Supplemental Table 2

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| **Supplemental Table 3 – Staffing and Leadership Responses** | Burned Out | Not Burned Out | P |
| **Staffing** |  |  |  |
| **In the last month, how many shifts have you worked without adequate staffing, n**Always (adequately staffed for 0%)Frequently (adequately staffed for < 50% of shifts)Occasionally (adequately staffed for 50-74% of shifts)Rarely (adequately staffed for 75-99% of shifts)Never (adequately staffed for 100% of shifts | 884135 (15%)306 (35%)271 (31%)131 (15%)41 (4.6%) | 22814 (6.1%)29 (13%)59 (26%)79 (35%)47 (21%) | <0.001 |
| **In the past month, what percentage of your shifts have you provided direct patient care to COVID-19 patients, n**100%75-99%50-74%< 50%Do not provide direct patient care | 890259 (29%)251 (28%)128 (14%)205 (23%)47 (5.3%) | 22843 (19%)48 (21%)41 (18%)79 (35%)17 (7.5%) | <0.001 |
| **In the past month, what percentage of shifts have you been unable to complete all your work, n**100%75-99%50-74%< 50%< 25%0%Do not provide direct patient care | 88844 (5.0%)132 (15%)114 (13%)125 (14%)284 (32%)169 (19%)20 (2.2%) | 2307 (3.0%)9 (3.9%)4 (1.8%)16 (7.0%)57 (25%)122 (53%)15 (6.8%) | <0.001 |
| **Leadership Behaviors** |  |  |  |
| **Leadership score** | 55 (35-75) | 75 (55-99) | <0.001 |
| **Overall leadership score positive**PositiveNegative**Leadership Score Quartiles**≥7550-7425-49<25 | 856518 (61%)338 (39%)259 (30%)259 (30%)232 (27%)106 (12%) | 224192 (86%)32 (14%)126 (56%)66 (30%)24 (11%)8 (3.6%) | <0.001<0.001 |
| **My department director/manager is available at predictable times, n**Strongly agreeAgreeNeutral or undecidedDisagreeStrongly disagreeN/A or prefer not to answer | 882199 (23%)365 (41%)159 (18%)91 (10%)58 (6.6%)10 (1.1%) | 232104 (45%)90 (39%)20 (8.6%)16 (6.9%)1 (0.4%)1 (0.4%) | <0.001 |
| **My department director/manager regularly makes time to provide positive feedback to me about how I am doing, n**Strongly agreeAgreeNeutral or undecidedDisagreeStrongly disagreeN/A or prefer not to answer | 882118 (14%)208 (24%)203 (23%)193 (22%)146 (17%)14 (1.6%) | 21874 (32%)81 (35%)40 (17%)25 (11%)8 (3.5%)2 (0.9%) | <0.001 |
| **My department director/manager provides frequent feedback about my job performance, n**Strongly agreeAgreeNeutral or undecidedDisagreeStrongly disagreeN/A or prefer not to answer | 880105 (12%)207 (24%)222 (25%)211 (24%)119 (14%)16 (1.8%) | 23067 (29%)77 (34%)45 (20%)30 (13%)8 (3.5%)3 (1.3%) | <0.001 |
| **My department director/manager provides useful feedback about my job performance, n**Strongly agreeAgreeNeutral or undecidedDisagreeStrongly disagreeN/A or prefer not to answer | 881111 (13%)222 (25%)229 (26%)190 (22%)115 (13%)14 (1.6%) | 23167 (29%)88 (38%)40 (17%)25 (11%)8 (3.5%)3 (1.3%) | <0.001 |
| **My department director/manager communicates their expectations to me about my performance, n**Strongly agreeAgreeNeutral or undecidedDisagreeStrongly disagreeN/A or prefer not to answer | 874127 (15%)306 (35%)214 (25%)130 (15%)84 (10%)13 (1.5%) | 22772 (32%)95 (42%)37 (16%)17 (7.5%)6 (2.6%)0 (0%) | <0.001 |

Table legend: continuous variables are median (interquartile range) and categorical variables n (%).