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 | 884  135 (15%)  306 (35%)  271 (31%)  131 (15%)  41 (4.6%) | 228  14 (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 | 890  259 (29%)  251 (28%)  128 (14%)  205 (23%)  47 (5.3%) | 228  43 (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 | 888  44 (5.0%)  132 (15%)  114 (13%)  125 (14%)  284 (32%)  169 (19%)  20 (2.2%) | 230  7 (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**  Positive  Negative  **Leadership Score Quartiles**  ≥75  50-74  25-49  <25 | 856  518 (61%)  338 (39%)  259 (30%)  259 (30%)  232 (27%)  106 (12%) | 224  192 (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 agree  Agree  Neutral or undecided  Disagree  Strongly disagree  N/A or prefer not to answer | 882  199 (23%)  365 (41%)  159 (18%)  91 (10%)  58 (6.6%)  10 (1.1%) | 232  104 (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 agree  Agree  Neutral or undecided  Disagree  Strongly disagree  N/A or prefer not to answer | 882  118 (14%)  208 (24%)  203 (23%)  193 (22%)  146 (17%)  14 (1.6%) | 218  74 (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 agree  Agree  Neutral or undecided  Disagree  Strongly disagree  N/A or prefer not to answer | 880  105 (12%)  207 (24%)  222 (25%)  211 (24%)  119 (14%)  16 (1.8%) | 230  67 (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 agree  Agree  Neutral or undecided  Disagree  Strongly disagree  N/A or prefer not to answer | 881  111 (13%)  222 (25%)  229 (26%)  190 (22%)  115 (13%)  14 (1.6%) | 231  67 (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 agree  Agree  Neutral or undecided  Disagree  Strongly disagree  N/A or prefer not to answer | 874  127 (15%)  306 (35%)  214 (25%)  130 (15%)  84 (10%)  13 (1.5%) | 227  72 (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 (%).