Compassion Fatigue

store.samhsa.gov/sites/default/files/SAMHSA_Digital_Download/PEP20-01-01-016_508.pdf

This tip sheet explores stress and compassion fatigue, as well as signs of distress after a disaster. It identifies ways to cope and enhance resilience, along with resources for more information and support.