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Commission  
of Canada

Commission de  
la santé mentale  
du Canada

HealthCareCAN  
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**PH+S**

# Psychosocial Survey for Healthcare Findings for Menno Place

Prepared by Vancouver Psych Health + Safety  
Consulting Inc.

June 18, 2018

Committed to  
**PSYCHOLOGICAL  
HEALTH & SAFETY**  
*in Healthcare* 



Pour la  
**SANTÉ ET LA SÉCURITÉ  
PSYCHOLOGIQUES**  
*dans les services de santé* 

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## Introduction

The importance of addressing psychological health and safety in the workplace, as reflected in the *National Standard of Canada for Psychological Health and Safety* (the Standard), has been recognized by many Canadian sectors. It is of particular relevance for healthcare given this sector's responsibility for addressing the health and well-being of all Canadians. This is dependent on ensuring that the workforce is physically and psychologically healthy and safe. Each healthcare organization has unique job responsibilities, culture and background -- but share a risk of psychological injuries resulting from the impact of repeated experiences with stressful situations, as well as challenging workload and organizational change.

Given these considerations, the Mental Health Commission of Canada, in partnership with HealthcareCAN, identified the need for the creation of customized tools to assess psychosocial risks and determine relevant common indicators that can be used to assist Canadian healthcare organizations to improve workplace psychological health and safety and meet the requirements of the Standard. A critical aspect of this assessment involves gathering input from all staff within a healthcare organization or work area on their perceptions and experiences within their workplace environment. In order to achieve this an employee survey, the *Psychosocial Survey for Healthcare*, was created by Vancouver Psychological Health and Safety Consulting (PH+S, Appendix A). The survey asks all staff within a healthcare workplace about how well their psychological safety is protected by the organizations where they work. The 53 items in the survey cover fifteen psychosocial factors that impact the psychological health and safety of healthcare staff as well as reported experiences of discrimination, bullying/harassment or maltreatment due to mental illness (Appendix B). The survey items associated with each of the psychosocial factor are listed in Appendix C.

In order to determine the utility of these tools they were piloted in several Canadian healthcare organizations. Given their ongoing commitment to ensuring the psychological health and safety of their staff, Menno Place (MP) agreed to participate in this pilot by conducting the survey with their staff. PH+S administered the survey, analyzed the results and stored the data in a secure manner. Protection of respondent anonymity and data security were prioritized throughout the survey process.

Each of the 50 items in the Psychosocial Factors section of the Survey respondents are asked whether they strongly agree (score = 4), somewhat agree (score = 3), somewhat disagree (score = 2) or strongly disagree (score = 1) with each statement. All statements are phrased so that *higher scores indicate a more positive psychosocial environment*. There are 3-4 items for each Psychosocial Factor (PF). In addition, respondents were asked three yes/no questions with respect to perceived discrimination, bullying/harassment and maltreatment due to a mental illness. Finally, respondents were asked to indicate their program or site, position and years of service. Results were analyzed in comparison to a 2016 reference sample for the organization as a whole, as well as for each of these segments.

Menno Place has made a commitment to ensure the physical and psychological health and safety of its employees. The current report will serve to advance these efforts.

## Findings

It should be noted that for each of the 50 items in the Psychosocial Factors section of the Survey respondents are asked whether they strongly agree (score = 4), somewhat agree (score = 3), somewhat disagree (score = 2) or strongly disagree (score = 1) with each statement. All statements are phrased so that *higher scores indicate a more positive psychosocial environment*. There are 3-4 items for each Psychosocial Factor (PF).

### MP Participation

#### **Psychosocial Survey**

Opened: April 11, 2018

Closed: April 30, 2018

**Number of employees who completed this Online Survey: 89**

## Organizational Results

This report begins by describing the results for the 15 Psychosocial Factors. These PFs are the sums of 3-4 items (each scored 1-4); the 4-item factors are prorated to be comparable to the other factors. The PF scores range between 3 and 12. Scores on the PFs are classified into Low, Medium or High.

Cut-points for Low, Medium and High scores were derived from a reference sample of 5010 working Canadians, gathered in 2016. The cut-points were chosen to classify the score distribution in a meaningful way, with approximately one-quarter of respondents in the Low category, half of respondents in the Medium category, and one-quarter of respondents in the High category.<sup>1</sup>

The levels are defined as follows:

### **Low**

A Low score falls in the lower portion of the distribution. A Low score indicates that the organization has been *underperforming* in this area and may lack appropriate programs, policies or practices. Scores falling in the Low range should be a priority for investigation and action by the organization.

### **Medium:**

A Medium score falls in the middle portion of the distribution. A Medium score indicates that the organization has been *performing adequately* in this area, but with room to improve its programs, policies or practices. PFs with Medium scores should be monitored and considered for further investigation and action.

### **High:**

A High score is a strength for the organization, falling in the upper portion of scores for the reference sample. A High score indicates that the organization has been *performing well* in this area. It is a strength for the organization or organizational segment, helping to protect the psychological health and safety of workers. A PF falling in the High range should continue to be monitored to ensure that this strength is maintained.

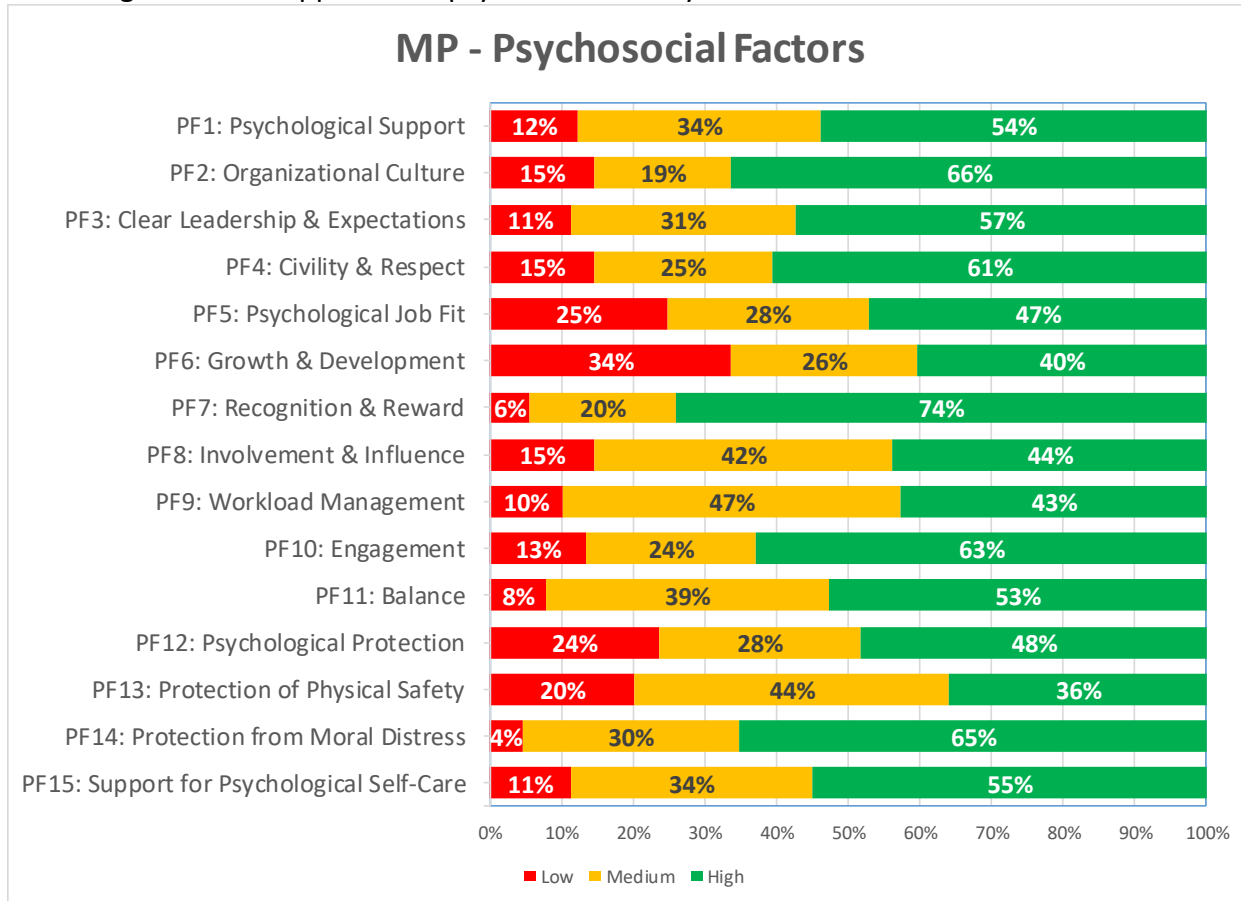
For each of the PFs on the chart below, we show the breakdown of responses: the percentage of respondents scoring in the Low, Medium or High range.

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<sup>1</sup> Note that the Engagement factor has a unique distribution.

## Overall organizational findings

The profile shows several psychosocial factors (PFs) with rates of Low responses elevated in relation to the other factors, i.e., suggesting a significant level of concern. Factors falling in this range are typically associated with an elevated psychosocial hazard that has a high impact on employee psychological health, and suggests a less-active organizational approach to psychosocial safety.



For MP overall, a pattern is seen that is quite positive compared to other organizations. Even compared to this high level of positive results, four Psychosocial Factors show relatively strong performance:

- **Recognition & Reward:** A work environment where employees are included in discussions about how their work is done and how important decisions are made.
- **Organizational Culture:** A work environment characterized by trust, honesty and fairness
- **Protection from Moral Distress:** A healthcare work environment where staff are able to do their work with a sense of integrity that is supported by their profession, employer and peers.
- **Engagement:** A healthcare work environment where staff feel connected to their work and are motivated to do their job well.

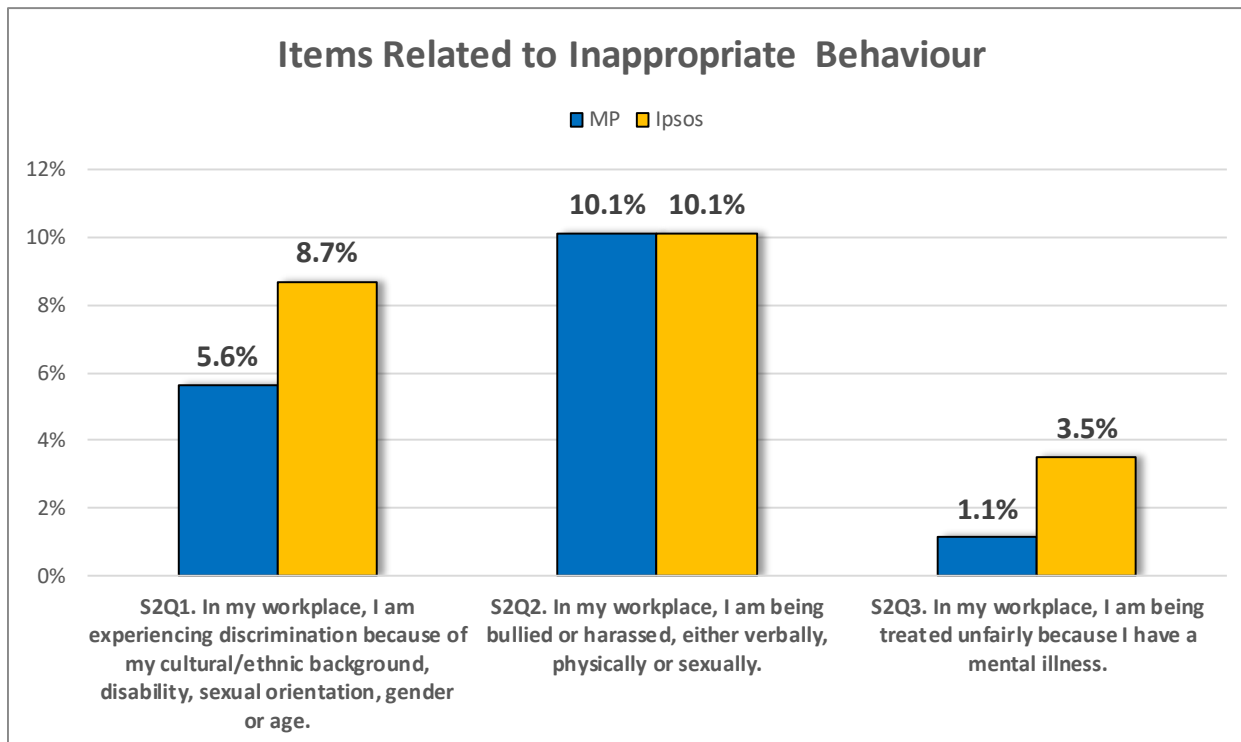
One Psychosocial Factor shows notably weaker performance:

- **Growth & Development:** A work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.

The remaining psychosocial factors show score distributions that do not notably stand out in relation to other MP factors. These remaining factors may still be worthy of focused attention, but are of less priority than the factor identified above.

### Perceived Inappropriate Behaviour

Another perspective on the workforce as a whole is provided through the results of the three items which reflect perceived inappropriate behaviour in the workplace.



MP respondents report perceived discrimination due to cultural/ethnic background, disability, sexual orientation, gender or age at a level well below the reference sample. This is a positive finding.

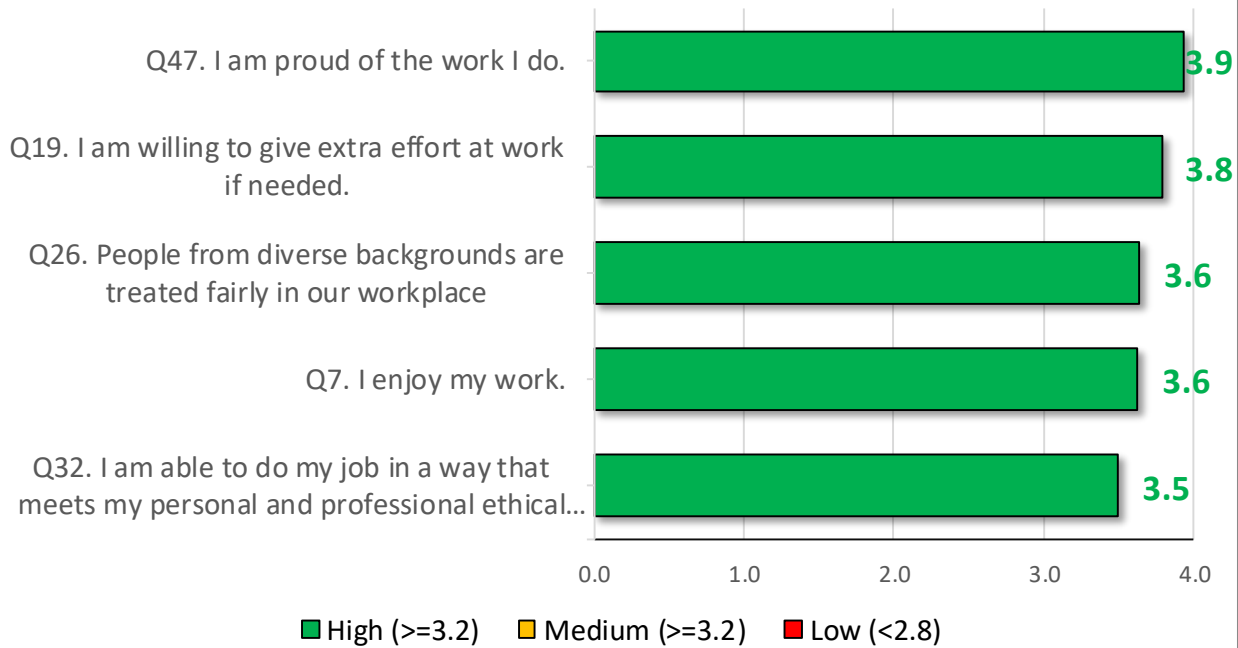
They report perceived bullying/harassment as equal to the reference sample; and perceived mistreatment due to having a mental illness at a rate well below the reference sample.

### Item Responses

#### Highest-Scoring Items

To clarify MP overall strengths, specific items from the survey were examined and the highest-rated five items, based on their mean scores, were extracted. These high-rated items are as follows, with the mean item score displayed.

## Highest Scoring Items by Mean

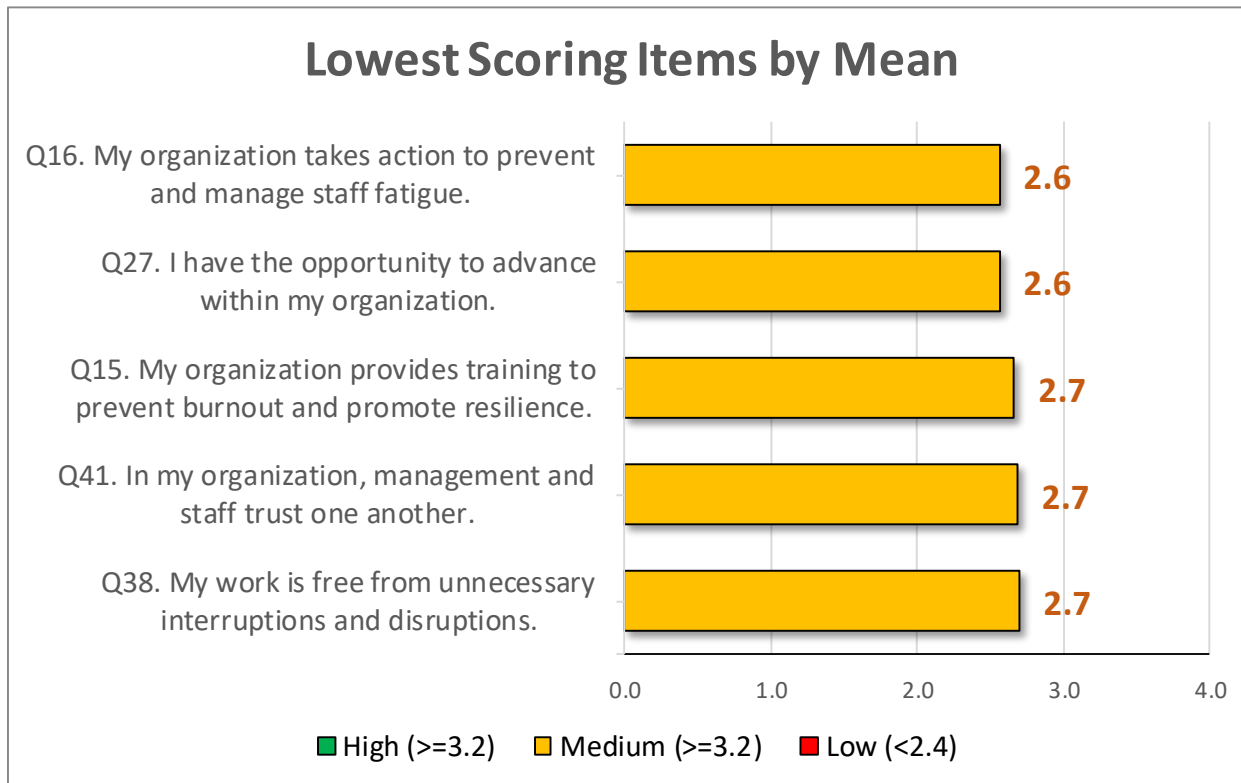


Three of these items relate to Engagement (Q7, 19 and 47). Another item (Q26) relates to a respectful workplace environment. The last item, Q32, relates to a sense that staff are supported by the organization to perform their work without moral distress.



### Lowest-Scoring Items

To clarify areas of concern, the lowest-rated five items, based on their mean scores, were extracted. These low-rated items are as follows, with the mean item score displayed.



Even the lowest-scoring items for this organization fall only in the Medium range. The lowest-scoring item (Q16) indicates concern regarding organizational response to staff fatigue. The next lowest-scoring item, Q27, relates to Growth & Development, showing concern over the potential to advance. Next, Q15 identifies the need for training to prevent burnout and enhance resilience. There is concern over the level of trust between management and staff (Q41). Finally, Q38 indicates that workers may not be adequately protected from unnecessary interruptions.

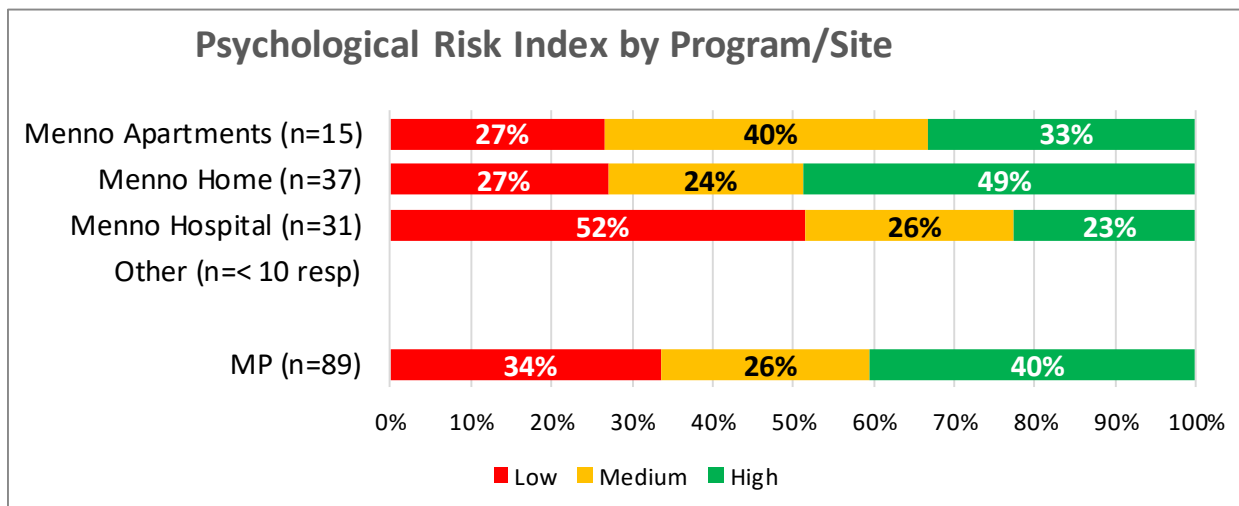
## Segmentation Analysis Results

It is important to note that a pattern evident at the overall organization level may not be reflective of particular healthcare work groups or segments. These include the program or site where respondents work, the particular healthcare position that they hold, and their years of service within this position. There may be differences between segments which wash out at the organizational level. Therefore, it is critical in a large organization such as MP to analyze data patterns for the major workforce segments. The segmentation variables were Program/Site; Length of Service; and Occupational Group.

To facilitate comparisons among the segmented groups, the PF showing the most risk in the overall organizational results (Growth & Development) was considered to yield a Psychosocial Risk Index (PRI). The PRI results will be presented for each of the three segments. It should be noted that participants had the option of choosing not to answer segmentation items; the following analyses are therefore based on the number of staff who did respond.

### Program/Site

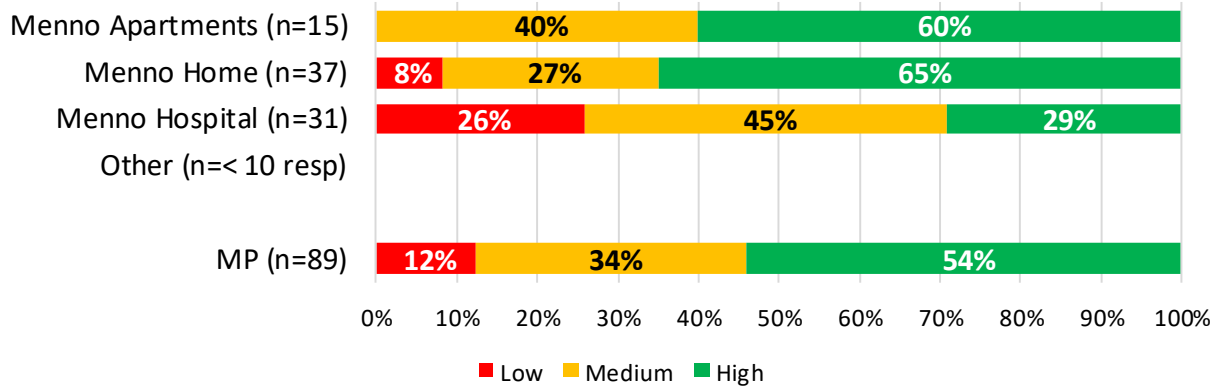
In recognition of the possibility that MP healthcare staff in different programs/sites may view their organization or work setting differently, Psychological Risk Index findings across programs/sites were compared.



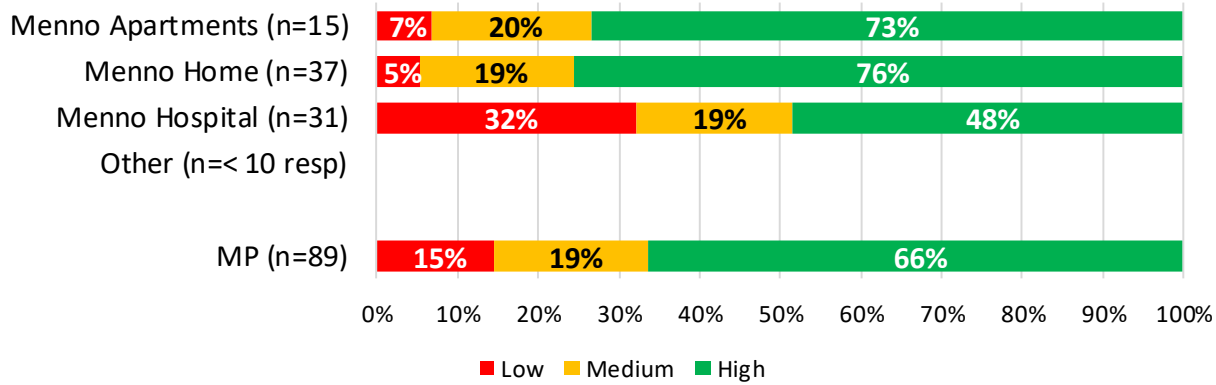
Menno Hospital indicates a somewhat more negative perception of organizational protection of psychological safety than employees of other sites. Other sites show a positive view of psychological safety protection. Menno Hospital respondents show particular concern over organizational performance in Growth & Development (with over 50% rating this as Low) and Psychological Protection (42% rate this as Low).

Below are the breakdowns of Program/Site by the 15 Psychosocial Factors.

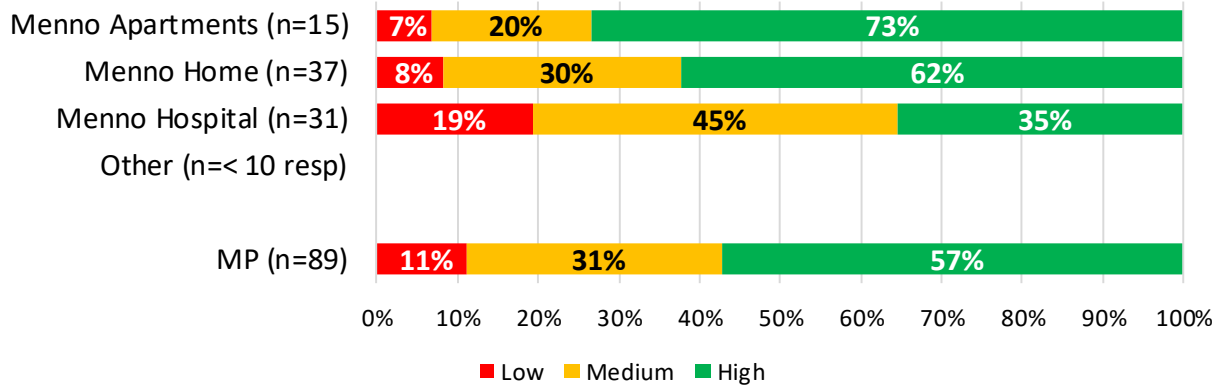
### PF1: Psychological Support by Program/Site



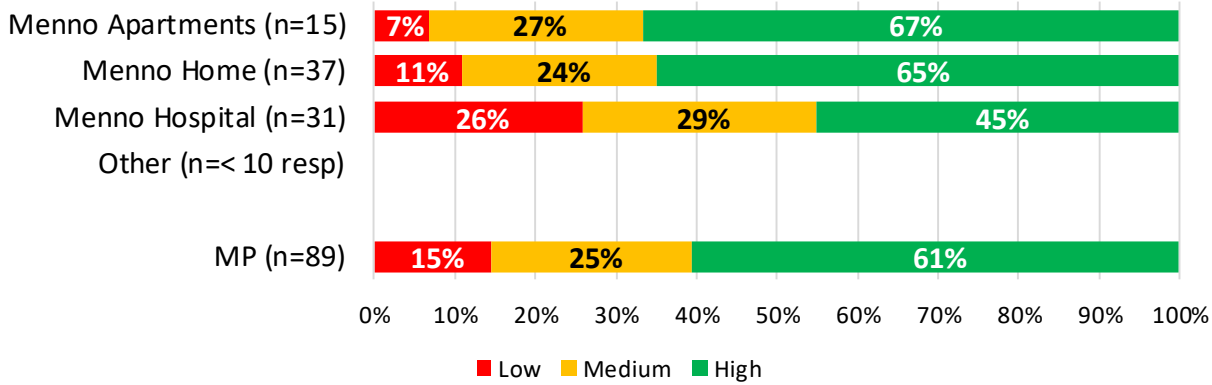
### PF2: Organizational Culture by Program/Site



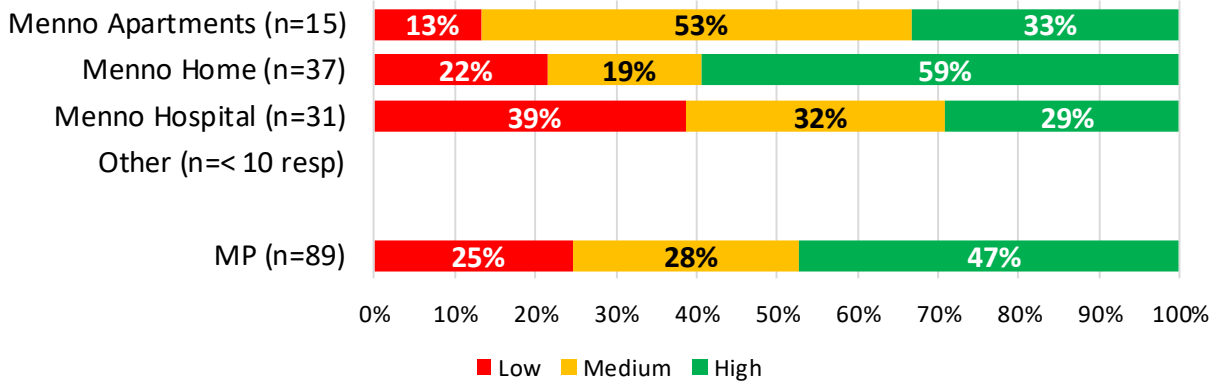
### PF3: Clear Leadership & Expectations by Program/Site



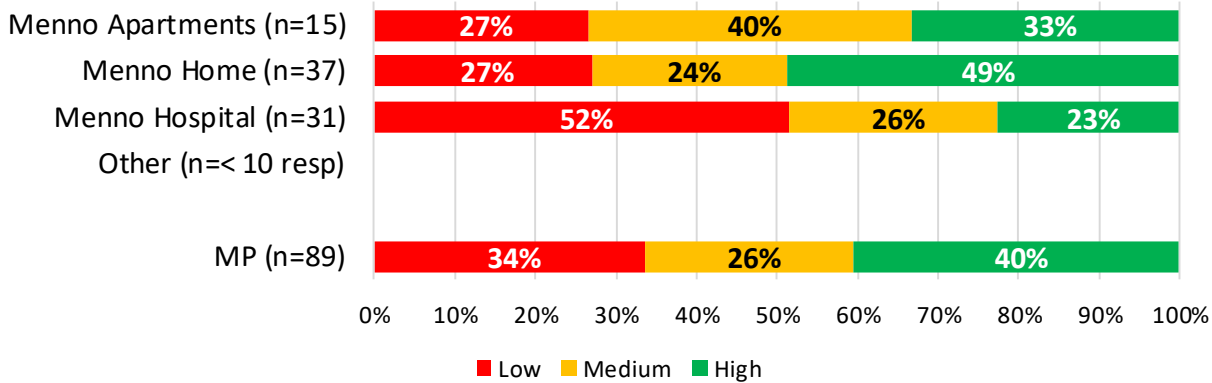
### PF4: Civility & Respect by Program/Site



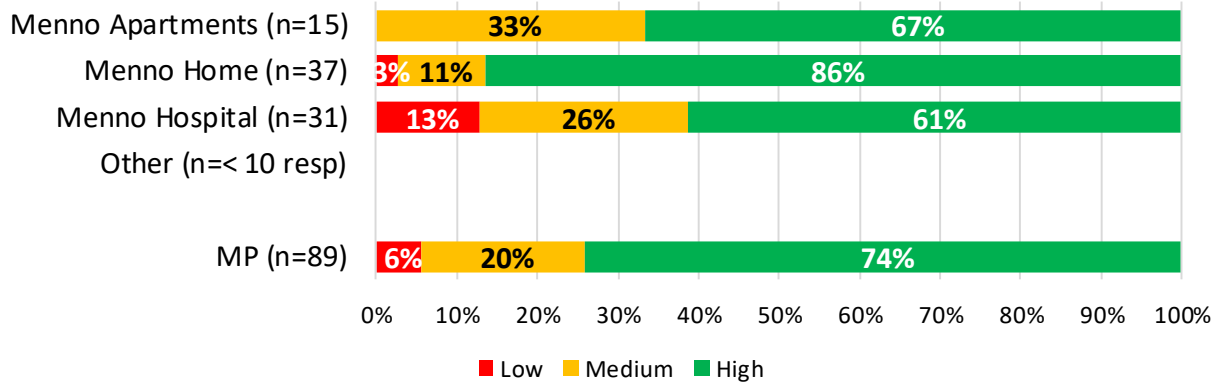
### PF5: Psychological Job Fit by Program/Site



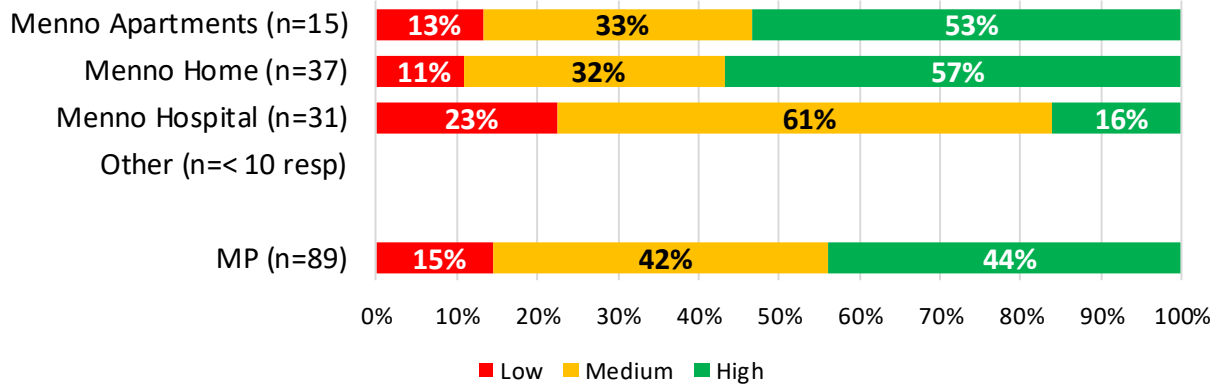
### PF6: Growth & Development by Program/Site



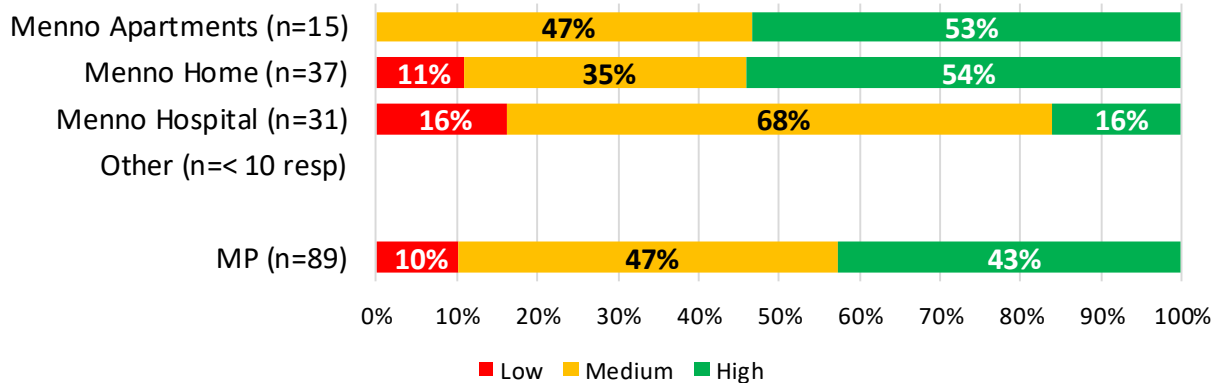
### PF7: Recognition & Reward by Program/Site



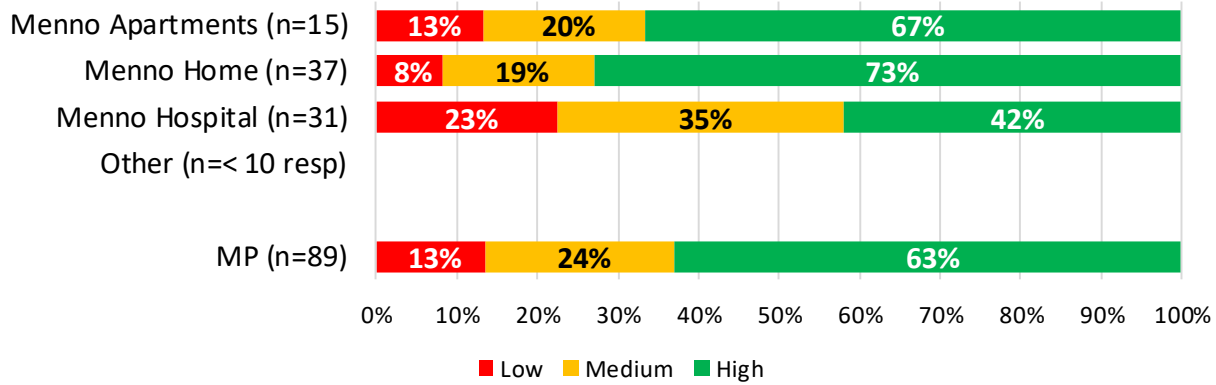
### PF8: Involvement & Influence by Program/Site



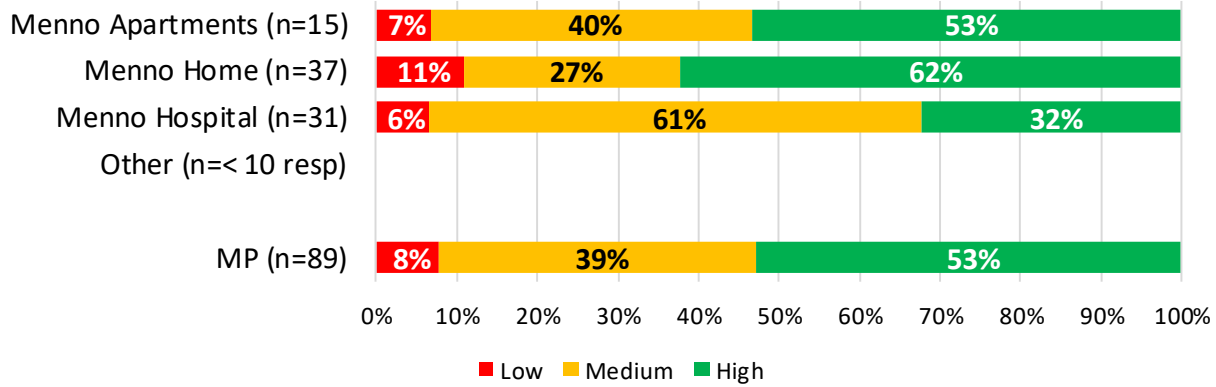
### PF9: Workload Management by Program/Site



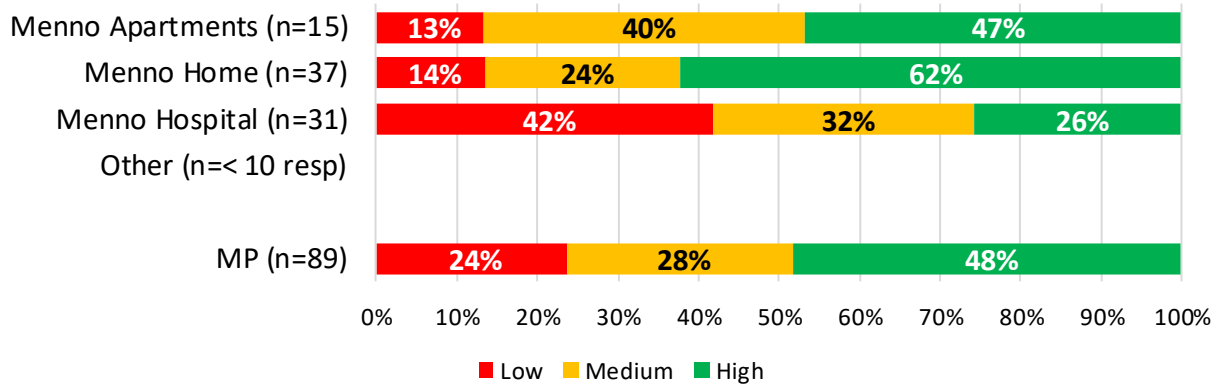
### PF10: Engagement by Program/Site



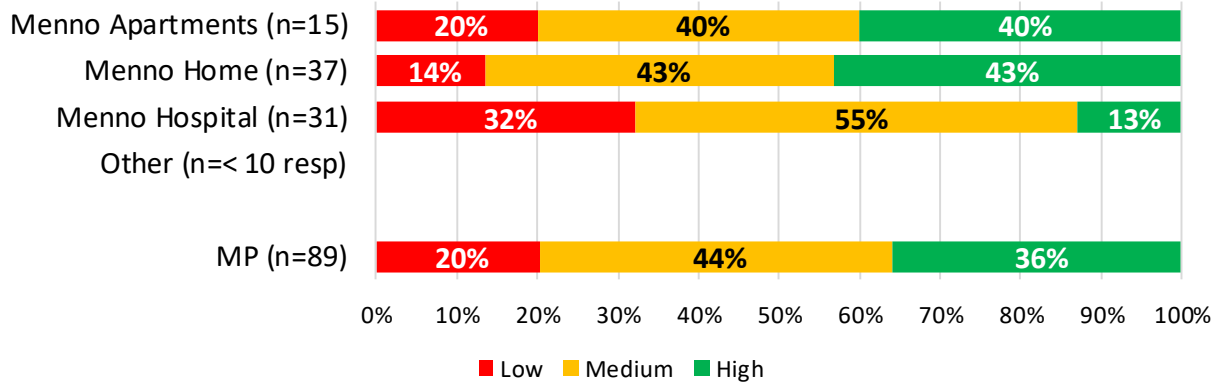
### PF11: Balance by Program/Site



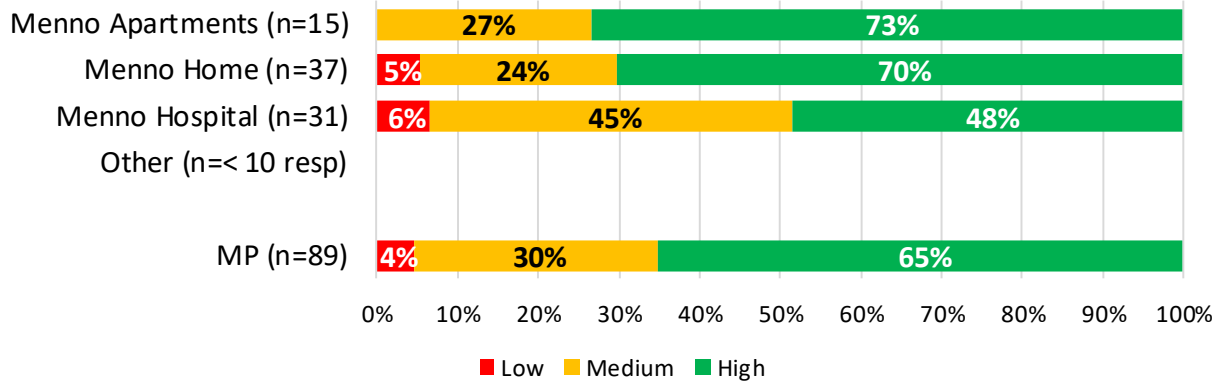
### PF12: Psychological Protection by Program/Site



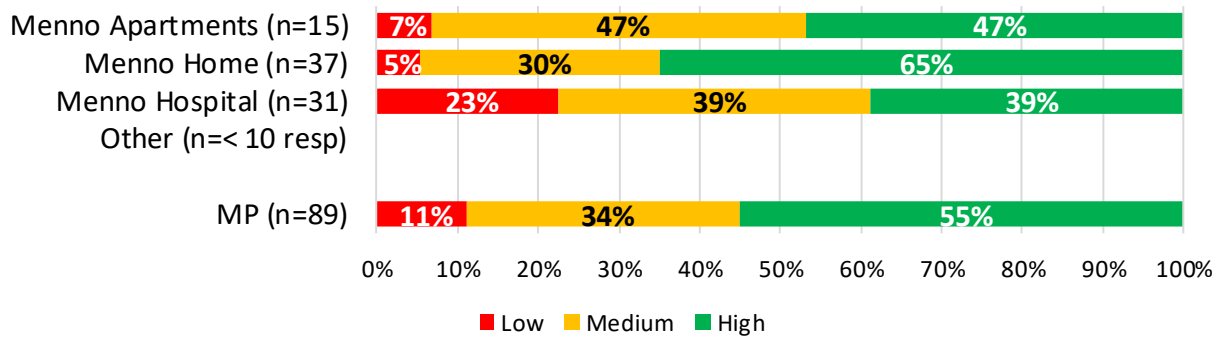
### PF13: Protection of Physical Safety by Program/Site



### PF14: Protection from Moral Distress by Program/Site

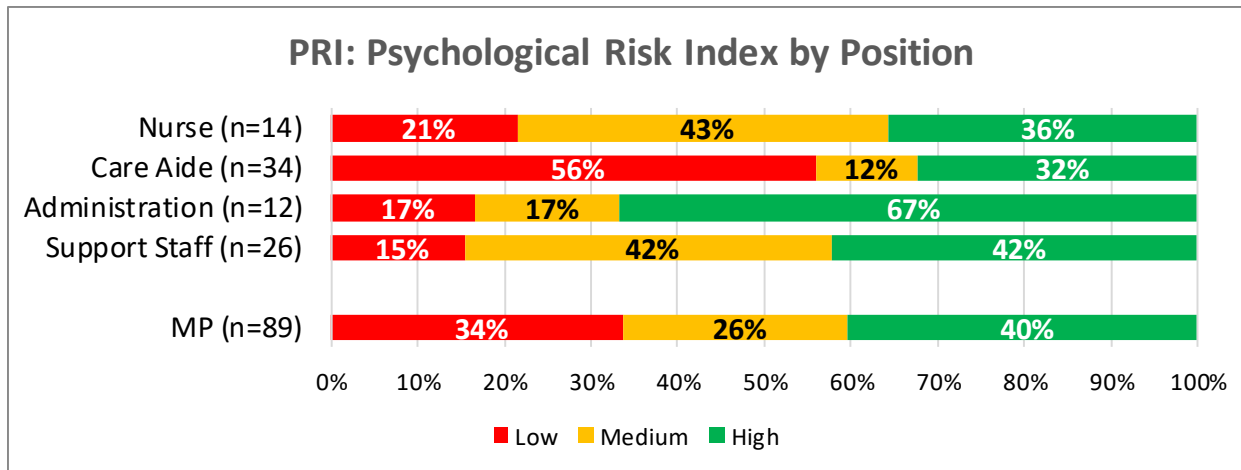


### PF15: Support for Psychological Self-Care by Program/Site



## Position

In recognition of the possibility that MP healthcare staff in different positions may view their organization or work setting differently, Psychological Risk Index findings across positions were compared.

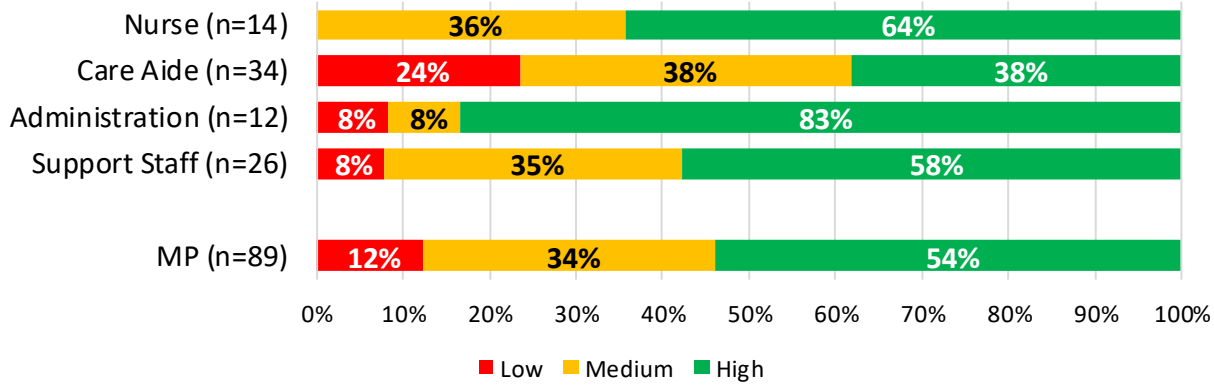


Care Aides indicate the weakest level of psychological protection in their work setting: their greatest concerns are with the factors of Growth & Development, Psychological Job Fit, Physical Safety and Psychological Protection. They stand out from other positions in their degree of concern.

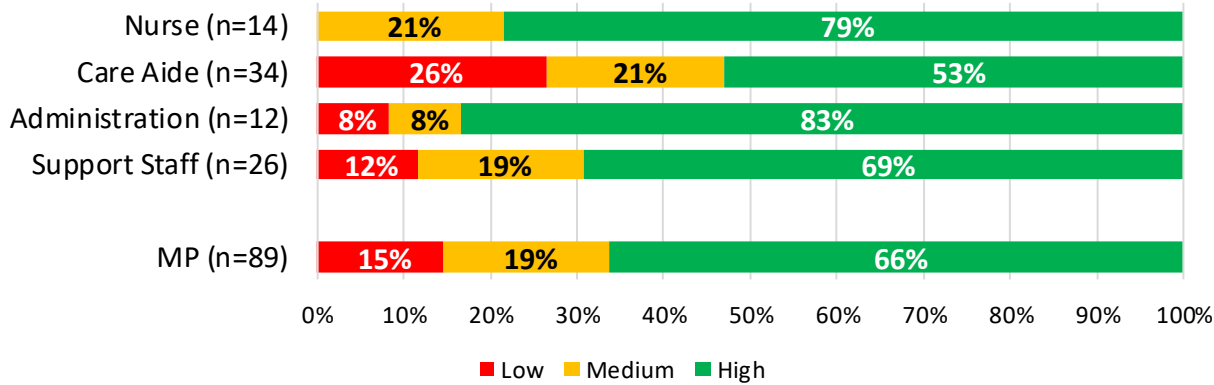
Below are the breakdowns of Position by the 15 Psychosocial Factors.



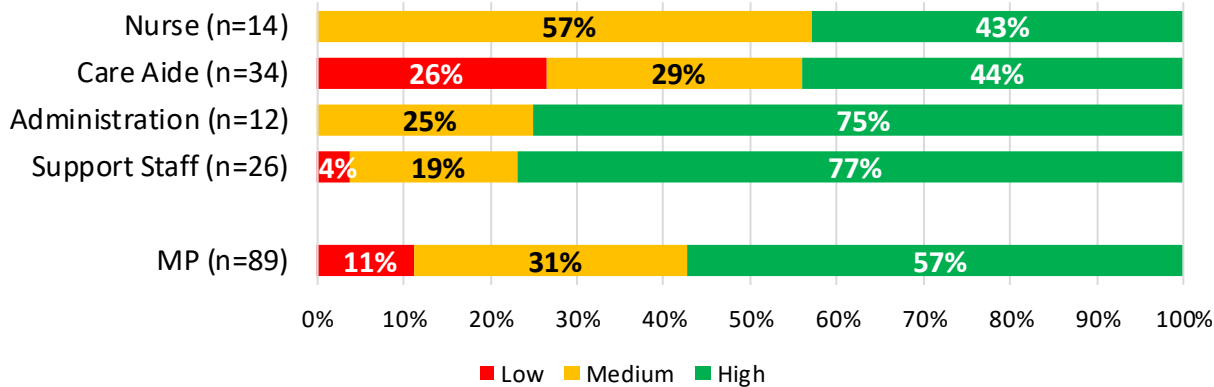
### PF1: Psychological Support by Position



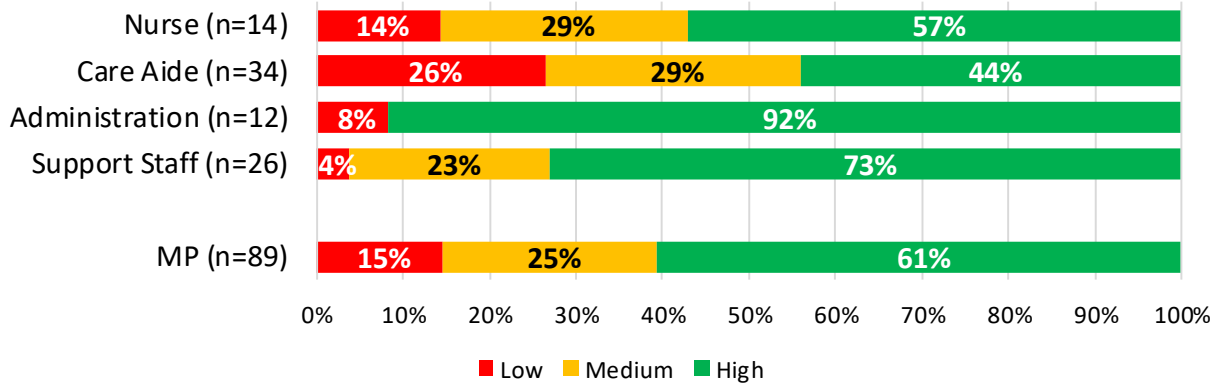
### PF2: Organizational Culture by Position



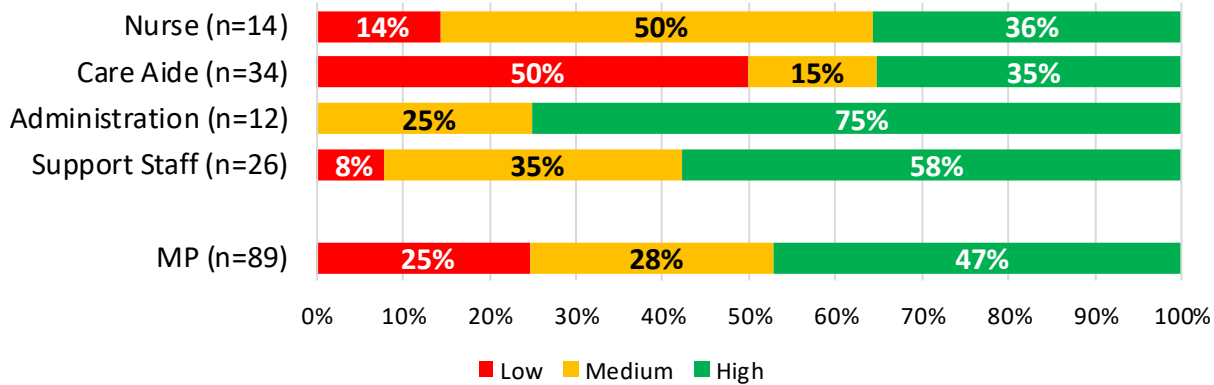
### PF3: Clear Leadership & Expectations by Position



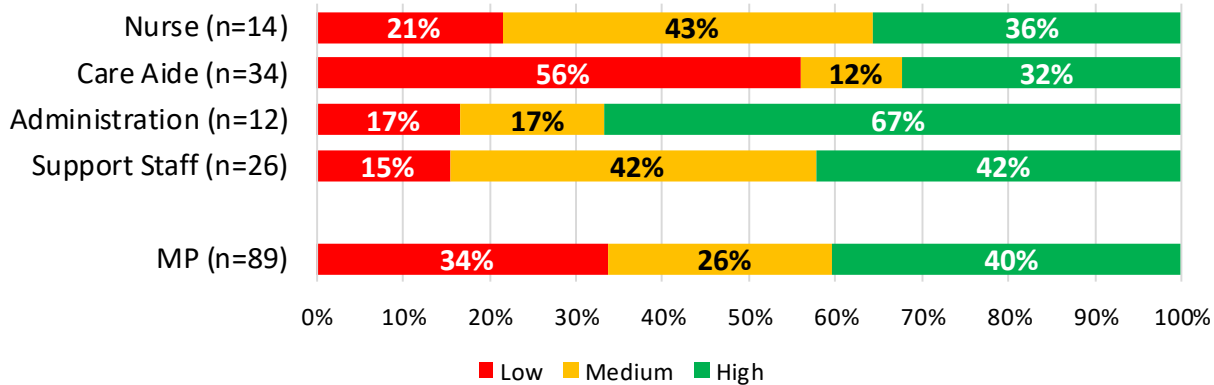
### PF4: Civility & Respect by Position



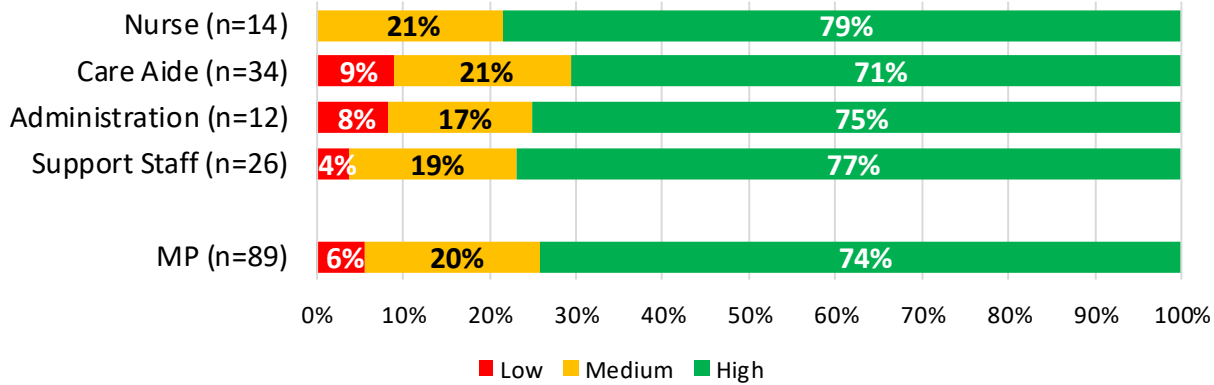
### PF5: Psychological Job Fit by Position



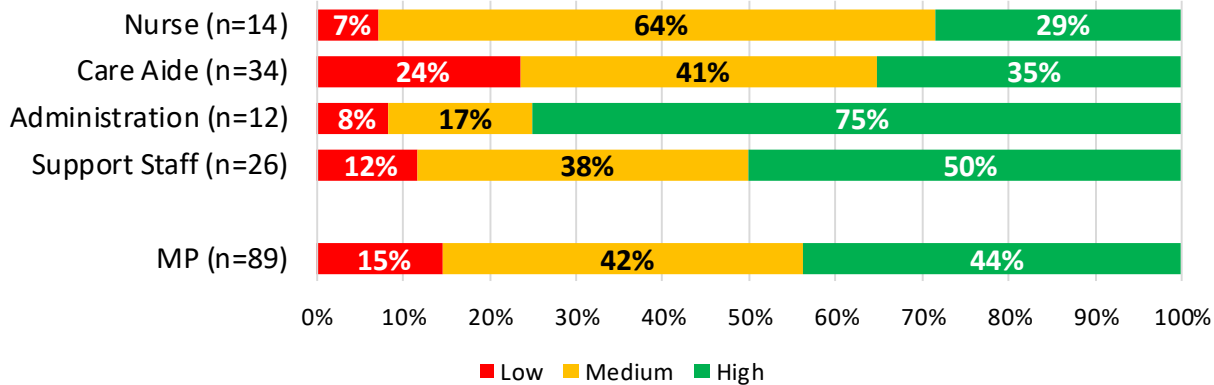
### PF6: Growth & Development by Position



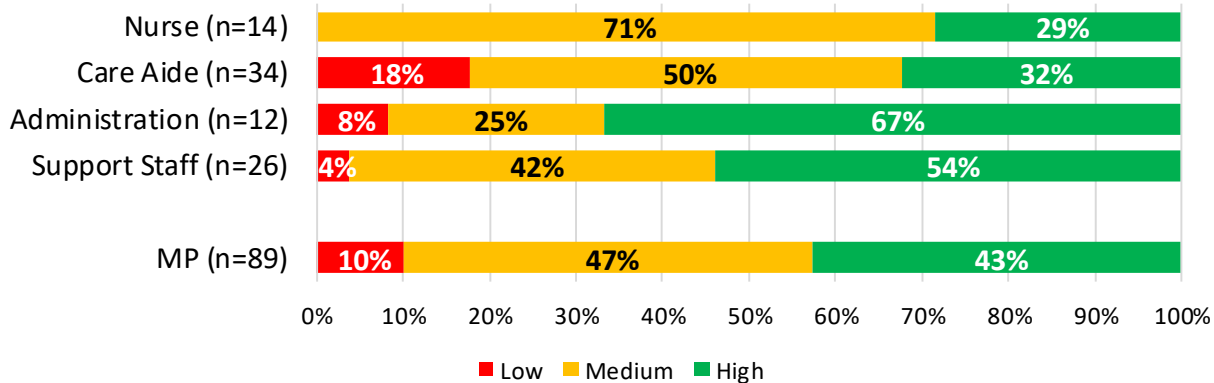
### PF7: Recognition & Reward by Position



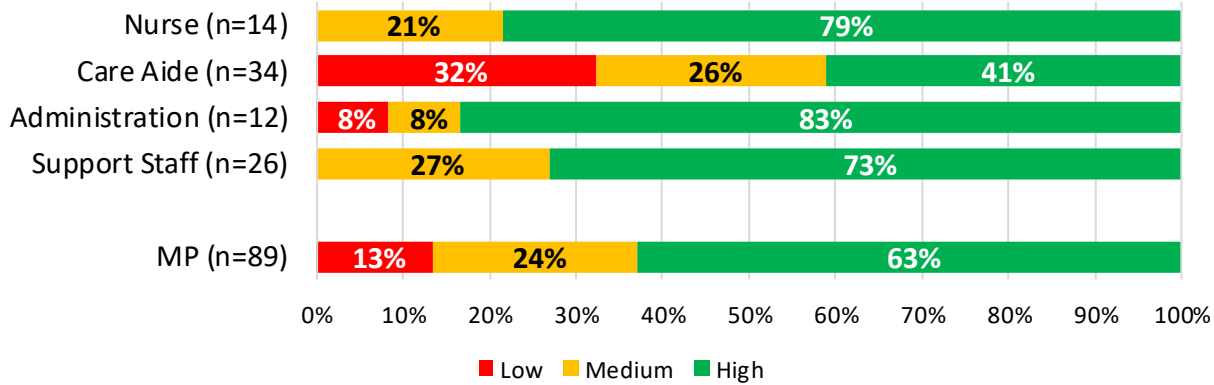
### PF8: Involvement & Influence by Position



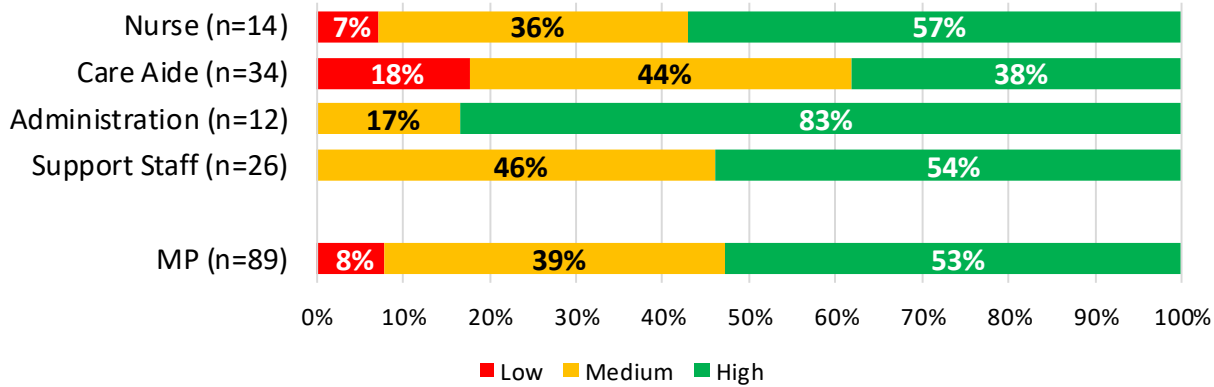
### PF9: Workload Management by Position



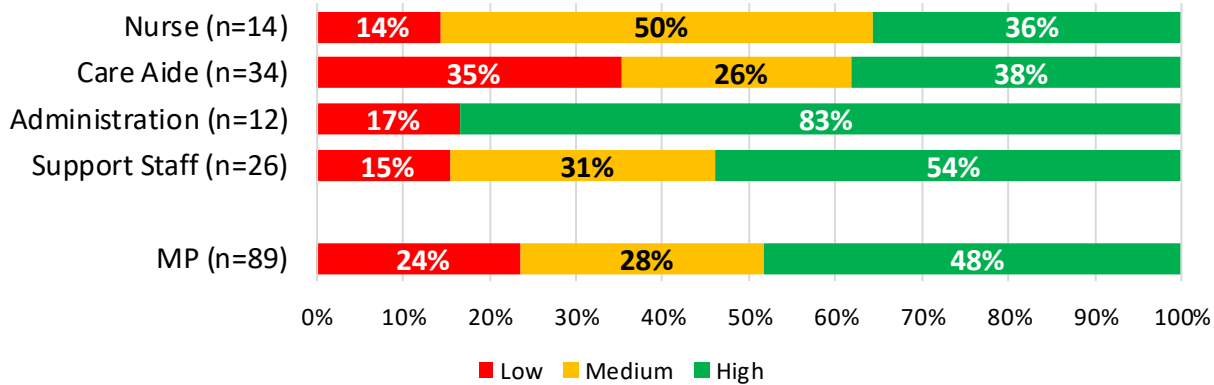
### PF10: Engagement by Position



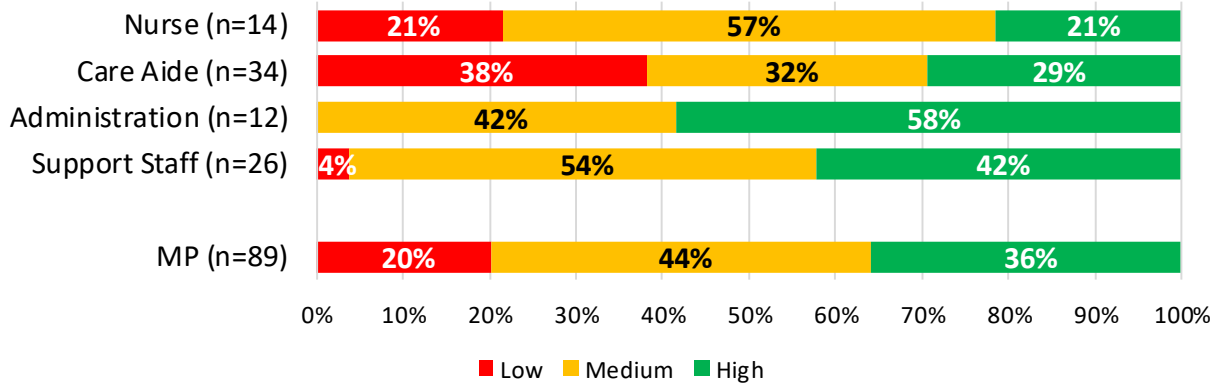
### PF11: Balance by Position



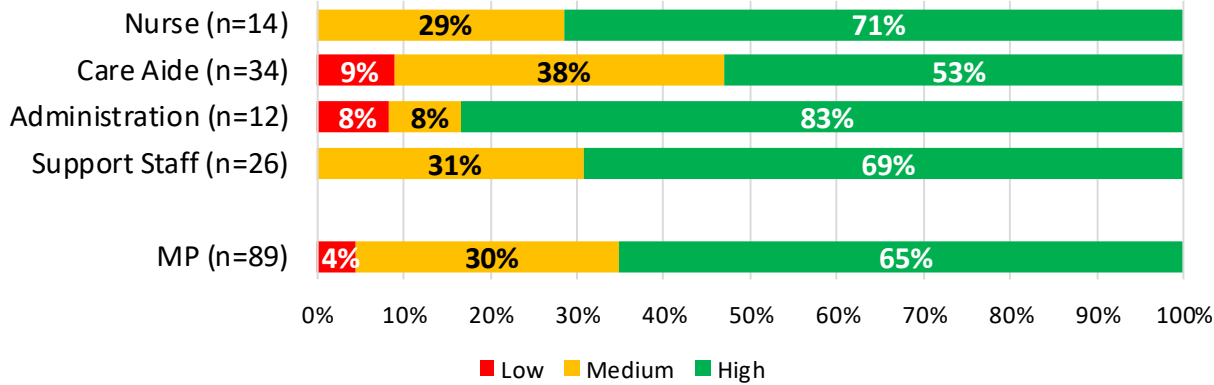
### PF12: Psychological Protection by Position



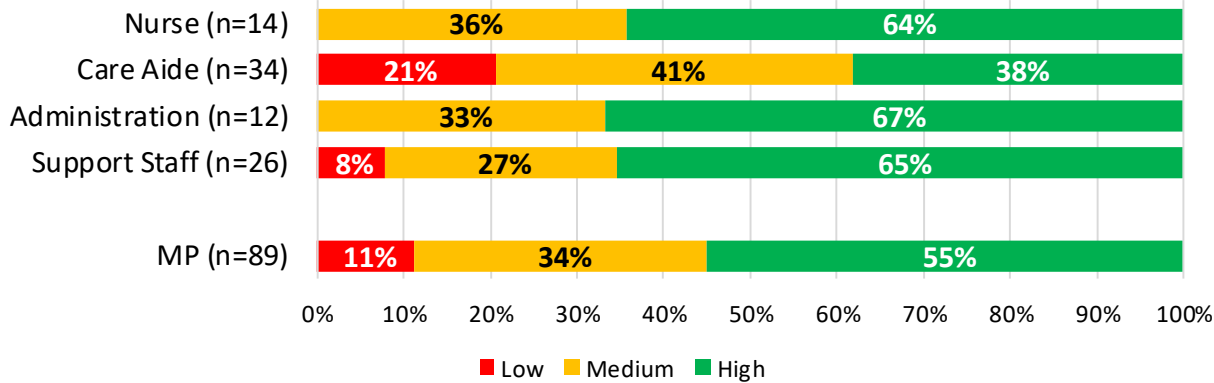
### PF13: Protection of Physical Safety by Position



### PF14: Protection from Moral Distress by Position



### PF15: Support for Psychological Self-Care by Position



## Recommendations

You now have psychosocial risk and strength profiles for MP and information to support further action. On the basis of these findings we offer the following recommendations:

### **Complete an organizational review**

This will help to identify relevant indicator data, policies and practices. Review the current results in the context of other information that the MP possesses (e.g. other survey results, LTD/benefits utilization, EFAP data, etc.). Results should also be considered in view of any emerging programs, legislative changes or concurrent initiatives.

### **Gather input from selected staff**

The results of the Wellness@Work Survey will be complemented by discussion of the findings with MP staff members. This is best accomplished by conducting focus groups with different employee groups. Optimally, these focus groups should be led by an independent consultant to maximize openness of response. The outcome of these discussions will provide a deeper understanding of findings and also contribute to solutions.

### **Develop a communication plan**

It is important to share the results of this report widely with MP faculty and staff. There are a number of positive results that speak well of the organization and its employees. These positive results should be celebrated, while areas needing attention should be identified. Failure to communicate results to faculty and staff will undermine trust and miss an opportunity to address critical issues.

## Review possible actions for Psychosocial Factors

Potential Actions
<p><b>Growth &amp; Development</b></p> <ul style="list-style-type: none"><li>• Obtain staff input regarding the training they need to enhance their interpersonal/emotional growth and development.</li><li>• Provide opportunities for job-shadowing, job-sharing or mentoring that facilitate interpersonal/emotional skill development.</li><li>• Provide dedicated time and funds for training that includes a focus on developing employees' interpersonal/ emotional skills.</li></ul>
<p><b>Psychological Job Fit</b></p> <ul style="list-style-type: none"><li>• Involve potential coworkers and others in the selection process of applicants for new positions or consideration of internal candidates for advancement opportunities</li><li>• Provide training and interview guidelines for evaluating an applicant's potential interpersonal/emotional fit with the specific position, as well as with the overall organization</li><li>• Orient new employees to the interpersonal/emotional competencies needed for their jobs</li><li>• Provide training in interpersonal/emotional skills, particularly those required for highly-demanding positions</li></ul>

*Psychological Health and Safety: An Action Guide for Employers*<sup>2</sup> is a valuable resource to assist organizations to develop a comprehensive strategy and to identify evidence-informed actions across the continuum from psychological health promotion to effective disability management for mental health-related disability. Rather than simply selecting programs “off the shelf”, it is important to consider actions that target particular identified issues, and have demonstrated effectiveness.

### Take action!

It is advisable to start with a few actions rather than attempting to address all issues. Don't hesitate to consider existing programs that are underutilized or initiatives that are also being implemented for other reasons. A common approach to selecting action strategies in organizational settings involves the use of a Quality Framework (a best-practice approach to determining feasible actions organizations can take to remedy areas of concern). Six key dimensions should guide your organization's selection and decision-making process:

- Appropriateness (relevant to user needs and based on accepted or evidence-based practice)
- Acceptability (respectful and responsive to user needs, preferences and expectations)
- Accessibility (obtained in a timely manner, in a suitable setting, within a convenient distance)
- Effectiveness (based on scientific knowledge to achieve desired outcomes)
- Efficiency (resources are used optimally in achieving desired outcomes)
- Safety (risks are mitigated to avoid unintended or harmful results)

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<sup>2</sup> <http://psychhealthandsafety.org/tools-resources/>

## Create an evaluation strategy

Create an evaluation strategy for any actions that you implement. This can include both qualitative and quantitative indicators and should focus on the process of implementation (awareness, uptake, user feedback) as well as outcomes. In addition to Excellence Canada certification, consider adoption of the *National Standard for Psychological Health and Safety in the Workplace*.<sup>3</sup> This not only provides a coherent management system incorporating many of the preceding recommendations, but also serves to send a powerful message to employees that MP is making a strong commitment to creating and enhancing a psychological safety culture.

MP has strengths as a psychologically healthy and safe organization; however, there are some areas of underperformance. Conducting the survey was a helpful first step to identify areas of strength and opportunities for improvement. Using the findings and recommendations from this report, MP can continue to build on their commitment to improving the psychological health and safety of the organization for all employees.

Respectfully Submitted

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<sup>3</sup> <http://www.mentalhealthcommission.ca/English/issues/workplace/national-standard>



## Appendix A: About Vancouver Psych Health + Safety Consulting

[www.psychhealthandsafety.org](http://www.psychhealthandsafety.org)

Psych Health + Safety Consulting is a partnership between two psychological consultants: Dr. Merv Gilbert and Dr. Dan Bilsker. As developers of Guarding Minds@Work and lead researchers in the Case Study Research Project<sup>4</sup>, we bring unique knowledge and experience in measuring psychosocial factors in the workplace. We believe that psychologically healthy and safe (PH+S) organizations will be more productive, engaging and resilient. We help organizations build psychological strengths and prevent psychological problems in their workforce.

Drs. Gilbert and Bilsker are leading experts in workplace psychological health and safety in Canada; participating in major national initiatives, creating multiple practical, no-cost resources, presenting at distinguished conferences and public events, and publishing in peer-reviewed journals.

For the past 15 years, we have been assisting employers and employees by providing practical, effective and efficient approaches to improve PH+S. We work with public and private Canadian organizations across a range of sectors. We collaborate with government and not-for-profit bodies by developing knowledge and resources that will transform the field of workplace mental health. We are committed to providing services and resources that are cost-effective, easily accessible and solidly based in evidence. This approach helps organizations implement practices that will satisfy the new National Standard of Canada for Psychological Health and Safety in the Workplace related workplace legislation.

### How we Work

Our approach to working with organization around PH+S issues is informed both by our experiences as clinical psychologists in the healthcare system and as researchers focusing on psychological health issues. We work from the belief that effective intervention involves active participation by all relevant parties with a shared interest in enhancing employee well-being and organizational success. In order to accomplish this, we utilize a collaborative process to understand the specific needs and objectives of the particular workplace. Where it is appropriate, we have developed a method to easily and inexpensively obtain input from an organization's entire workforce.



## Appendix B: Psychosocial Survey of Healthcare

### Introduction:

You are being asked to complete this survey because your organization is committed to supporting the psychological health and safety of its healthcare workforce.

Staff input is a critical part of this process.

This survey will measure the factors in your workplace that affect the psychological health and safety of healthcare staff. This will help to identify areas of concern and strength in order to guide appropriate action.

**Please note: Your answers are anonymous and individual responses will be kept confidential. This survey takes 10 to 15 minutes to complete.**

### Instructions:

This survey contains 53 statements about common healthcare work experiences. They are based on the recognition that you have a unique and invaluable perspective based on your experience in your healthcare workplace. The survey also recognizes that everybody in a healthcare organization is involved in decisions that impact the provision of care, whether it is delivered directly to patients or indirectly through administrative and other support services. The statements cover a range of topics including responsibilities, supports, relationships and leadership. Please indicate whether you *strongly agree*, *somewhat agree*, *somewhat disagree*, or *strongly disagree* with each statement.

When responding to these statements, please keep the following in mind:

- Answer based on **your own personal experiences** in your **current** position.
- Choose the answer that is true **most of the time**.
- This survey is concerned with your **thoughts, opinions and feelings**. If you are unsure of an answer, please select the option that you believe is **most likely to be true**.
- These statements use the terms '**staff**', '**supervisor**', '**work team**', and '**organization**', however, your healthcare setting may use different language to describe these roles. Please respond keeping in mind the terms appropriate for your workplace.
- You will be prompted if you miss one of the survey questions. Please respond to missed questions before you submit.

**Response choices:** 4 = **Strongly Agree**  
3 = **Somewhat Agree**  
2 = **Somewhat Disagree**  
1 = **Strongly Disagree**

1. People treat each other with respect and consideration in our workplace.
2. Hiring/promotion decisions consider the "people skills" necessary for specific positions.
3. I receive feedback at work that helps me grow and develop.

4. My immediate supervisor appreciates my work.
5. I am able to talk to my immediate supervisor about how I do my work.
6. The amount of work I am expected to do is reasonable for my position.
7. I enjoy my work.
8. My organization provides self-care tools to help me look after my own psychological well-being.
9. My organization is committed to minimizing unnecessary stress at work.
10. Management in my organization takes appropriate action to protect my physical safety at work.
11. My immediate supervisor would say or do something helpful if I looked distressed while at work.
12. People at work show sincere respect for others' ideas, values and beliefs.
13. My organization provides support to staff when critical patient care incidents occur.
14. Leadership in my workplace is effective.
15. My organization provides training to prevent burnout and promote resilience.
16. My organization takes action to prevent and manage staff fatigue.
17. I am paid fairly for the work I do.
18. My organization supports staff when errors occur in the provision of patient care.
19. I am willing to give extra effort at work if needed.
20. I am able to reasonably balance the demands of work and personal life.
21. My immediate supervisor cares about my emotional well-being.
22. I feel supported in my workplace when I am dealing with personal or family issues.
23. Difficult situations at work are addressed effectively.
24. I have sufficient control of my work schedule

25. I am informed about important changes at work in a timely manner.
26. People from diverse backgrounds are treated fairly in our workplace
27. I have the opportunity to advance within my organization.
28. My opinions and suggestions are considered at work.
29. I have the equipment and resources needed to do my job well.
30. My organization takes appropriate action to protect me from violence by patients, staff, family members or visitors.
31. My organization promotes work-life balance.
32. I am able to do my job in a way that meets my personal and professional ethical standards.
33. Leaders in my organization support psychological self-care.
34. When physical accidents occur, or physical risks are identified, my organization responds effectively.
35. My supervisor believes that social skills are as valuable as other skills.
36. My organization values growth and development by staff.
37. I am informed of important changes that may impact how my work is done.
38. My work is free from unnecessary interruptions and disruptions.
39. I can talk to my supervisor when I am having trouble maintaining work-life balance.
40. Healthcare staff in my workplace have a good understanding of the importance of employee mental health.
41. In my organization, management and staff trust one another.
42. My organization provides clear and effective communication.
43. My workplace has effective ways of addressing inappropriate behaviour by patients, staff, family members or visitors.

44. My position makes good use of my personal strengths.
45. My work team supports me when I make ethically-difficult decisions related to patient care.
46. My organization values my commitment and passion for my work.
47. I am proud of the work I do.
48. My organization deals effectively with situations that may threaten or harm staff (e.g., harassment, discrimination, violence).
49. Healthcare staff have the equipment and tools they need to do their jobs in a physically safe way.
50. I participate in decisions that affect patient care.

### **Specific Areas of Concern**

The following questions are answered yes or no.

1. In my workplace, I am experiencing discrimination because of my cultural/ethnic background, disability, sexual orientation, gender or age.
2. In my workplace, I am being bullied or harassed, either verbally, physically or sexually.
3. In my workplace, I am being treated unfairly because I have a mental illness.

### **Descriptive Information**

Given the multidisciplinary nature of our healthcare workforce, it is important to understand the nature and opinions of different segments of staff. This information will help us to ensure that actions to address workplace psychological health and safety meet the needs of all the members of our organization.

**Your answers will not be identified, and results will be independently analyzed by Vancouver Psych Health and Safety Consulting in aggregate form to ensure that the responses remain anonymous and confidential. In order to further ensure this, information from a particular group will only be analyzed if there are enough respondents.**

- What (Department/area) are you part of?
- What is your position? (Allied health provider, Physician, Nurse, Administration, Support Staff)
- How many years have you been in your current position?

**Thank you for completing this survey. Your input will help enhance the psychological health and safety of our workplace.**

## Appendix C: Survey Items by Psychosocial Factor

**PF1: Psychological Support: A healthcare work environment where coworkers and leaders are supportive of staffs' psychological and mental health concerns, and respond appropriately as needed.**

1. My immediate supervisor would say or do something helpful if I looked distressed while at work.
2. I feel supported in our workplace when I am dealing with personal or family issues.
3. Healthcare staff in my workplace have a good understanding of the importance of employee mental health.

**PF2: Organizational Culture: A healthcare work environment characterized by trust, honesty and fairness.**

4. People at work show sincere respect for others' ideas, values and beliefs.
5. Difficult situations at work are addressed effectively.
6. In my organization, management and staff trust one another.

**PF3: Clear Leadership and Expectations: A healthcare work environment where there is effective leadership and support that helps staff to know what they need to do, how their work contributes to the organization, and whether there are impending changes.**

7. Leadership in our workplace is effective.
8. I am informed about important changes at work in a timely manner.
9. My organization provides clear and effective communication.

**PF 4: Civility and Respect: A work environment where healthcare staff are respectful and considerate in their interactions with one another, as well as with patients, family and visitors.**

1. People treat each other with respect and consideration in our workplace
2. People from diverse backgrounds are treated fairly in our workplace
3. My workplace has effective ways of addressing inappropriate behaviour by patients, staff, family members or visitors.

**PF5: Psychological Job Fit: A work environment where there is good fit between the interpersonal and emotional competencies of healthcare staff and the requirements of the position they hold.**

13. Hiring/promotion decisions consider the "people skills" necessary for specific positions.
14. My supervisor believes that social skills are as valuable as other skills.
15. My position makes good use of my personal strengths.

**PF6: Growth and Development: A healthcare work environment where staff receive encouragement and support in the development of their interpersonal, emotional and job skills**

16. I receive feedback at work that helps me grow and develop.
17. I have the opportunity to advance within my organization.
18. My organization values employees' ongoing growth and development.

**PF7: Recognition and Reward: A healthcare work environment where there is appropriate acknowledgement and appreciation of staff's efforts in a fair and timely manner.**

- 19. My immediate supervisor appreciates my work
- 20. I am paid fairly for the work I do.
- 21. My organization values my commitment and passion for my work

**PF8: Involvement and Influence: A healthcare work environment where staff are included in discussions about how their work is done and how important decisions are made. \***

- 22. I am able to talk to my immediate supervisor about how I do my work.
- 23. My opinions and suggestions are considered at work.
- 24. I am informed of important changes that may impact how my work is done.
- 25. I participate in decisions that affect patient care.

**PF9: WORKLOAD MANAGEMENT: A healthcare work environment where tasks and responsibilities can be accomplished successfully within the time available \***

- 26. The amount of work I am expected to do is reasonable for my position.
- 27. I have the equipment and resources I need to do my job well.
- 28. My work is free from unnecessary interruptions and disruptions.
- 29. My organization has policies to prevent and manage staff fatigue.

**PF10: ENGAGEMENT: A healthcare work environment where staff feel connected to their work and are motivated to do their job well.**

- 30. I enjoy my work.
- 31. I am willing to give extra effort at work if needed.
- 32. I am proud of the work I do.

**PF11: BALANCE: A healthcare work environment where there is recognition of the need for balance between the demands of work, family and personal life \***

- 33. I am able to reasonably balance the demands of work and personal life.
- 34. My organization promotes work-life balance.
- 35. I can talk to my supervisor when I am having trouble maintaining work-life balance.
- 36. I have sufficient control of my work schedule.

**PF12: PSYCHOLOGICAL PROTECTION: A healthcare work environment where the psychological safety of staff is ensured.**

- 37. My organization is committed to minimizing unnecessary stress at work.
- 38. My immediate supervisor cares about my emotional well-being.
- 39. My organization deals effectively with situations that may threaten or harm staff (e.g., harassment, discrimination, violence).

**PF13: PROTECTION OF PHYSICAL SAFETY: A work environment where management takes appropriate action to protect the physical safety of healthcare staff. \***

- 40. Management in my organization takes appropriate action to protect my physical safety at work.
- 41. My organization takes appropriate action to protect me from violence by patients, staff, family members or visitors.
- 42. Healthcare staff have the equipment and tools they need to do their jobs in a physically safe way.
- 43. When physical accidents occur, or physical risks are identified, my organization responds effectively.

**PF14: PROTECTION FROM MORAL DISTRESS: A healthcare work environment where staff are able to do their work with a sense of integrity that is supported by their profession, employer and peers. \***

- 44. My organization provides support to staff when critical patient care incidents occur.
- 45. My organization supports staff when errors occur in the provision of patient care
- 46. I am able to do my job in a way that meets my personal and professional ethical standards
- 47. My work team supports me when I make ethically-difficult decisions related to patient care.

**PF15: SUPPPORT FOR PSYCHOLOGICAL SELF-CARE: A healthcare workplace where staff are encouraged to care for their own psychological health and safety.**

- 48. My organization provides self-care tools to help me look after my own psychological well-being.
- 49. My organization provides training to prevent burnout and promote resilience.
- 50. Leaders in my organization support psychological self-care.

**Specific Areas of Concern (true or false)**

- 51. In my workplace, I am experiencing discrimination because of my cultural/ethnic background, disability, sexual orientation, gender or age.
- 52. In my workplace, I am being bullied or harassed, either verbally, physically or sexually.
- 53. In my workplace, I am being treated unfairly because I have a mental illness.

**\*4 items per factor**