



Healthy Practice Resource

Pilot Test Summary Report

Alyssa M. Gibbons, MA, PhD

Gwenith G. Fisher, MA, PhD

October, 2023

Table of Contents

Executive Summary.....	5
Background	6
Methods.....	7
Pilot Sample Demographic Characteristics	7
Results	10
Item-Level Results	11
Measure-Level Results	13
Emotional Well-Being Module	14
Life Satisfaction.....	14
Purpose in Life	16
Optimism.....	18
Resilience	19
Perceived Mastery	20
Perceived Constraints.....	21
Burnout	22
Depressive Symptoms	23
Generalized Anxiety.....	24
Anxiety Severity	25
Mental Well-Being Module	26
Cognitive Attention at Work.....	26
Cognitive Difficulty at Work	28
Social and Non-work Well-being Module.....	30
Social Support from Partner.....	30
Social Support from Family in General	32
Social Support from Close Friends	34
Family Satisfaction.....	35
Non-work Role Overload.....	36
Non-work Recovery – Detachment	37
Non-work Recovery – Mastery.....	38
Non-work Recovery – Autonomy	39
Non-work Recovery – Relaxation.....	40
Financial Well-being Module	41

Credit Card Debt	41
Retirement Savings.....	41
Wage & Benefits Satisfaction	41
Financial Strain	42
Job Insecurity.....	43
Physical Health Module.....	45
Exercise Routine.....	45
Health Satisfaction	46
Preventive Health Behaviors.....	47
Sleep Quality.....	48
Work Ability.....	50
Alcohol Use and Problem Drinking	51
Medication Misuse	52
Work-related Well-Being Module.....	54
Job Satisfaction.....	54
Meaningful Work	55
Challenges Balancing Work and Non-work Responsibilities	56
Work/Life Priorities, Time, and Work Role Performance	57
Work/Family Balance	58
Work Conflict with Non-work	59
Work Role Support Module	60
Work Overload	60
Work Role Clarity	61
Variety.....	62
Autonomy.....	63
Schedule Control	64
Time Demands.....	65
Feedback	66
Social Connection at Work.....	67
Job Control.....	70
Benefits and Wellness Module	71
Benefits Offered	71
Wellness Programs	72
Wellness Program Usage	73

Organization Climate Module	74
Error Aversion Culture.....	74
Error Management Culture.....	76
Organizational Patient Safety Attitudes.....	78
Organizational Personal Safety Attitudes.....	79
Psychological Safety.....	80
Supervisor Patient Safety Attitudes.....	80
Supervisor Personal Safety Attitudes.....	82
Team Patient Safety Attitudes.....	83
Team Personal Safety Attitudes.....	84
Teamwork	85
Compassion Module.....	86
Civility Norms	86
Equal Access	87
Equitable Employment Organizations	88
Identity Freedom	89
Inclusion in Decisions	90
Inclusive Climate.....	91
Integration of Differences	92
Patient Civility	93
Perceived Organizational Support	95
Team Compassion.....	96
Summary and Recommendations	98
References	99

Executive Summary

The Healthcare Regulatory Research Institute (HRRI) aims to “enhance regulation in support of public protection.” To support the evolving needs of the healthcare environment, meeting regulatory requirements is necessary but no longer sufficient. Promoting public protection involves supporting and sustaining healthcare providers’ well-being and healthy practice through continuing competence via ongoing self-assessment and development. According to the Federation of State Boards of Physical Therapy (FSBPT) Continuing Competence Committee, healthy practice combines personal and professional well-being with the health and effectiveness of the practice environment (organizational supports/culture). FSBPT’s Continuing Competence Committee and researchers at Colorado State University are working together to develop a Healthy Practice Resource for healthcare providers. This will be an online, self-guided evidence-based, modular resource with a strong psychometric foundation to encourage self-reflection, provide feedback, and connect providers with resources to support healthy practice.

This report describes the results of a pilot study to evaluate and refine the items comprising the Healthy Practice Resource (HPR). The HPR consists of 10 modules across personal well-being domains (physical health, work-related well-being, emotional well-being, mental well-being, social and non-work well-being, financial well-being), and aspects of healthy practice (work role supports, practice climate, compassion, and benefits and wellness). The initial HPR item pool consisted of 441 items across 72 topics selected from primarily existing validated measures. N=755 physical therapists and physical therapist assistants in the U.S. completed at least one module. Results provided strong empirical support for the items and modules. The items were carefully reviewed to refine and shorten each module to yield a survey response time of 5-8 minutes per module.

The final recommended HPR item list includes 68 scales (335 items in total, with an average of 4.92 items per scale) and 6 checklist measures (not meant to be aggregated into scales, but useful for providing feedback). Each module includes 2-13 measures, with modules ranging in length from 14 to 64 items (average = 39.33 items per module). All final scales show good internal consistency reliability (all Cronbach's alpha > .70, average alpha = .87) and each scale shows good fit to a single factor model, demonstrating that the items within each scale function well together. We removed items that showed evidence of redundancy or problematic wording. We are confident that the recommended final items represent efficient and appropriate measures of the intended concepts, capturing each concept in enough depth to provide meaningful feedback but without unnecessary length.

The next step to complete the HPR development is to gather resource information for use when compiling individual feedback reports tailored to each healthcare provider based on their responses to the items in each self-administered questionnaire. The HPR offers a unique, evidence-based approach to self-assessment to promote healthy practice.

Background

This project to develop a self-assessment Healthy Organization Resource began with a systematic literature review to investigate the validity of self-assessment procedures in the continuing competence process among healthcare providers. Results from the literature review were quite encouraging. Self-assessments are more useful than other evaluation methods when the focus is on development rather than compliance. Self-assessments are most accurate when health providers have sufficient opportunity to observe their behavior, understand the criteria or standards for good performance, and are engaged in honest, thoughtful self-reflection about their own competence and practice environment.

Guiding Principles for the Development of the HPR:

1. Evidence-based (theory, empirical research, and psychometrics)
2. Modular, self-paced short sessions grouped into meaningful units
3. Supportive (confidential, linked to helpful feedback and development opportunities)
4. Relevant for everyone across the range of healthy practice

The initial version of the HPR was created by compiling items from existing measures, adapting items to suit the physical therapy context, and adding new items where warranted. The FSBPT Continuing Competence Committee provided valuable feedback about the preliminary version. After revisions were made, a quantitative pilot test was conducted in fall 2022 and spring 2023.

Pilot Test Goals:

1. To establish whether each of the measures included in the pilot version showed acceptable psychometric properties for further use, and
2. To identify properties of individual items and measures to facilitate decisions about whether and where to shorten measures to increase HPR efficiency and effective.

The initial FSBPT Healthy Practice Self-Reflection Resource (HPR) Pilot contained 441 items to assess both individual and organization-related issues based on the FSBPT Healthy Practice Framework.

Ten Modules in the Healthy Practice Resource:

Individual Well-Being

Emotional Well-being
 Mental Well-being
 Social and Non-work Well-being
 Financial Well-being
 Physical Health
 Work-related Well-Being

Healthy Practice

Work Role Support
 Practice Climate
 Compassion
 Benefits and Wellness

Methods

The pilot test of the Health Practice Self-Reflection Resource (HPR) was conducted in two phases between fall 2022 and summer 2023. The Federation of State Boards of Physical Therapy (FSBPT) distributed an email pre-notification about the Healthy Practice Self-Reflection. Following that email, a Colorado State collaborator distributed the pilot version of the Healthy Practice resource via email from her Colorado State University work email address to the $N > 20,000$ individuals in the sample of PTs and PTAs provided by FSBPT with a request to complete all eleven modules. The first phase of the pilot yielded $N = 107$ responses collected from physical therapists and physical therapist assistants. For the second phase, we shortened the request to ask participants to complete one or two modules rather than all eleven. Email requests in Phase 2 were distributed directly by FSBPT. We obtained a total of $N = 755$ responses.

Pilot Sample Demographic Characteristics

The following statistics summarize key demographic characteristics of the HPR pilot sample based on $N = 755$ responses from participants who completed at least two survey items. Participants from 49 states and 1 U.S. territory responded to the survey. Respondents reported working up to 80 hours per week, with an average of 36.51 hours per week (standard deviation = 10.63).

Current Employment Status	N
Employed full-time	520
Employed part-time	81
Self-employed full-time	19
Self-employed part-time	20
Working outside PT	14
Seeking work in PT	1
Seeking re-entry into PT	4
Retired	10
Student	2
Other	25
Prefer not to say	6

Gender	N
Women	457
Men	193
Prefer not to answer	19

Race / Ethnicity	N
White	511
Asian, Indian, Asian-American	92
Hispanic / Latino/Latina	22
Black	19
Native Hawaiian or Other Pacific Islander	9
Multiracial or biracial	7
Native American or Alaskan Native	4
Middle Eastern or North African	3
Not listed here	2
Prefer not to respond	16

Main Areas of Responsibility	N
Direct Patient Care Only	254
Administration / Management	164
Supervision	190
Clinical Education	160
Consultation	82
Academic Education	59
Sales / Marketing	48
Research	26
Other	43

Highest Level of Education	N
Doctor of Physical Therapy	342
Another doctoral degree	20
Master's degree / MPT	87
Bachelor's degree	94
Associate's degree	136
Other	2

Has a Supervisor that Oversees Work	N
Yes	602
No	74

Professional Association Membership	N
APTA	248
APTA Section/Academy Mem.	140
Other	79

Results

A total of 755 physical therapists and physical therapist assistants participated in the HPR pilot test and completed at least one module as requested. The sections below are grouped by the 10 modules in the Healthy Practice Resource (HPR). Within each section, we present item statistics, scale statistics (based on averaging items intended to measure the same concept), and a summary describing the results. Here is a list and brief explanation of the statistics presented in the report.

Key Terms:

- An **item** is a single statement to which the test-taker responds. No item is perfect; all items contain some degree of random error, but some items are less susceptible to error than others.
- Items are meant to be aggregated into **measures or scales** (we use these two terms interchangeably). A good **measure** consists of several items that all reflect the same underlying attribute of the person responding to the items, or of the situation that person is describing. When we aggregate such items together, random errors begin to cancel out and we can form a more accurate understanding of the person's true level or degree of the attribute.
- The bulk of the items in the HPR are **closed-ended** items, meaning that the user selects from a predefined set of response options. For many items, the response options consist of a **response scale** – a set of responses that have a logical order, corresponding to different degrees of the underlying attribute. For example, a response scale where 1 = “strongly disagree,” 2 = “disagree,” 3 = “neither agree nor disagree,” 4 = “agree,” and 5 = “strongly agree” is a response scale where higher numbers correspond to progressively greater degrees of agreement with the item. Different measures in the HPR have different response scales.

Item-Level Results

Results for each item are presented such that higher numerical values indicate higher levels or “more” of the attribute the measure is intended to capture. For example, for the first measure of life satisfaction, higher numbers indicate better life satisfaction.

If the letter “R” appears at the end of the item, the item is negatively worded compared to the majority of items for that category. Responses to negatively-worded items were reverse coded (e.g., a response of “strongly disagree” is scored with a 1 rather than a 5) so that higher numerical values consistently reflect “more” or higher levels of the attribute despite some items being worded in the opposite manner.

The following statistics are reported for each item and scale in the Healthy Practice Resource:

- **Mean:** the arithmetic average across all responses provided for each item.
- **Standard deviation:** a measure of variability that indicates the average difference between each response and the overall mean (average) for the item. Standard deviations around 1.00 are common for a 5-point scale; very low standard deviations can be problematic, as they suggest that even respondents with very different levels of the attribute gave similar responses.
- **Min:** abbreviated for “minimum,” this is the lowest value reported among all responses for the item. This value is helpful for understanding the range of responses reported for the item, and specifically the extent to which any participants reported low values on the item. Items with a very narrow range may not be effective for identifying real differences among respondents.
- **Max:** abbreviated for “maximum,” this is the highest value reported among all responses for the item. This value is helpful for understanding the range of responses reported for the item, and specifically the extent to which any participants reported high values among possible response options.
- **Skew:** the extent to which the distribution of all responses to an item is asymmetrical compared to a normal (bell curve) distribution (i.e., negatively or positively skewed).
 - Positively skewed responses indicate that the tail of the response distribution is to the right side, such that more responses are below the mean.
 - Negatively skewed responses (numerical values preceded by a minus sign) indicate that the tail of the response distribution is to the left side, such that more responses are above the mean.

- The larger the value, the greater the degree of asymmetry. A perfectly normal distribution has a skewness value of 0.00, but skewness values between +/-2.00 are generally considered symmetric enough to use in typical analyses.

Additionally, the following statistics are reported for items within each scale:

- **Loading:** The loading value refers to results from confirmatory factor analysis. Factor analysis assesses the degree to which items can be meaningfully aggregated to represent an underlying common factor; in a good scale, this common factor would represent the attribute the scale is intended to measure. A factor loading represents the correlation between an individual item and that underlying common factor; that is, an item with a high factor loading gives more information about the factor than does an item with a low factor loading. Loading values can range between 0.00 to 1.00, with values of .40 or below indicating that the item is not strongly related to the common factor, and should not be aggregated together with other items in the scale.
- **Uniqueness:** Abbreviated as “Uniq.,” the uniqueness is the variance that is unique to the item and not shared with other items in the scale. A high uniqueness value indicates that the item does not likely fit well with the factor.
- **r:** “r” is the symbol for “correlation.” The correlation shown in this column is the **average inter-item correlation**, which is the average correlation (linear association) between that item and the other items in the set. The average inter-item correlation is an indicator of internal consistency reliability, or the extent to which responses to one item are consistent with responses to other items in the group of items. For example, a participant’s responses to each item on a 5-item scale are correlated with their responses to every other item in the scale and then averaged to help determine the extent to which the pattern of responses is consistent across the items in the scale.

Measure-Level Results

The following statistics are reported for measures (sets of items aggregated together):

- **Alpha:** Coefficient alpha is a measure of internal consistency, which refers to the extent to which participants' responses tend to be correlated across items. Essentially, alpha summarizes the information about inter-item correlations for the measure as a whole (Cortina, 1993). Alpha ranges from 0.00 to 1.00, with higher values indicating a higher level of internal consistency. Generally, an alpha value $\geq .70$ is desirable.
- **CFI:** The Comparative Fit Index (CFI) is a measure of relative model fit obtained from a single-factor confirmatory factor analysis in which we tested whether all the items in the scale seem to assess the same underlying factor or attribute (Gorsuch, 2014). Good model fit indicates that it is appropriate to aggregate the items together, as they all measure the same thing. CFI values range from 0.00 to 1.00 with larger values indicating a better fit. Values $>.90$ are considered acceptable and $\geq .95$ or greater is considered very good fit (Hu & Bentler, 1999).
- **SRMR:** The standardized root mean square residual (SRMR) is a second measure of model fit, also from a single-factor confirmatory factor analysis (CITE). The SRMR is a measure of absolute model fit that compares the model directly to the actual data. The SRMR ranges from 0.00 to 1.00, where lower SRMR values indicate better fit. $\text{SRMR} \leq .08$ is a commonly accepted indicator of acceptable model fit (Hu & Bentler, 1999).

Emotional Well-Being Module

The emotional well-being module in the Healthy Practice Resource pilot comprises 52 items across ten scales. The purpose of this module is to consider one's emotional well-being. Positive emotional well-being is desirable in its own right, and also important because our emotional well-being can affect our physical health, our work, and our relationships with others. The attributes in this module include both positive domains of well-being (e.g., life satisfaction, purpose in life, optimism, resilience, perceived mastery) and negative domains (perceived constraints, burnout, depressive symptoms, generalized anxiety, and anxiety severity). Statistical results for each item and overall scale are presented below.

Life Satisfaction

Please read each of the statements below and indicate the extent to which each of the statements is true for you. Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
As a whole, I am satisfied with my life.	3.87	0.82	1	5	-0.45	0.86	0.26	0.62
In most ways, my life is close to ideal.	3.46	0.94	1	5	-0.52	0.83	0.31	0.61
Overall, I am satisfied with my personal/family life.	3.82	0.86	1	5	-0.60	0.70	0.51	0.53
If I could live my life again, I would change almost nothing.	3.05	1.12	1	5	-0.12	0.59	0.65	0.46
The conditions of my life are excellent.	3.66	0.92	1	5	-0.56	0.77	0.41	0.57
Overall Scale (5 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 188-189 responses</i>	3.57	0.75	1.40	5.00	-0.30	0.85	1.00	0.02
Overall Scale (3 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 188-189 responses</i>	3.66	0.79	1	5	-0.43	0.85	1.00	0.00

Summary: Results on this 5-item scale indicate that participant responses ranged across the full scale, with average responses near the middle of the response scale and good variability. Items are highly correlated with one another and psychometric properties are quite strong, which is consistent with what we would expect because this scale is commonly used and well-established in the research literature. Due to a high level of overlap among the items that results in some redundancy, we recommend removing the items “ “If I could live my life again, I would change almost nothing” and “Overall, I am satisfied with my personal/family life” resulting in a three-item scale for life satisfaction. Statistics for the revised, 3-item scale after removing those items is shown below.

Purpose in Life

Please read each of the statements below and indicate the extent to which each of the statements is true for you. Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I live life one day at a time and don't think about the future. R	4.32	0.89	2	5	-0.90	0.01	1.00	0.08
I sometimes feel as if I've done all there is to do in life. R	4.70	0.76	1	5	-2.73	0.21	0.95	0.18
I enjoy making plans for the future and working to make them a reality.	3.93	1.01	1	5	-0.72	<i>0.48</i>	0.77	0.20
I don't have a good sense of what it is I'm trying to accomplish in life. R	4.38	0.98	1	5	-1.52	<i>0.44</i>	0.81	0.23
My life has a clear sense of purpose.	3.75	0.97	1	5	-0.43	0.86	0.25	0.29
I am looking for something that makes my life feel meaningful. R	3.09	1.38	1	5	0.03	0.17	0.97	0.12
I have discovered a satisfying life purpose.	3.69	1.07	1	5	-0.50	0.79	0.38	0.26
Overall Scale (7 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 187-189 responses</i>	3.98	0.56	2.29	5.00	-0.51	0.61	0.87	0.08
Overall Scale (4 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 189 responses</i>	3.94	0.74	2	5	-0.51	0.71	0.99	0.03

Summary: Based on these results among 7 items, three items yielded low factor loadings in the confirmatory factor analysis and also have high uniqueness values and lower average inter-item correlations and thus are likely good candidates for removing from the purpose in life scale within the emotional well-being module. These items are “I live life one day at a time and don't really think about the future” and “I am looking for something that makes my life feel

meaningful.” A third item, “I sometimes feel as if I've done all there is to do in life,” may also be worth removing based on the low factor loading and high uniqueness. Removing all three of these items yields a scale with acceptable properties:

Optimism

Please read each of the statements below and indicate the extent to which each of the statements is true for you. Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
In uncertain times, I usually expect the best.	3.30	0.95	1	5	-0.24	0.73	0.47	0.60
Overall, I expect more good things to happen to me than bad.	3.65	1.00	1	5	-0.66	0.81	0.34	0.63
I'm always optimistic about my future.	3.54	0.94	1	5	-0.40	0.83	0.31	0.64
Overall Scale (3 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 187-189 responses</i>	3.50	0.84	1.33	5.00	-0.37	0.83	1.00	0.00

Summary: All three items about optimism performed well, with item and scale means in the middle of the five-point scale while still demonstrating variability across participants. The remaining statistics indicate desirable results. We recommend retaining this scale with all 3 items.

Resilience

Please read each of the statements below and indicate the extent to which each of the statements is true for you. Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I tend to bounce back quickly after hard times.	3.38	0.88	1	5	-0.35	0.55	0.70	0.41
I have a hard time making it through stressful events. R	3.91	0.84	2	5	-0.15	0.72	0.47	0.44
It does not take me long to recover from a stressful event.	2.98	1.00	1	5	-0.02	0.57	0.67	0.43
It is hard for me to snap back when something bad happens. R	3.96	0.86	1	5	-0.52	0.79	0.38	0.48
I usually come through difficult times with little trouble.	3.02	0.98	1	5	-0.10	0.57	0.67	0.43
I tend to take a long time to get over setbacks in my life. R	4.14	0.86	1	5	-0.72	0.74	0.45	0.46
Overall Scale (6 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 190 responses</i>	3.56	0.66	1.67	5.00	0.03	0.82	0.84	0.09
Overall Scale (3 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 190 responses</i>	4.00	0.73	2	5	-0.51	0.82	1.00	0.00

Summary: Although the item level results for these six resilience items are generally positive, the results from the initial factor analysis suggest that this scale should be revised. We recommend removing 3 items, “I tend to bounce back quickly after hard times.” “I usually come through difficult times with little trouble” and “It does not take me long to recover from a stressful event.” The resulting 3-item scale shows acceptable properties.

Perceived Mastery

Please read each of the statements below and indicate the extent to which each of the statements is true for you. Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
When I really want to do something, I usually find a way to succeed at it.	4.04	0.77	1	5	-0.83	0.85	0.28	0.61
What happens to me in the future mostly depends on me.	3.89	0.90	1	5	-0.49	0.56	0.69	0.49
I can do just about anything I really set my mind to.	3.84	0.85	1	5	-0.68	0.87	0.25	0.61
Overall Scale (3 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 188-189 responses</i>	3.93	0.69	1.33	5.00	-0.67	0.78	1.00	0.00

Summary: All three items about perceived mastery performed well; item and scale means reflect high levels of perceived mastery overall, but still demonstrate enough variability across participants to detect important differences. The remaining statistics indicate desirable results. We recommend retaining this scale with all items.

Perceived Constraints

Please read each of the statements below and indicate the extent to which each of the statements is true for you. Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I have little control over the things that happen to me.	2.09	1.01	1	5	0.64	0.48	0.77	0.33
Other people determine most of what I can and cannot do.	1.52	0.79	1	4	1.39	0.78	0.38	0.41
There is really no way I can solve the problems I have.	1.35	0.71	1	4	2.13	0.57	0.68	0.36
Overall Scale (3 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 189 responses</i>	1.65	0.64	1.00	4.00	1.08	0.62	1.00	0.00

Summary: The three items that comprise the perceived constraints scale lack consistency, as shown by the low alpha value. This result is disappointing but not surprising, based on the content of the items that ask about different types of constraints. Average responses are low and there is little variability, suggesting that most users did not perceive high degrees of constraint. Based on these results we recommend removing the perceived constraints scale from the HPR.

Burnout

Please read each statement below and indicate how often you have felt this way over the last two weeks.

Responses were provided on a 5-point scale ranging from “Never” to “Always.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I feel physically exhausted.	3.07	0.87	1	5	-0.04	0.80	0.36	0.62
I feel emotionally exhausted.	2.99	0.92	1	5	-0.06	0.90	0.19	0.65
I think: I can't take it anymore.	1.99	0.93	1	5	0.61	0.65	0.57	0.55
Overall Scale (3 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 190 responses</i>	2.68	0.78	1.00	4.33	0.17	0.82	1.00	0.00

Summary: The three burnout items included in this module assess both physical and emotional exhaustion, which have been defined in the occupational health literature as important definitional components of burnout. All three items about burnout performed well. The item mean for the third item was lower than the others, although this is not surprising based on the item content; it reflects a more severe level of burnout. The remaining statistics indicate desirable results. We recommend retaining this scale with all 3 items.

Depressive Symptoms

Please read each statement below and indicate how often you have felt this way over the last two weeks. Responses were provided on a 5-point scale ranging from “Never” to “Always.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I was bothered by things that usually don't bother me.	1.94	0.83	1	4	0.55	0.64	0.59	0.40
I had trouble keeping my mind on what I was doing.	2.29	0.92	1	4	0.13	0.66	0.57	0.41
I felt depressed.	1.88	0.92	1	5	0.82	0.84	0.30	0.53
I felt that everything I did was an effort.	2.22	1.03	1	5	0.43	0.67	0.55	0.42
I felt hopeful about the future. R	2.14	0.90	1	5	0.67	0.53	0.72	0.34
I felt fearful.	2.03	0.87	1	5	0.57	0.41	0.83	0.27
I was not interested in doing activities I typically enjoy.	1.88	0.91	1	5	0.79	0.76	0.42	0.48
My sleep was restless.	2.62	1.11	1	5	0.18	0.56	0.69	0.34
I was happy. R	2.14	0.73	1	4	0.34	0.80	0.36	0.51
I felt lonely.	1.98	0.98	1	5	0.67	0.68	0.54	0.42
I could not "get going."	2.11	0.95	1	5	0.51	0.69	0.52	0.43
I have seriously thought about hurting myself.	1.08	0.35	1	3	4.32	0.39	0.85	0.25
Overall Scale (12 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 189 responses</i>	2.03	0.60	1.00	3.83	0.64	0.89	0.94	0.05

Summary: This is a 12-item scale to assess depressive symptoms. In general, the results for the scale are very positive. Fortunately, the distribution on the item, “I have seriously thought about hurting myself,” is highly positively skewed (i.e., the highest value was a 3 on a 5-point scale with most people indicating “Strongly Disagree.” However, the content of that item is important, as it indicates a more severe degree of depressive symptoms than the other items. Therefore we recommend retaining this item despite little variability and the highly skewed distribution. As this scale is widely used as a screening tool in mental health organization, we believe it is worth retaining in its entirety despite the length.

Generalized Anxiety

Please read each statement below and indicate how often have you felt this way over the last two weeks.
 Responses were provided on a 5-point scale ranging from “Never” to “Always.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I feel afraid as if something awful might happen.	2.10	0.99	1	5	0.58	0.62	0.61	0.48
Feel nervous, anxious, or on edge.	2.63	1.00	1	5	0.04	0.74	0.45	0.51
I am not able to stop or control worrying.	2.38	0.94	1	5	0.33	0.82	0.33	0.55
I worry too much about different things.	2.63	0.97	1	5	0.13	0.85	0.28	0.56
I have trouble relaxing.	2.55	0.95	1	5	0.25	0.75	0.44	0.53
I am so restless it is hard to sit still.	2.14	1.03	1	5	0.68	0.65	0.57	0.49
I become easily annoyed or irritable.	2.69	0.95	1	5	0.21	0.50	0.75	0.39
Overall Scale (7 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 190 responses</i>	2.45	0.74	1.0	5.0	0.42	0.88	0.89	0.06
Overall Scale (6 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 190 responses</i>	2.50	0.74	1	5	0.35	0.86	0.97	0.05

Summary: The seven items about generalized anxiety are from a widely-used and previously validated measure of generalized anxiety. The items “I have trouble relaxing” and “I am so restless it is hard to sit still” are quite similar in content, and highly correlated enough to suggest redundancy. Removing “I am so restless it is hard to sit still” improves the fit of the model considerably. The other item and scale statistics indicate desirable results, so we recommend retaining the other 6 items for consistency with mental health organization.

Anxiety Severity

These items only appeared if a respondent endorsed at least one of the generalized anxiety items with “Sometimes,” “Often,” or “Always.”

How difficult have these problems made it for you to:

Responses were provided on a 4-point scale ranging from “Not at All” to “Very Difficult.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
...do your work?	1.78	0.88	1	4	0.99	0.78	0.40	0.58
...take care of things at home?	1.90	0.80	1	4	0.52	0.86	0.26	0.61
...get along with other people?	1.65	0.74	1	4	0.74	0.63	0.60	0.52
Overall Scale (3 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 175 responses</i>	1.78	0.68	1.00	4.00	0.73	0.80	1.00	0.00

Summary: The three items in this scale assess anxiety severity, whereas the items in the previous scale measure the extent to which participants report experiencing anxiety. All 3 anxiety items performed well. We recommend retaining these 3 items in the HPR.

Mental Well-Being Module

The mental well-being module in the Healthy Practice Resource pilot is comprised of 29 items across two scales: cognitive attention at work and cognitive difficulty at work. The purpose of this module is to consider your cognitive well-being. Having the ability to concentrate, think, reason, remember, and maintain balance is important for overall health and well-being. However, sometimes we have difficulty with these abilities for a variety of reasons. Statistical results for each item and overall scale are presented below.

Cognitive Attention at Work

Think about your experiences at work over the past TWO WEEKS. How often did you experience the following?
Responses were provided on a 5-point scale ranging from “Never” to “Always.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
My mind is focused on my job.	4.08	0.69	1	5	-1.00	0.78	0.39	0.62
I pay a lot of attention to my job.	4.24	0.70	1	5	-1.13	0.90	0.19	0.71
I focus a great deal of attention on my job.	4.11	0.77	1	5	-0.91	0.92	0.15	0.73
I am absorbed by my job.	3.42	0.99	1	5	-0.29	0.60	0.64	0.51
I concentrate on my job.	4.10	0.70	1	5	-1.27	0.82	0.32	0.67
I devote a lot of attention to my job.	4.09	0.81	1	5	-1.09	0.85	0.28	0.70
Overall Scale (6 items):						Alpha	CFI	SRMR
<i>N = 184-185 responses</i>	4.00	0.65	1.00	5.00	-1.12	0.91	0.96	0.04

Summary: Results on this 6-item scale indicate that participant responses ranged across the full scale, but on average responses tend to be above the midpoint on the 5-point response scale and yield a negatively skewed response distribution. We recommend removing the item “I am absorbed by my job” (which may be ambiguous to individuals completing the HPR). Of the remaining items, although “I pay a lot of attention to my job” and “I devote a lot of attention to my job” perform well psychometrically, respondents may see these as redundant. We therefore also recommend removing “I pay a lot of attention to my job” for clarity. The final scale for the HPR includes 4 items.

	Mean	SD	Min	Max	Skew	Loading	Uniq.	r
My mind is focused on my job.	4.08	0.69	1	5	-1.00	0.78	0.39	0.62
I focus a great deal of attention on my job.	4.11	0.77	1	5	-0.91	0.92	0.15	0.73
I concentrate on my job.	4.10	0.70	1	5	-1.27	0.82	0.32	0.67
I devote a lot of attention to my job.	4.09	0.81	1	5	-1.09	0.85	0.28	0.70
Overall Scale (4 items):						Alpha	CFI	SRMR
<i>N = 184-185 responses</i>	4.09	0.65	1	5	-1.32	0.90	0.99	0.02

Cognitive Difficulty at Work

Think about your experiences at work over the past TWO WEEKS. How often did you experience the following?

Responses were provided on a 5-point scale ranging from "Never" to "Always."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Have difficulty concentrating.	2.32	0.84	1	5	0.26	0.73	0.46	0.42
Cannot remember whether you have or have not turned off work equipment.	1.58	0.73	1	5	1.24	0.54	0.71	0.32
Have difficulty recalling work procedures.	1.66	0.68	1	4	0.64	0.63	0.60	0.37
Cannot remember work-related phone numbers.	2.15	1.11	1	5	0.80	0.52	0.73	0.32
Cannot remember what materials or equipment are required to complete a particular task.	1.45	0.61	1	3	0.97	0.59	0.66	0.34
Do not notice postings or notices on the facilities bulletin board(s) or e-mail system.	1.82	0.82	1	4	0.77	0.58	0.67	0.34
Have difficulty listening to instructions.	1.77	0.73	1	3	0.38	0.68	0.54	0.40
Day-dream when I ought to be listening to somebody.	2.18	0.83	1	5	0.27	0.62	0.62	0.36
Have difficulty focusing my full attention on work activities.	2.14	0.77	1	5	0.35	0.66	0.56	0.38
Am easily distracted by co-workers or clients.	2.43	0.95	1	5	0.38	0.66	0.57	0.38
Accidentally drop things.	1.83	0.85	1	4	0.70	0.68	0.54	0.41
Have difficulty maintaining my balance.	1.50	0.73	1	4	1.32	0.54	0.70	0.33
Trip or fall.	1.40	0.68	1	4	1.72	0.45	0.79	0.27
Have difficulty estimating how long a task will take.	1.97	0.86	1	5	0.57	0.68	0.54	0.40
Throw away something I meant to keep (e.g. memos, paperwork, tools).	1.49	0.62	1	3	0.88	0.50	0.75	0.31
Felt embarrassed because I couldn't remember something I should have.	1.85	0.85	1	4	0.66	0.65	0.58	0.39
Say things to others that I did not mean to say.	1.81	0.70	1	4	0.47	0.61	0.62	0.37
Interrupt others when they are talking.	2.34	0.84	1	5	0.25	0.51	0.74	0.29
A coworker commented on my not remembering something.	1.38	0.62	1	4	1.51	0.54	0.71	0.33

A coworker commented about my lack of concentration or attention.	1.25	0.51	1	3	1.95	0.52	0.73	0.32
Forget where I put items or equipment I use in my job.	2.18	0.94	1	5	0.69	0.59	0.66	0.35
Have difficulty organizing my work.	2.06	0.82	1	4	0.37	0.62	0.62	0.37
Have difficulty remembering my schedule.	1.84	0.80	1	4	0.66	0.59	0.66	0.35
Overall Scale (23 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 184-185 responses</i>	1.84	0.48	1.00	3.48	0.40	0.92	0.76	0.08

Summary: With 23 items, this is a very long scale. We included all 23 items for the pilot test, but as expected, some cognitive difficulties occur more frequently than others. For example, reports of tripping or falling and “A coworker commented on my not remembering something,” and “A coworker commented about my lack of concentration or attention” had the lowest means among all the items. Other items ask about difficulty with remembering and concentrating, but it is possible that 1) a coworker is less likely to observe this issue or behavior; 2) a coworker may not say something if they do notice this issue; or 3) the individual may not have coworkers so the items may be less relevant to all participants. Item analysis suggested several sets of redundant items. We identified 8 items that overlapped highly with other items in the scale; removing these items improves fit and does not appear to reduce content coverage.

15-item version: Alpha = .89, CFI = .92 SRMR = 0.06

This measure is still quite long compared to others; we further identified items that now do not load well in the full model. However, it is important to note that factor loadings changed substantially from iteration to iteration from this point forward; this suggests that we may be losing content. If we remove the additional 5 items noted above, we have good fit and reliability and all items load moderately well, but we have less than half the original scale remaining. **10-item version:**

Overall Scale (10 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 183 responses</i>	1.97	0.57	1	4	0.30	0.87	0.95	0.04

Social and Non-work Well-being Module

The Social and Non-work Well-being Module in the Healthy Organization Resource pilot covers the following topics: 1) social support (from one's partner, close friends, family, and other friends), 2) family satisfaction, 3) non-work role overload, 4) non-work to work conflict, and 5) recovery from work based on four types of recovery activities: autonomy, detachment, mastery, and relaxation). Social connections and engagement in activities outside of work well-being contribute to our overall health and well-being. Statistical results for each item and overall scale are presented below.

Social Support from Partner

Please choose the answer that best describes how you feel about your SPOUSE or PARTNER.

Responses were provided on a 4-point scale ranging from "Not at All" to "A Lot."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
How much do they really understand the way you feel about things?	3.32	0.76	1	4	-0.94	0.83	0.32	0.53
How much can you rely on them if you have a serious problem?	3.69	0.64	1	4	-2.15	0.75	0.44	0.50
How much can you open up to them If you need to talk about your worries?	3.45	0.78	1	4	-1.36	0.86	0.26	0.54
How much do they make you feel loved?	3.52	0.74	1	4	-1.43	0.80	0.36	0.50
How often do they make too many demands on you? R	3.01	0.87	1	4	-0.42	0.46	0.79	0.38
How much do they criticize you? R	3.09	0.86	1	4	-0.77	0.65	0.58	0.52
How much do they let you down when you are counting on them? R	3.30	0.78	1	4	-0.96	0.42	0.83	0.34
How much do they get on your nerves? R	2.96	0.77	1	4	-0.58	0.69	0.52	0.52
Overall Scale (8 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR

N = 160 responses

3.29 0.57 1.25 4.00 -1.22 0.88 **0.83** 0.10

Summary: Results on this 8-item scale indicate that participant responses ranged across the full scale, although responses are somewhat negatively skewed (indicating positive social support). Items are highly correlated with one another, and psychometric properties are quite strong, which is consistent with what we would expect compared to previous research using this scale. The low levels of model fit on the confirmatory factor analysis combined with a review of the item content suggests that the eight items do not fit well within a single factor. A two-factor model (with four items about positive social support and four items about negative social support (e.g., criticism), fits better and is consistent with prior research. We recommend retaining all items in the final version of the HPR.

Two-factor version: Alpha (positive) = .89, alpha (negative) = .80, CFI = .97, SRMR = 0.05

	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>Positive Social Support</i>	3.50	0.64	1	4	-1.51	0.89	1.00	0.02
<i>Negative Social Support</i>	3.09	0.65	1	4	-0.77	0.80	1.00	0.01

Social Support from Family in General

Please choose the answer that best describes how you feel about YOUR FAMILY IN GENERAL (NOT INCLUDING YOUR SPOUSE).

Responses were provided on a 4-point scale ranging from "Not at All" to "A Lot."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
How much do they really understand the way you feel about things?	2.94	0.81	1	4	-0.41	0.76	0.43	0.41
How much can you rely on them if you have a serious problem?	3.52	0.75	1	4	-1.46	0.74	0.45	0.42
How much can you open up to them If you need to talk about your worries?	3.06	0.93	1	4	-0.75	0.84	0.29	0.46
How much do they make you feel loved?	3.53	0.66	1	4	-1.30	0.67	0.54	0.41
How often do they make too many demands on you? R	3.01	0.94	1	4	-0.53	0.35	0.88	0.31
How much do they criticize you? R	3.28	0.78	1	4	-0.87	0.38	0.86	0.33
How much do they let you down when you are counting on them? R	3.36	0.76	1	4	-0.78	0.51	0.74	0.40
How much do they get on your nerves? R	2.89	0.78	1	4	-0.53	0.66	0.57	0.45
Overall Scale (8 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 193 responses</i>	3.20	0.55	1.25	4.00	-0.74	0.84	0.78	0.12

Summary: Results on this 8-item scale indicate that participant responses are somewhat negatively skewed (indicating positive social support). Items are highly correlated with one another. The low factor loadings and poor model fit results from the confirmatory factor analysis likely indicate a differentiation between the four items about positive social support and the four items about negative social support (e.g., criticism), which is consistent with prior research. We recommend retaining all items in the final version of the HPR.

Two-factor version: Alpha (positive) = .85, alpha (negative) = .77, CFI = .93, SRMR = 0.08

	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>Positive Social Support</i>	3.26	0.66	1	4	-0.98	0.85	1.00	0.01
<i>Negative Social Support</i>	3.14	0.63	2	4	-0.50	0.77	1.00	0.02

Social Support from Close Friends

Think of your CLOSE FRIENDS, especially the 2-3 who are most important to you. In the last month, how often did...
 Responses were provided on a 4-point scale ranging from "Not at All" to "A Lot."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
... they really listen to you when you talked about your concerns or problems?	3.90	1.00	1	5	-0.96	0.94	0.11	0.74
.. you feel that they were really trying to understand your problems?	3.91	0.99	1	5	-0.97	0.95	0.10	0.74
...they really make you feel loved?	4.01	1.01	1	5	-1.05	0.90	0.19	0.72
... they help you in practical ways, like doing things for you or lending you money?	3.00	1.27	1	5	-0.11	0.59	0.65	0.56
... they answer your questions or give you advice about how to solve your problems?	3.70	1.03	1	5	-0.64	0.78	0.39	0.70
... could you use them as examples of how to deal with your problems?	3.47	1.09	1	5	-0.44	0.74	0.45	0.67
	3.90	1.00	1	5	-0.96	0.94	0.11	0.74
Overall Scale (6 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 188 responses</i>	3.67	0.91	1.00	5.00	-0.71	0.92	0.94	0.06

Summary: Results on this 6-item scale are generally positive, though there may be a subtle distinction between the emotional support reflected in the first three items and the more practical support reflected in the last three. There may be room to reduce items here for efficiency, as some items perform very similarly. Although the scale performs acceptably as is, if it seems desirable to shorten the scale, we recommend removing "... they help you in practical ways, like doing things for you or lending you money?" and "... they answer your questions or give you advice about how to solve your problems?"

4-item version: Alpha = .93, CFI = 1.00, SRMR = 0.01 (

Family Satisfaction

Right now, to what extent are the following statements true of your relationship with your family?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I often find myself feeling dissatisfied with my family. R	4.39	0.88	1	5	-1.47	0.73	0.46	0.47
I have a good time with my family.	4.18	0.87	1	5	-1.10	0.67	0.55	0.44
I am happy with my family just the way it is.	3.86	1.00	1	5	-0.83	0.84	0.29	0.52
I am deeply committed to my family.	4.56	0.70	2	5	-1.72	0.57	0.68	0.39
In general, I am very unhappy with my family. R	4.64	0.88	1	5	-2.69	0.48	0.77	0.35

Overall Scale (5 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 194 responses</i>	4.32	0.64	1.80	5.00	-1.38	0.79	1.00	0.02

Summary: Results on this 5-item scale indicate that participant responses generally ranged across the full scale, but on average responses tend to be negatively skewed, indicating generally high levels of family satisfaction. Items are generally correlated with one another, although the negatively-worded (reverse-coded) item, “In general, I am very unhappy with my family” has a relatively low factor loading and was very seldom endorsed. We recommend removing this item and retaining the other four.

4-item version: Alpha = .79, CFI = 1.00, SRMR = 0.01

Non-work Role Overload

To what extent are the following statements true of your life outside of work right now?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I have to do things that I do not really have the time and energy for.	2.80	1.10	1	5	0.14	0.69	0.52	0.54
I need more hours in the day to do all the things that are expected of me.	3.04	1.31	1	5	0.04	0.82	0.33	0.61
I cannot ever seem to catch up.	2.68	1.23	1	5	0.30	0.89	0.22	0.65
I do not ever seem to have any time for myself.	2.45	1.17	1	5	0.46	0.76	0.43	0.58
There are times when I cannot meet everyone's expectations.	2.78	1.17	1	5	0.14	0.67	0.55	0.53
Overall Scale (5 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 193 responses</i>	2.75	0.98	1.00	5.00	0.18	0.88	0.98	0.03

Summary: Results on this 5-item scale indicate that participant responses ranged across the full scale, with the item and scale means just below the scale midpoint of 3 but not highly skewed. The items are related to one another but are not extremely redundant. We recommend retaining all items in the final HPR.

Non-work Recovery – Detachment

To what extent are the following true for you when you are not at work?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I forget about work.	2.69	1.22	1	5	0.12	0.87	0.24	0.67
I don't think about work at all.	2.39	1.20	1	5	0.44	0.91	0.17	0.70
I distance myself from my work.	2.78	1.22	1	5	0.16	0.78	0.39	0.67
I get a break from the demands of work.	3.40	1.13	1	5	-0.39	0.68	0.54	0.60
Overall Scale (4 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 188 responses</i>	2.82	1.03	1.00	5.00	0.16	0.89	0.97	0.04

Summary: Results on this 4-item scale indicate that participant responses ranged across the full scale, with the item and scale mean just below the scale midpoint of 3 but not highly skewed. Among the four items, there is a high level of internal consistency reliability. If greater brevity is desired, we recommend removing the item “I distance myself from my work.”

3-item version: Alpha = .85, CFI = 1.00, SRMR = 0.00

Non-work Recovery – Mastery

To what extent are the following true for you when you are not at work?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I seek out intellectual challenges.	3.15	1.19	1	5	-0.13	0.86	0.27	0.72
I do things that challenge me.	3.35	1.06	1	5	-0.07	0.79	0.37	0.69
I do something to broaden my horizons.	3.21	1.11	1	5	-0.05	0.88	0.23	0.74
I learn new things.	3.06	1.12	1	5	0.12	0.87	0.25	0.73
Overall Scale (4 items):						Alpha	CFI	SRMR
<i>N = 188 responses</i>	3.19	0.99	1.00	5.00	0.05	0.91	0.98	0.02

Summary: Results on this 4-item scale indicate that participant responses ranged across the full scale, with item and scale mean just above the scale midpoint of 3 but not highly skewed. Among the four items, there is a high level of internal consistency reliability. We recommend retaining all four items in the final version of the HPR.

Non-work Recovery – Autonomy

To what extent are the following true for you when you are not at work?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I feel like I can decide for myself what to do.	3.70	1.06	1	5	-0.48	0.75	0.44	0.67
I decide my own schedule.	3.54	1.09	1	5	-0.43	0.93	0.14	0.78
I determine for myself how I will spend my time.	3.49	1.04	1	5	-0.16	0.95	0.10	0.79
I take care of things the way that I want them done.	3.68	0.99	1	5	-0.32	0.81	0.34	0.71
Overall Scale (4 items):								
<i>N = 188 responses</i>	3.61	0.94	1.25	5.00	-0.32	0.92	1.00	0.01

Summary: Results on this 4-item scale indicate that participant responses ranged across the full scale, with item and scale mean just above the scale midpoint of 3 but not highly skewed. Among the four items, there is a high level of internal consistency reliability. If greater brevity is desired, we recommend removing the item “I take care of things the way that I want them done.”

3-item version: Alpha = .91, CFI = 1.00, SRMR = 0.00 (three-item models typically fit close to perfectly)

Non-work Recovery – Relaxation

To what extent are the following true for you when you are not at work?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I kick back and relax.	3.16	1.22	1	5	-0.23	0.87	0.24	0.79
I do relaxing things.	3.28	1.14	1	5	-0.26	0.95	0.10	0.84
I use the time to relax.	3.14	1.17	1	5	-0.18	0.93	0.14	0.83
I take time for leisure.	3.36	1.12	1	5	-0.22	0.85	0.28	0.77
Overall Scale (4 items):						Alpha	CFI	SRMR
<i>N</i> = 188	3.24	1.08	1.00	5.00	-0.21	0.94	1.00	0.01

Summary: Results on this 4-item scale indicate that participant responses ranged across the full scale, with item and scale mean just above the scale midpoint of 3 but not highly skewed. Among the four items, there is a high level of internal consistency reliability. If greater brevity is desired, we recommend removing the item “I kick back and relax.” We recommend changing the wording from “I do relaxing things” to “I do things I enjoy.”

3-item version: Alpha = .93, CFI = 1.00, SRMR = 0.00

Financial Well-being Module

The financial well-being module in the Healthy Practice Resource pilot comprises 7 individual items about debt, retirement planning, and wage and benefits satisfaction as well as 25 more items across two scales: financial strain and job security satisfaction. The purpose of this module is to consider one's financial well-being, which is important for our overall health and well-being. Statistical results for the items in the financial strain and job security satisfaction scales are presented below.

Loans	Yes	No	Not Sure
Do you currently have any outstanding student loans?	110	65	--
Credit Card Debt			
Do you have any outstanding credit card debt that cannot be paid off by the end of the billing cycle?	130	65	--
Retirement Savings			
Retirement financial planning experts recommend that you save six times your annual salary by age 50. Have you met or are you on track to meet this goal?	45	86	42

Wage & Benefits Satisfaction	Not at All Satisfied	Not Too Satisfied	Somewhat Satisfied	Very Satisfied
I am ____ with my salary/wages.	17	31	90	39
I am ____ with the healthcare insurance/benefits provided by my employer.	23	24	80	49
I am ____ with the retirement benefits provided by my employer.	28	27	80	39
How satisfied do you feel with your financial preparation for retirement?	43	40	65	26

Summary: These items are not meant to be aggregated into an overall scale. Responses indicate good variability among participants and suggest that pilot participants did not view these items as irrelevant or inappropriate.

Financial Strain

Responses to the first three items were provided on a 4-point scale ranging from “Not worried at all” to “Very worried.” The response scale for the fourth item ranged from “Not at all confident” to “Very confident.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
How worried are you right now about not having enough income to pay your normal monthly bills?	2.14	0.93	1	4	0.43	0.91	0.16	0.72
How do you feel about your current financial situation?	2.26	0.84	1	4	0.26	0.88	0.22	0.70
How worried are you right now about not being able to maintain the standard of living you enjoy?	2.43	0.91	1	4	-0.08	0.86	0.26	0.67
How confident are you that you could find the money to pay for a financial emergency that costs \$1000? R	1.58	0.81	1	4	1.27	0.60	0.64	0.52
Overall Scale (4 items):						Alpha	CFI	SRMR
<i>N = 175 responses</i>	2.10	0.75	1.00	4.00	0.41	0.89	0.99	0.02

Summary: Results of this 4-item scale indicate that participant responses ranged across the full scale. In general, responses tend to be in the middle of the response scale. The item about having financial resources to handle a financial emergency is positively skewed, whereas the other items are more normally distributed. The items are positively correlated with one another and fit well together as a four-item scale. We recommend retaining all four items.

Job Insecurity

Please think about your job and indicate whether each of the following describes your beliefs about the future of your job. Responses were provided on a 3-point scale ranging from “No” to “Yes.” Items on the scale below are coded such that higher values indicate more job insecurity (i.e., less job security).

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Never been more secure. R	2.20	0.84	1	3	-0.38	0.63	0.61	0.46
More secure than most in my profession. R	2.27	0.82	1	3	-0.52	0.64	0.59	0.46
Worrisome	2.28	0.92	1	3	-0.57	0.81	0.34	0.59
Looks optimistic. R	2.35	0.80	1	3	-0.70	0.67	0.56	0.48
Makes me anxious.	2.02	0.95	1	3	-0.03	0.68	0.53	0.50
Upsetting how little job security I have.	2.60	0.74	1	3	-1.47	0.73	0.47	0.52
Excellent amount of job security. R	2.18	0.86	1	3	-0.35	0.68	0.54	0.48
All right. R	2.63	0.66	1	3	-1.54	0.67	0.55	0.46
Stressful.	1.86	0.95	1	3	0.28	0.55	0.70	0.41
Positive. R	2.43	0.79	1	3	-0.90	0.77	0.41	0.54
Unacceptably low	2.55	0.73	1	3	-1.28	0.80	0.37	0.56
Makes me tense	2.01	0.96	1	3	-0.02	0.70	0.51	0.51
Troubling	2.46	0.82	1	3	-1.02	0.82	0.32	0.58
I am concerned I might lose my job in the near future	2.62	0.68	1	3	-1.53	0.68	0.54	0.48
Satisfactory. R	2.51	0.79	1	3	-1.16	0.78	0.39	0.55
Nerve-wracking	2.23	0.94	1	3	-0.46	0.60	0.64	0.44
Sufficient amount of security. R	2.38	0.86	1	3	-0.80	0.78	0.40	0.55
Cause for concern	2.36	0.86	1	3	-0.75	0.74	0.45	0.52
Acceptable. R	2.59	0.74	1	3	-1.44	0.82	0.33	0.55
Discouraging.	2.35	0.87	1	3	-0.74	0.70	0.50	0.50
Inadequate.	2.50	0.79	1	3	-1.12	0.73	0.46	0.51

Overall Scale (21 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 171-175 responses</i>	2.36	0.60	1.00	3.00	-0.71	0.95	0.80	0.07

Summary: This is a complex scale with unusual wording. Dropping the 8 items indicated in grey above gets the model to acceptable fit,

14-item version: Alpha = .94, CFI = 0.92, SRMR = 0.05

However, this is still a lengthy scale, and the inconsistent wording remains. An alternate approach is to choose the 5 best-performing items (based on a combination of factor loading and uniqueness values, as well as considering content coverage). If we retain only the 5 items highlighted in green above, we get acceptable fit and reliability, and the items are more consistent in style. However, it's not entirely clear whether we are losing unique content.

5-item version: Alpha = .90, CFI = 0.96, SRMR = 0.03

Additional items in this module include 8 items about financial planning for retirement (e.g., Do you have a 401(k) plan?) and 12 items intended for Practice owners to answer about financial issues that may concern you about your organization or business. Very few people responded to the items about financial issues concerning one's business. This may be because these items were not relevant to the majority of pilot respondents. It may be worth considering how many prospective users of the HPR are likely to be business owners; these items could be dropped, or they could remain in the HPR behind display logic so that they only appear for users for whom they are relevant.

Physical Health Module

The physical health module in the Healthy Organization Resource pilot is comprised of a series of 45 items asked on their own or as part of scales. Items in this module assess a variety of topics related to physical health, including having an exercise routine, health satisfaction, preventive health behaviors, sleep quality, work ability, problem drinking, and medication misuse.

Exercise Routine

Do you follow a consistent exercise routine at least 2 days per week for...

	Yes	No
Aerobic exercise?	131	52
Balance?	80	103
Flexibility?	101	82
Strength training?	111	72

Summary: These four items are not meant to be aggregated into a scale. Responses across these four items show that there is some variability in self-reported exercise behaviors. To the extent that a sizeable proportion of respondents said “no” suggests that respondents may feel comfortable answering honestly, rather than feeling compelled to say yes. We recommend retaining these items in the HPR.

Health Satisfaction

How satisfied are you with each of the following aspects of your physical health?

Responses were provided on a 5-point scale ranging from “Not at all” to “Completely.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	R
Aerobic capacity?	3.28	1.05	1	5	-0.19	0.91	0.18	0.55
Physical endurance?	3.35	1.02	1	5	-0.37	0.94	0.12	0.57
Physical strength?	3.31	0.95	1	5	-0.27	0.70	0.51	0.51
Flexibility?	3.08	0.95	1	5	-0.24	0.57	0.68	0.45
Balance?	3.72	0.93	1	5	-0.52	0.46	0.79	0.38
Energy level?	3.14	1.05	1	5	-0.26	0.65	0.58	0.48
Weight?	2.93	1.24	1	5	0.05	0.48	0.77	0.38
Overall Scale (7 items)	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 181 responses</i>	3.26	0.76	1.00	5.00	-0.25	0.86	0.94	0.06

Summary: Results of this 7-item scale indicate that participant responses ranged from 1 to 5 across the full 5-point response scale. Participants reported being most satisfied with their balance, and least satisfied with their weight. These items are positively correlated with one another and fit well together as a scale assessing satisfaction with aspects of one’s health. These items, which ask about satisfaction with one’s health, assess a different aspect of health compared to the previous four items about exercise routine. We recommend retaining these items in the HPR.

Preventive Health Behaviors

In the last 12 months have you...

	Yes	No
...seen a healthcare provider for a general wellness check or preventive health exam?	148	33
...had your blood pressure checked?	166	15
...had your cholesterol checked?	126	55
...had your blood sugar checked?	127	54
...received a flu shot?	129	52
[if male] ...had a prostate exam?	12	107
[if female] ...had a mammogram?	60	103
[if age 45 or older] ...had a colonoscopy / colorectal screening test?	44	103
...received a COVID shot/booster?	125	53

Summary: Results of this 9-item scale about health behaviors describe the extent to which respondents have engaged in a variety of preventive health behaviors. Responses are consistent with our expectations and suggest that users were willing to answer honestly. We recommend retaining these items in the HPR as an index of preventive health behaviors that are important for overall physical health and well-being.

Sleep Quality

Think about your sleep over the past 7 days and choose the response that best describes your experience with sleep. Responses were provided on a 5-point scale ranging from “Not at All” to “Very Much.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
My sleep was restless. R	3.33	1.17	1	5	-0.31	0.78	0.40	0.62
I was satisfied with my sleep.	3.09	1.21	1	5	-0.25	0.90	0.18	0.66
I had difficulty falling asleep. R	3.89	1.26	1	5	-0.89	0.56	0.68	0.47
My sleep was refreshing.	3.10	1.10	1	5	-0.07	0.87	0.24	0.63
I awoke feeling refreshed.	2.91	1.13	1	5	-0.11	0.82	0.33	0.59
I had trouble staying asleep. R	3.51	1.28	1	5	-0.43	0.68	0.54	0.54
I had trouble sleeping. R	3.65	1.26	1	5	-0.55	0.75	0.43	0.61
I got enough sleep.	3.00	1.20	1	5	-0.12	0.82	0.33	0.60
I wish I could have slept longer. R	2.41	1.29	1	5	0.44	0.63	0.61	0.48
Overall Scale (9 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 175-176 responses</i>	3.22	0.95	1.00	5.00	-0.18	0.92	0.78	0.10

Summary: Participants’ responses to these 9 items about sleep are consistent with our expectations based on previous research. Item and scale means are in the middle of the range with a normal distribution and more variability than other items (because sleep quality varies a lot from person to person). The factor analysis results indicate that these items seem to capture more than one aspect of sleep quality (sleep difficulty and sleep satisfaction); dividing the items into two factors yields good fit:

Two-factor version: Alpha (difficulty) = .89, alpha (satisfaction) = .91, CFI = .94, SRMR = 0.06

Factor 1: My sleep was restless, I had difficulty falling asleep, I had trouble staying asleep, I had trouble sleeping.

Factor 2: I was satisfied with my sleep, My sleep was refreshing, I awoke feeling refreshed, I got enough sleep, I wish I could have slept longer.

For brevity, we could focus on just one subscale, but they do address different aspects of sleep quality.

Work Ability

Think about your current ability to work and to meet what is necessary for you to do your job. Using the scale above, please respond to each of the following questions:

Responses were provided on a 10-point scale ranging from “Cannot currently work at all” to “Work ability at lifetime best.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
How would you rate your current ability to work?	8.77	1.50	3	10	-1.54	0.88	0.23	0.59
Thinking about the physical demands of your job, how do you rate your current ability to meet those demands?	8.79	1.48	1	10	-1.80	0.86	0.26	0.58
Thinking about the mental demands of your job, how do you rate your current ability to meet those demands?	8.21	1.76	0	10	-1.25	0.59	0.66	0.54
Thinking about the interpersonal demands of your job, how do you rate your current ability to meet those demands?	8.54	1.47	2	10	-1.19	0.65	0.58	0.59
Overall Scale (4 items):						Alpha	CFI	SRMR
<i>N = 183 responses</i>	8.58	1.28	3.75	10.00	-1.11	0.84	0.80	0.11

Summary: Participants' responses to these items about **work ability** are consistent with our expectations based on previous research. Item means are high and few participants used the lower options on the response scale; however, this is typical among generally healthy adults who are still actively working. The variability in responses suggests that the items can identify important differences between users; these items are functioning as intended and should be retained.

Alcohol Use and Problem Drinking

Please answer the following questions about your experience with alcoholic beverages.

	Yes	No
Do you ever drink alcoholic beverages?	119	54
Have you ever felt like you should cut down on your drinking?	29	120
Have people annoyed you by criticizing your drinking?	4	145
Have you ever felt bad or guilty about your drinking?	18	130
Have you ever had a drink first thing in the morning to steady your nerves or get rid of a hangover (eye-opener)?	1	147

Summary: Participants' responses to the initial item about drinking and 4 items about alcohol use are generally consistent with our expectations based on previous research (Ewing, 1984). Past research has found that these last four items about drinking behavior are valid predictors of drinking behavior that warrant concern, particularly if individuals respond "yes" to more than one item. Fortunately, only a small proportion of respondents endorsed items that are indicative of problem drinking. The fact that some people did respond "yes" suggests that at least some users are comfortable with responding honestly.

Medication Misuse

The following questions ask about prescription medication use, including medications that have been prescribed for you or others.

	Yes	No
Do you ever use MORE of your medication, that is, take a higher dosage, than is prescribed for you?	3	171
Do you ever use your medication MORE OFTEN, that is, shorten the time between dosages, than is prescribed for you?	2	171
Do you ever need early refills for your medication?	2	170
Do you ever take your medication because you are upset, using the medication to relieve or cope with problems other than what the medication was prescribed for?	6	167
Have you ever gone to multiple physicians including emergency room doctors, seeking more of your medication?	2	171
Do you ever feel high or get a buzz after using your medication?	2	171

Summary: A very small number of participants responded “yes” to these items. It is difficult to say whether this is accurate or underreporting of these behaviors regarding prescription medication. The fact that some people did respond “yes” suggests that there may be some benefit to asking these questions to screen for and provide feedback to respondents about medication misuse, particularly in light of the current opioid epidemic.

Drug Use

Recreational Drug Use was not included in the pilot, but we recommend adding questions to ask about recreational drug use as follows:

The following questions as about drug use. The various classes of drugs may include: cannabis (e.g., marijuana, hash), solvents, tranquilizers (e.g., Valium), barbiturates, cocaine, stimulants (e.g., speed), hallucinogens (e.g., LSD) or narcotics (e.g., heroin). Remember that the questions do not include alcohol or tobacco.

One topic that was not included in the HPR Pilot is marijuana or cannabis use, for recreational and/or medicinal purposes. With the increasing legalization of marijuana and cannabis and wide variety of concentrations of CBD and THC, this is a challenging topic to assess. However, we propose incorporating a brief measure that assesses frequency of recreational drug use and extent to which recreational drug use interferes in daily life (e.g, attending work) and whether they have been present at work under the influence of recreational drugs.

During the past 12 months...	Yes	No
1. Have you been under the influence of drugs at work?		
2. Do you abuse more than one drug at a time?		
3. Are you always able to stop using drugs when you want to? (If never use drugs, answer "Yes.")		
4. Have you had "blackouts" or "flashbacks" as a result of drug use?		
5. Have you ever experienced withdrawal symptoms (felt sick) when you stopped taking drugs?		
6. Have you had medical problems as a result of your drug use (e.g., memory loss, hepatitis, convulsions, bleeding, etc.)?		
7. Do you ever feel bad or guilty about your drug use? If never use drugs, choose "No."		
8. Does your spouse (or parents) ever complain about your involvement with drugs?		
9. Have you neglected your family because of your use of drugs?		
10. Have you engaged in illegal activities in order to obtain drugs?		

Work-related Well-Being Module

The work-related well-being module in the Healthy Practice Resource pilot comprises 36 items across 6 scales that assess the following topics: job satisfaction, meaningful work, challenges balancing work and non-work responsibilities, work/life priorities, work/family balance, and work conflict with non-work.

Job Satisfaction

In your current job, to what extent are the following statements true of you?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
All in all, I am satisfied with my job.	3.73	1.00	1	5	-0.59	0.91	0.17	0.71
In general, I don't like my job. R	4.48	0.87	1	5	-1.96	0.77	0.41	0.65
In general, I like working here.	3.88	0.96	1	5	-0.82	0.79	0.38	0.66
Overall Scale (3 items):								
<i>N = 174 responses</i>	4.03	0.83	1.00	5.00	-1.06	0.86	1.00	0.00

Summary: Participants' responses to these 3 items about job satisfaction are consistent with our expectations based on previous research. Item and scale means are slightly higher than the middle of the response scale, which is common for responses to items about job satisfaction. The perfect model fit from the confirmatory factor analysis reflects the fact that the scale includes three items; this is an artifact of psychometric analysis, where 3-item scales demonstrate perfect fit. Based on these results, we are likely to retain these three items for measuring job satisfaction.

Meaningful Work

In your current job, to what extent are the following statements true of you?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
My work helps me better understand myself.	3.53	1.10	1	5	-0.41	0.78	0.39	0.59
I have discovered work that has a satisfying purpose.	3.93	1.05	1	5	-0.92	0.91	0.17	0.68
My work helps me make sense of the world around me.	3.17	1.23	1	5	-0.22	0.72	0.48	0.54
The work I do serves a greater purpose.	3.97	1.01	1	5	-1.02	0.80	0.36	0.60
I have found a meaningful career.	4.18	1.00	1	5	-1.26	0.76	0.42	0.56
I view my work as contributing to my personal growth.	3.91	1.05	1	5	-0.92	0.85	0.27	0.63
My work really makes no difference to the world. R	4.71	0.78	1	5	-3.25	0.23	0.95	0.18
I understand how my work contributes to my life's meaning.	3.91	1.02	1	5	-0.77	0.86	0.26	0.64
I have a good sense of what makes my job meaningful.	4.18	0.82	1	5	-1.03	0.83	0.31	0.62
I know my work makes a positive difference in the world.	4.14	0.90	1	5	-1.04	0.80	0.36	0.62
Overall Scale (10 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 174 responses</i>	3.96	0.79	1.00	5.00	-0.89	0.93	0.89	0.06

Summary: Participants' responses to these 10 items about meaningful work are consistent with our expectations based on previous research. Item and scale means are higher than the middle of the response scale, which is common for responses to items about meaningful work among individuals in professional jobs (such as PTs and PTAs). We recommend removing the items “My work helps me better understand myself,” “I have found a meaningful career,” “My work really makes no difference to the world” and “My work helps me make sense of the world around me” and retaining the other 6 items.

6-item version: Alpha = .94, CFI = 0.96, SRMR = 0.03

Challenges Balancing Work and Non-work Responsibilities

Within the last month, to what extent are the following statements true of you?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
At the moment, because the job demands it, I usually work long hours.	2.73	1.41	1	5	0.14	0.60	0.64	0.50
There isn't much time to socialize/relax with people I am close to/see family in the week.	2.42	1.35	1	5	0.59	0.87	0.24	0.63
I have to take work home most evenings.	2.39	1.29	1	5	0.50	0.81	0.35	0.60
I often work late or at weekends to deal with paperwork without interruptions.	2.11	1.42	1	5	0.96	0.55	0.69	0.48
Relaxing and forgetting about work issues is hard to do.	2.17	1.41	1	5	0.83	0.59	0.65	0.51
I worry about the effect of work stress on my health.	2.26	1.25	1	5	0.77	0.76	0.43	0.58
I would like to reduce my working hours and stress levels but feel I have no control over the current situation.	2.47	1.29	1	5	0.48	0.83	0.31	0.62
At least one important relationship in my life is suffering because of the pressure or long hours of my work.	2.34	1.46	1	5	0.64	0.76	0.42	0.56
People close to me are missing out on my input, either because I don't see enough of them/am too tired.	1.87	1.20	1	5	1.23	0.87	0.24	0.64
Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult.	2.02	1.24	1	5	1.02	0.86	0.26	0.62
Overall Scale (10 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 174 responses</i>	2.28	1.04	1.00	5.00	0.69	0.93	0.82	0.09

Summary: Participants' responses to these 10 items about challenges in balancing work and non-work life are consistent with our expectations based on previous research. Item and scale means are lower than the middle of the response scale, indicating that most participants experience low to moderate levels of these challenges. The confirmatory factor analysis

results suggest there may be a few items that do not function as well as others. We recommend removing the following three items “At the moment, because the job demands it, I usually work long hours,” “I have to take work home most evenings,” and “I often work late or at weekends to deal with paperwork without interruptions” in the final version of the HPR.

7-item version: Alpha = .92, CFI = 0.98, SRMR = 0.02

Work/Life Priorities, Time, and Work Role Performance

Within the last month, to what extent are the following statements true of you?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
The time I spend at work and activities outside of work reflects my life priorities.	3.20	1.16	1	5	-0.24	0.34	0.89	0.24
I perform well in the life roles that I really value.	3.68	0.91	1	5	-0.53	0.71	0.50	0.43
I experience a lot of positive emotions in my most highly valued work and nonwork roles.	3.63	1.02	1	5	-0.62	0.87	0.24	0.50
Based on what matters most to me, I devote the right amount of my time to work and nonwork roles.	3.17	1.14	1	5	-0.11	0.65	0.58	0.41
Overall Scale (4 items):						Alpha	CFI	SRMR
<i>N = 174 responses</i>	3.42	0.78	1.25	5.00	-0.16	0.71	1.00	0.01

Summary: The pattern of participants’ responses to these 4 items about work/life priorities and role performance in the roles that are most important suggests these items generally work well. We recommend retaining all of these items.

Work/Family Balance

Within the last month, to what extent are the following statements true of you?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I am able to negotiate and accomplish what is expected of me at work and in my family.	3.61	0.92	1	5	-0.52	0.81	0.34	0.68
I do a good job of meeting the role expectations of critical people in my work and family life.	3.56	0.90	1	5	-0.24	0.81	0.35	0.67
People who are close to me would say that I do a good job of balancing work and family.	3.49	1.03	1	5	-0.34	0.80	0.37	0.66
I am able to accomplish the expectations that my supervisors and my family have for me.	3.69	0.88	1	5	-0.40	0.84	0.30	0.68
My co-workers and members of my family would say that I am meeting their expectations.	3.76	0.89	1	5	-0.78	0.85	0.28	0.69
It is clear to me, based on feedback from co-workers and family members, that I am accomplishing both my work and family responsibilities.	3.65	0.91	1	5	-0.60	0.85	0.27	0.69
Overall Scale (6 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 169-170 responses</i>	3.62	0.79	1.00	5.00	-0.30	0.94	0.93	0.04

Summary: Participants' responses to these 6 items about work/family balance are consistent with our expectations based on previous research. Item and scale means are slightly above the middle of the response scale. The confirmatory factor analysis results suggest these items fit well together. If greater brevity is desired, we recommend removing “I am able to negotiate and accomplish what is expected of me at work and in my family,” “My co-workers and members of my family would say that I am meeting their expectations,” and “I do a good job of meeting the role expectations of critical people in my work and family life” and retaining the other three items in the final HPR.

3-item version: Alpha = .87, CFI = 1.00, SRMR = 0.00 (three item models typically fit close to perfectly)

Work Conflict with Non-work

Within the last month, to what extent are the following statements true of you?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I have to miss family activities due to the amount of time I must spend on work responsibilities	1.97	1.19	1	5	1.09	0.71	0.50	0.52
I am often so emotionally drained when I get home from work that it prevents me from contributing to my family	2.34	1.27	1	5	0.62	0.87	0.25	0.57
The behaviors I perform that make me effective at work do not help me to build good relationships with my family	1.89	1.14	1	5	1.08	0.61	0.62	0.48
Overall Scale (3 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 170 responses</i>	2.07	0.99	1.00	5.00	0.84	0.77	1.00	0.00

Summary: This scale included 3 items that asked about the extent to which aspects of work (time, emotion, and behavior) conflict with one’s life outside of work. Work conflict with non-work is a specific type of work-related stressor that can have negative consequences. Conceptually these 3 items are similar to some of the previous items about work/life balance, but not identical. Participants’ responses to these 3 items about work conflict with non-work responsibilities are consistent with our expectations based on previous research. The results of this scale are encouraging. Due to the limited number of items in this scale and the three different types of conflict (time, emotion, behavior), we recommend retaining all three items.

Work Role Support Module

The work role support module in the Healthy Practice Resource pilot comprises 73 items across 10 scales. The scales in this module assess 10 different types of work-related resources (supports) that may be helpful to PTs and PTAs in their work. These sources of work-related support include autonomy, feedback, job control, ownership, schedule control, social connection at work, time demands, variety, work overload, and work role clarity.

Work Overload

In your current job, to what extent are the following statements true of you?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I have to do things that I do not really have the time and energy for.	2.59	1.21	1	5	0.23	0.75	0.44	0.58
I need more hours in the day to do all the things that are expected of me.	2.79	1.30	1	5	0.15	0.91	0.18	0.70
I cannot ever seem to catch up.	2.30	1.31	1	5	0.66	0.87	0.24	0.68
I do not ever seem to have any time for myself.	2.37	1.30	1	5	0.47	0.77	0.41	0.61
There are times when I cannot meet everyone's expectations.	2.62	1.28	1	5	0.23	0.77	0.41	0.61
I regularly work more hours than I am scheduled for.	2.62	1.47	1	5	0.39	0.74	0.45	0.61
I often have to work late or bring work home in order to keep up.	2.49	1.51	1	5	0.48	0.74	0.45	0.59
I do not have enough time to do my best work.	2.36	1.31	1	5	0.55	0.78	0.39	0.62
Overall Scale (8 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 181 responses</i>	2.52	1.10	1.00	5.00	0.39	0.93	0.93	0.05

Summary: This scale performs well, consistent with expectations based on past research. Most participants report moderately low levels of overload, but there is substantial variability in responses and the items fit together well. We recommend removing the item “I often have to work late or bring work home in order to keep up” to reduce some redundancy.

7-item version: Alpha = .92, CFI = 0.99, SRMR = 0.03

Work Role Clarity

In your current job, to what extent are the following statements true of you?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I know that I have divided my time properly.	3.30	1.06	1	5	-0.07	0.59	0.65	0.46
I receive clear explanations about what has to be done.	3.39	1.15	1	5	-0.39	0.84	0.29	0.63
I feel certain about how much authority I have.	3.46	1.28	1	5	-0.48	0.76	0.42	0.57
I know what my responsibilities are.	4.07	0.95	1	5	-0.90	0.77	0.41	0.58
Clear, planned goals and objectives exist for my job.	3.56	1.15	1	5	-0.40	0.79	0.37	0.60
I know exactly what is expected of me.	3.82	1.05	1	5	-0.75	0.80	0.37	0.59
Overall Scale (6 items):						Alpha	CFI	SRMR
<i>N = 181 responses</i>	3.60	0.89	1.00	5.00	-0.35	0.89	0.97	0.03

Summary: Participants generally reported moderately high levels of role clarity. Most items perform well, but the confirmatory factor analysis results suggest that the item “I know what my responsibilities are” may be causing misfit. There was little variability in responses to this item, suggesting that it is not providing much information. We recommend removing that item and retaining the others.

5-item version: Alpha = .87, CFI = 1.00, SRMR = 0.01

Variety

In your current job ...

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
How similar are the tasks you perform in a typical work day? R	2.37	0.96	1	5	0.11	0.40	0.84	0.32
How much variety is there in your job?	3.13	0.97	1	5	0.17	0.87	0.25	0.50
How many opportunities do you have to do a variety of different things?	3.06	1.01	1	5	-0.01	0.89	0.21	0.52
How repetitious are your tasks or duties? R	2.99	1.08	1	5	-0.17	0.51	0.74	0.38
How often do you switch tasks?	2.90	1.10	1	5	0.06	0.57	0.67	0.39
How often do you learn new tasks or procedures?	2.52	1.09	1	5	0.33	0.61	0.63	0.43
How often can you try different approaches to tasks?	2.99	1.06	1	5	0.14	0.63	0.60	0.42
Overall Scale (7 items):						Alpha	CFI	SRMR
<i>N = 172-173 responses</i>	2.85	0.74	1.00	4.57	0.00	0.84	0.87	0.08

Summary: This scale performed well overall, with normally distributed responses around the midpoint of the scale. The first item had a low factor loading; removing this item would likely improve fit and reliability. We also recommend removing “How repetitious are your tasks or duties?” so that there is not a single reverse-scored item in the scale.

5-item version: Alpha = .84, CFI = .91, SRMR = 0.07

Autonomy

In your current job, to what extent do you...

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Control the pace of your work?	3.13	1.27	1	5	-0.05	0.69	0.52	0.37
Have authority to make decisions about your work?	3.37	1.05	1	5	-0.16	0.77	0.41	0.44
Have to seek approval before you can act? R	3.47	1.03	1	5	-0.43	0.40	0.84	0.30
Choose how to implement plans.	3.54	1.03	1	5	-0.20	0.65	0.58	0.37
Wait on others to complete tasks so that you can do yours? R	3.63	1.03	1	5	-0.36	0.18	0.97	0.16
Have to follow strict procedures? R	3.27	1.08	1	5	-0.21	0.24	0.94	0.20
Do your job independently of others?	3.72	1.01	1	5	-0.68	0.67	0.55	0.37
Do pretty much what you want at work?	3.18	1.23	1	5	-0.21	0.81	0.35	0.45
Think and act independently at work?	3.83	0.93	1	5	-0.51	0.83	0.31	0.45
Overall Scale (9 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 172 responses</i>	3.46	0.70	1.67	5.00	-0.02	0.83	0.86	0.08

Summary: Although this is a widely used measure, several items did not perform well in this sample. Notably, the items that were negatively worded (indicating low autonomy) had low factor loadings and inter-item correlations. As this module occurred late in the HPR, this may indicate problems with participant fatigue and attention. We recommend removing the items “Wait on others to complete tasks so that you can do yours?”, “Have to seek approval before you can act?” and “Have to follow strict procedures?”

6-item version: Alpha = .87, CFI = .93, SRMR = 0.05

Schedule Control

In your current job, to what extent do you...

Responses were provided on a 5-point scale ranging from “Not at All” to “Completely.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Control how many hours you work each week?	2.87	1.36	1	5	0.05	0.59	0.65	0.37
Work the number of hours you want to work?	3.03	1.38	1	5	-0.10	0.68	0.54	0.46
Choose the work schedule that works best for you?	3.24	1.37	1	5	-0.28	0.82	0.32	0.48
Adjust your work schedule around other things that are important to you?	3.19	1.29	1	5	-0.21	0.89	0.21	0.50
Make last-minute changes to your work schedule when necessary?	3.00	1.28	1	5	0.10	0.72	0.48	0.44
Know what to expect in your work schedule each week?	3.66	1.13	1	5	-0.56	0.42	0.82	0.36
Count on working predictable hours?	3.70	1.17	1	5	-0.75	0.26	0.93	0.24
Overall Scale (7 items):								
<i>N = 172 responses</i>	3.24	0.91	1.14	5.00	0.03	0.83	0.80	0.11

Summary: Although most items in this measure show good individual properties, the item “Count on predictable working hours” does not fit well with the rest. Predictable hours may occur more often in jobs with less scheduling flexibility, and predictability may not be equally important to all users. We also recommend removing the item “Know what to expect in your work schedule each week?”

5-item version: Alpha = .86, CFI = .93, SRMR = 0.06

Time Demands

In your current job, how often...

Responses were provided on a 5-point scale ranging from "Never" to "Always"

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Is your work unevenly distributed so it piles up?	2.51	0.98	1	5	0.06	0.59	0.65	0.36
Do you not have time to complete all your work tasks?	2.90	1.09	1	5	0.00	0.49	0.76	0.31
Do you get behind with your work?	2.70	1.00	1	5	0.03	0.82	0.32	0.48
Can you take it easy and still do your work?	3.53	0.98	1	5	-0.25	0.47	0.78	0.30
Do you have enough time for your work tasks?	2.64	0.88	1	5	0.34	0.76	0.42	0.47
Overall Scale (5 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 168 responses</i>	2.85	0.70	1.20	4.80	-0.21	0.75	0.96	0.04

Summary: This scale performs well, with items distributed around the midpoint, considerable variability, and good overall fit statistics. The Cronbach's alpha value is relatively low, but still acceptable, and may be due to the brevity of the scale. We recommend removing the item "Can you take it easy and still do your work?" which had a lower factor loading compared to the others.

6-item version: Alpha = .75, CFI = 1.00, SRMR = 0.01

Feedback

Please read each of the items below and indicate how often you experience each of these things. Depending on how your work is structured (e.g., whether you are a sole practitioner), some of the items may not apply to you. If that is the case, please mark the box for “Not Applicable.”

Responses were provided on a 5-point scale ranging from “Never” to “Always”, with a “Not Applicable” option.

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Receive helpful feedback from your supervisor.	3.21	1.07	1	5	-0.14	0.71	0.49	0.41
Have opportunities to find out how well you are doing on the job.	3.17	1.01	1	5	-0.06	0.85	0.27	0.53
Feel that you know whether you are performing your job well or poorly.	3.67	1.03	1	5	-0.42	0.76	0.42	0.49
Find out how well you are doing on the job as you are working.	3.17	1.04	1	5	0.06	0.83	0.31	0.52
Receive helpful feedback from clients.	3.69	0.92	1	5	-0.79	<i>0.49</i>	0.76	0.39
Know if changes you make to your work are effective.	3.30	0.92	1	5	-0.26	0.67	0.55	0.50
Know right away when you've done something well.	3.24	1.01	1	5	-0.18	0.65	0.58	0.49
See the results or outcomes of your work.	3.79	0.83	1	5	-0.68	<i>0.49</i>	0.76	0.42
See how your work impacts others.	3.96	0.83	1	5	-0.76	<i>0.44</i>	0.81	0.38
Overall Scale (9 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 155-168</i>	3.44	0.69	1.67	5.00	-0.39	0.89	0.79	0.11

Summary: Although individual items show good psychometric properties, the confirmatory factor analysis results suggest that these items do not all fit a single-factor model well. The first four items seem to be about receiving feedback from

other *people* at work; the remaining items seem to be about being about to see outcomes in the work *itself*. The item “See how your work impacts others” is highly correlated with and similar to the item above; removing this item and dividing into two factors produces good fit:

Two-factor version: Alpha (others) = .88, alpha (task itself) = .79, CFI = .97, SRMR = 0.04

Social Connection at Work

Please read each of the items below and indicate how often you experience each of these things. Depending on how your work is structured (e.g., whether you are a sole practitioner), some of the items may not apply to you. If that is the case, please mark the box for “Not Applicable.”

Responses were provided on a 5-point scale ranging from “Never” to “Always”, with a “Not Applicable” option.

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Talk informally with other employees while at work.	3.67	0.90	1	5	-0.28	0.69	0.53	0.53
Form friendships with your co-workers.	3.66	0.91	1	5	-0.36	0.84	0.30	0.64
Connect with others on the job.	3.80	0.92	1	5	-0.45	0.89	0.21	0.68
Get to know other people.	3.93	0.88	1	5	-0.39	0.72	0.48	0.55
Develop close working relationships in your job.	3.62	0.99	1	5	-0.36	0.79	0.38	0.60
Interact with others in your workplace.	4.02	0.91	2	5	-0.61	0.67	0.55	0.54
Have positive social interactions on the job.	3.93	0.83	1	5	-0.57	0.78	0.39	0.60
Have fun with others at work.	3.67	0.90	2	5	-0.01	0.78	0.39	0.61
Overall Scale (8 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N</i> = 163-168	3.80	0.72	2.00	5.00	-0.23	0.92	0.95	0.04

Summary: These items also performed well. For brevity, we recommend removing two items from the final version of the HPR: “Talk informally with other employees while at work” and “Interact with others in your workplace”; the former might

Please read each of the items below and indicate how often you experience each of these things. Depending on how your work is structured (e.g., whether you are a sole practitioner), some of the items may not apply to you. If that is the case, please mark the box for “Not Applicable.”

Responses were provided on a 5-point scale ranging from “Never” to “Always”, with a “Not Applicable” option.

	Mean	SD	Min	Max	Skew	Loading	Uniq.	r
Handle a task from beginning to end by yourself.	4.01	0.84	2	5	-0.44	0.70	0.51	0.38
Complete the work you start.	4.35	0.73	2	5	-0.83	0.71	0.49	0.38
Do a task or work with a client from beginning to end (i.e., the chance to do a whole job).	4.07	0.86	2	5	-0.59	0.85	0.28	0.44
See projects, jobs, or clients through to completion.	3.90	0.86	1	5	-0.45	0.71	0.50	0.40
Start tasks that will be finished by someone else.	3.28	1.00	1	5	-0.13	0.40	0.84	0.30
Pick up tasks that were started by someone else.	3.04	0.92	1	5	0.10	0.34	0.89	0.27
Have your name associated with your work (i.e., others know who did it).	3.66	1.07	1	5	-0.31	0.43	0.82	0.26
Be the expert or go-to person for a particular role or task.	3.59	0.99	1	5	-0.37	0.44	0.81	0.27
Overall Scale (8 items):						Alpha	CFI	SRMR
<i>N = 164-168</i>	3.72	0.58	1.75	5.00	-0.18	0.79	0.74	0.11

Summary: These items perform well individually, but do not appear to fit a single factor model well. Based on the item content, there appears to be a difference between the first four items, which may apply to independent or collaborative work, and the last four, which are only applicable in highly interactive, collaborative settings. Removing “Start tasks that will be finished by someone else” and “Pick up tasks that were started by someone else” seems to reduce much of the confusion; the model fits acceptably with these items removed. However, the last two items (“Have your name associated with your work (i.e., others know who did it).” and “Be the expert or go-to person for a particular role or task.”) still have low loadings. Removing all four of these items results in good fit:

4-item version: Alpha = .83, CFI = 0.98, SRMR = 0.03

Job Control

In your current job, to what extent do you...

Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Determine the methods and procedures you use in your work.	3.70	1.01	1	5	-0.72	0.63	0.61	0.44
Choose what work you will carry out?	3.46	1.08	1	5	-0.38	0.72	0.48	0.49
Decide when to take a break?	3.22	1.38	1	5	-0.22	0.63	0.60	0.44
Vary how you do your work?	3.25	1.09	1	5	-0.08	0.72	0.49	0.49
Plan your own work?	3.47	1.14	1	5	-0.36	0.80	0.35	0.53
Carry out your work in the way you think best?	3.95	0.96	1	5	-0.73	0.62	0.62	0.43
Overall Scale (5 items):						Alpha	CFI	SRMR
<i>N = 172 responses</i>	3.51	0.83	1.00	5.00	-0.18	0.84	0.92	0.06

Summary: Item means for all items in this scale were above the midpoint, indicating generally high levels of perceived control, but there was considerable variability in most items. The confirmatory factor analysis suggests that some items may not fit as well as others in this scale. However, they assess different aspects of work-related autonomy that can be helpful for providing feedback as part of the HPR. We recommend retaining all items in the final version of the HPR.

Benefits and Wellness Module

The items in the Benefits and Wellness module are descriptive in nature, and are not meant to be combined into scales. Understanding the availability and utilization of different kinds of benefits programs can help users advocate for better benefits in their own workplaces, and may prompt them to take better advantage of resources that are already available to them.

Benefits Offered

Are the following benefits offered by your employer?	Yes	No	Not Sure	Did Not Respond
Health insurance	153	24	NA	7
Assistance with education/tuition	106	54	18	6
Retirement (employer contributions to retirement savings)	148	32	2	2
Paid maternity leave	70	70	25	19
Paid paternity leave	38	87	42	17
Other paid caregiving leave (for example, to care for sick family members)	59	79	40	6
Paid disability leave	88	57	35	4
Paid vacation days	159	21	1	3
Other paid leave (for example, bereavement, emergency, jury duty)	124	34	21	4
Ability to take unpaid leave	128	25	29	1
Transit options (such as help with transportation to and from work)	25	123	31	5
On-site medical care	52	103	19	9
Employee assistance programs (such as programs that help workers with personal or work-related problems)	85	56	40	3
Paid substance use recovery program	15	68	96	5

Summary: Participants seemed familiar with the benefit options listed, suggesting that these are relevant benefits even if not all are offered with equal frequency. The benefit participants were least sure about was paid substance use recovery programs; in light of the low frequency of substance use reported earlier in the HPR, it may simply be that many participants have not had to ask about the availability of such benefits.

Wellness Programs

Are the following health and wellness programs or services available to you at the place where you work?

	Yes	No	Not Sure	Did Not Respond
Health education and promotion programs	85	69	24	4
On-site fitness centers or gym membership discounts	63	98	16	4
Common spaces or activity hubs (areas for group activities, such as socializing, exercise classes, etc.)	52	110	12	7
Smoking cessation programs	43	77	52	8
Alcohol and substance programs	32	77	63	9
Stress management programs	50	81	46	4
Access to healthy lunch and snack options	58	103	11	8
Access to a safe outdoor space for walking	99	64	11	7

Summary: Again, participants endorsed each option with enough frequency to indicate that these options are relevant to HPR users. The least endorsed option, again, was related to alcohol and substance use programs.

Wellness Program Usage

Have you participated in this program or used this resource?

	Yes	No
Health education and promotion programs	48	101
On-site fitness centers or gym membership discounts	44	104
Common spaces or activity hubs (areas for group activities, such as socializing, exercise classes, etc.)	53	95
Smoking cessation programs	3	145
Alcohol and substance programs	3	145
Stress management programs	10	138
Access to healthy lunch and snack options	51	97
Access to a safe outdoor space for walking	85	63

Summary: Consistent with past research, many people who have access to wellness programs and resources do not take advantage of them. These items can be a point of feedback for HPR users, potentially in connection with their other responses (e.g., a person who reports low physical activity and has access to a safe space for walking might receive a recommendation to make more use of that resource).

Practice Climate Module

The Practice climate module in the Healthy Practice Resource pilot comprises 75 items across 10 scales. The scales in this module include error aversion and error management, as well as a variety of different safety attitudes, including organizational patient and personal safety attitudes, supervisor patient and personal safety attitudes, team patient and personal safety attitudes, psychological safety, and teamwork. The measures in this module are intended to be answered by those who work in a group organization with at least three other people. Many of the scales in this module are long and not all of the items should be retained.

Error Aversion Culture

To what extent do the following statements describe your current organization as a whole (not just your personal views)?
Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	r
In this organization, people feel stressed when making mistakes.	3.06	1.07	1	5	-0.01	0.36	0.87	0.35
In general, people in this organization feel embarrassed after making a mistake.	2.57	1.08	1	5	0.16	0.46	0.79	0.41
People in this organization are often afraid of making errors.	2.60	1.11	1	5	0.22	0.56	0.69	0.49
In this organization, people get upset and irritated if an error occurs.	2.50	1.09	1	5	0.47	0.58	0.67	0.48
During their work, people are often concerned that errors might occur.	2.48	1.05	1	5	0.21	0.26	0.93	0.26
Our motto is, 'Why admit an error when no one will find out?'	1.37	0.83	1	5	2.30	0.71	0.49	0.40
There is no point in discussing errors with others.	1.37	0.80	1	5	2.34	0.84	0.30	0.52
There are advantages to covering up one's errors.	1.42	0.85	1	5	2.05	0.83	0.31	0.48
People prefer to keep errors to themselves.	1.85	0.92	1	5	1.04	0.75	0.44	0.44

Employees who admit their errors are asking for trouble.	1.44	0.82	1	5	1.85	0.88	0.22	0.52
It can be harmful to make your errors known to others.	1.67	0.94	1	5	1.28	0.79	0.38	0.49
Overall Scale (11 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 122-124 responses</i>	2.03	0.67	1.00	4.64	0.97	0.89	0.71	0.16

Summary: These items perform poorly as a single factor, but work very well when separated into two factors. The first 5 items seem to focus on negative feelings about errors (e.g., stress, embarrassment), whereas the remaining 6 items focus on hiding errors from others.

Two-factor version: Alpha (emotions) = .87, alpha (hiding) = .92, CFI = .99, SRMR = 0.05

Error Management Culture

To what extent do the following statements describe your current organization as a whole (not just your own personal views)? Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
For us, errors are very useful for improving the work process.	3.37	1.13	1	5	-0.27	0.71	0.50	0.58
When an error has occurred, we usually know how to rectify it.	3.52	0.94	1	5	-0.24	0.77	0.40	0.63
When an error is made, it is corrected right away.	3.48	0.99	1	5	-0.26	0.77	0.41	0.64
Although we make mistakes, we don't let go of the final goal.	4.00	0.91	1	5	-0.92	0.72	0.48	0.63
When people are unable to correct an error by themselves, they turn to their colleagues.	3.89	0.99	1	5	-0.85	0.75	0.43	0.65
If people are unable to continue their work after an error, they can rely on others.	3.73	1.02	1	5	-0.46	0.76	0.43	0.64
When people make an error, they can ask others for advice on how to continue.	3.85	0.97	1	5	-0.72	0.74	0.46	0.62
When someone makes an error, (s)he shares it with others so that they don't make the same mistake.	3.48	1.08	1	5	-0.32	0.69	0.52	0.58
In this organization, people think a lot about how an error could have been avoided.	3.43	1.16	1	5	-0.29	0.82	0.32	0.66
After an error has occurred, people think through how to correct it.	3.61	1.05	1	5	-0.53	0.89	0.22	0.69
After an error has occurred, it is analyzed thoroughly.	3.41	1.12	1	5	-0.26	0.90	0.19	0.69
If something went wrong, people take the time to think it through.	3.46	1.13	1	5	-0.39	0.90	0.18	0.70
After making a mistake, people try to analyze what caused it.	3.47	1.09	1	5	-0.32	0.92	0.15	0.71
In this organization, people think a lot about how an error could have been avoided.	3.45	1.13	1	5	-0.22	0.90	0.18	0.71

An error provides important information for the continuation of the work.	3.59	1.06	1	5	-0.39	0.87	0.25	0.70
Our errors point us to what we can improve.	3.83	0.93	1	5	-0.55	0.81	0.34	0.66
When mastering a task, people can learn a lot from their mistakes.	3.97	0.97	1	5	-0.94	0.77	0.41	0.64

Overall Scale (17 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 122-124 responses</i>	3.62	0.86	1.00	5.00	-0.39	0.97	0.80	0.07

Summary: This is a lengthy scale with many redundancies. Although there appears to be a subcluster of items addressing seeking help from others, those items do not clearly separate as a second factor, and we recommend dropping them. We also identified items that were highly redundant with other items, suggesting a total of 8 items for removal. The resulting 9-item model has good psychometric properties, but remains lengthy.

9-item version: Alpha = .97, CFI = .96, SRMR = 0.04

Organizational Patient Safety Attitudes

To what extent are the following statements true of your current organization as a whole?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
The levels of staffing where I work are sufficient to handle the number of patients	3.06	1.26	1	5	-0.26	<i>0.48</i>	0.77	0.40
I would feel safe being treated as a patient in this service	3.97	1.05	1	5	-1.02	0.71	0.50	0.54
Management does not knowingly compromise the safety of patients	4.06	1.04	1	5	-1.30	0.70	0.51	0.54
Management supports taking extra time when necessary to make sure patients are safe.	3.77	1.19	1	5	-0.76	0.90	0.18	0.62
Management provides resources to improve patient safety.	3.74	1.17	1	5	-0.71	0.89	0.22	0.60
Overall Scale (5 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 123-125 responses</i>	3.72	0.91	1.00	5.00	-0.65	0.85	0.99	0.03

Summary: The items in this scale show reasonable psychometric properties. The first item has a low loading, but given the salience of this issue in the health care industry, we think it is important to retain.

Organizational Personal Safety Attitudes

To what extent are the following statements true of your current organization as a whole?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Management provides resources to improve employee safety.	3.70	1.11	1	5	-0.57	0.78	0.38	0.62
The levels of staffing where I work are sufficient for Healthcare providers to work in ways that are personally safe.	4.14	0.90	1	5	-1.12	0.93	0.13	0.71
I feel safe as an employee in this organization.	4.06	1.05	1	5	-1.11	0.70	0.50	0.57
Management does not knowingly compromise the safety of Healthcare providers.	3.66	1.20	1	5	-0.58	0.78	0.40	0.64
Overall Scale (4 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 125 responses</i>	3.89	0.91	1.00	5.00	-0.78	0.87	0.99	0.02

Summary: The items in this scale show good psychometric properties. We recommend retaining all items in this scale.

Psychological Safety

In your current work team, to what extent are the following statements true?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
If you make a mistake on this team, it is often held against you. R	4.46	0.86	1	5	-1.94	0.66	0.57	0.38
Members of this team are able to bring up problems and tough issues.	3.54	1.08	1	5	-0.43	0.67	0.55	0.40
People on this team sometimes reject others for being different. R	4.54	0.78	2	5	-1.70	0.64	0.60	0.39
It is safe to take a risk on this team.	3.26	1.03	1	5	-0.03	0.58	0.67	0.35
It is difficult to ask other members of this team for help. R	4.21	1.14	1	5	-1.46	0.30	0.91	0.20
No one on this team would deliberately act in a way that undermines my efforts.	3.82	1.29	1	5	-0.96	0.57	0.67	0.34
Working with members of this team, my unique skills and talents are valued and utilized.	3.83	1.06	1	5	-0.78	0.81	0.35	0.45
Overall Scale (7 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 125 responses</i>	3.95	0.69	1.43	5.00	-1.03	0.79	0.94	0.05

Summary: The item “It is difficult to ask other members of this team for help” has a low factor loading. Removing this item yields good psychometric properties:

9-item version: Alpha = .81, CFI = .93, SRMR = 0.06

Supervisor Patient Safety Attitudes

To what extent are the following statements true of your current, immediate supervisor?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
My current, immediate supervisor places a strong emphasis on patient safety	4.23	0.94	1	5	-1.14	0.91	0.17	0.73
My current immediate supervisor considers patient safety to be important	4.32	0.93	1	5	-1.55	0.93	0.13	0.75
My current, immediate supervisor gives us sufficient opportunity to discuss and deal with patient safety issues in meetings	3.89	1.19	1	5	-1.04	0.81	0.35	0.72
There is open communication about patient safety issues between my current, immediate supervisor and me.	4.08	1.11	1	5	-1.33	0.87	0.24	0.76
I am regularly consulted by my current, immediate supervisor about issues relating to patient safety.	3.35	1.41	1	5	-0.48	0.68	0.53	0.63
Overall Scale (5 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 129-130 responses</i>	3.98	0.98	1.00	5.00	-1.11	0.92	0.92	0.05

Summary: The items in this scale show good psychometric properties. We recommend retaining all items in this scale.

Supervisor Personal Safety Attitudes

To what extent are the following statements true of your current, immediate supervisor?

Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
My current, immediate supervisor gives us sufficient opportunity to discuss and deal with personal safety issues in meetings.	3.68	1.27	1	5	-0.72	0.84	0.29	0.76
There is open communication about personal safety issues between my current, immediate supervisor and me.	3.95	1.19	1	5	-1.02	0.96	0.09	0.82
I am regularly consulted by my current, immediate supervisor about issues relating to Healthcare providers' personal health and safety	3.30	1.37	1	5	-0.33	0.76	0.43	0.69
My current, immediate supervisor places a strong emphasis on Healthcare providers' personal health and safety	3.92	1.19	1	5	-1.04	0.94	0.12	0.81
My current immediate supervisor considers Healthcare providers' personal safety to be important	4.11	1.03	1	5	-1.19	0.90	0.18	0.78
Overall Scale (X items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 129-130 responses</i>	3.79	1.09	1.00	5.00	-0.90	0.94	0.99	0.02

Summary: The items in this scale show good psychometric properties. We recommend retaining all items in this scale.

Team Patient Safety Attitudes

In your current job, to what extent are the following statements true?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I am encouraged by my colleagues to report any concerns I may have about patient safety.	4.22	0.97	1	5	-1.37	0.78	0.39	0.62
The culture where I work makes it easy to learn from the errors of others.	3.50	1.08	1	5	-0.40	0.68	0.54	0.57
My team members place a strong emphasis on protecting patient safety.	4.33	0.82	1	5	-1.27	0.90	0.19	0.68
My team members consider patient safety to be important.	4.46	0.76	1	5	-1.64	0.90	0.19	0.68
There is open communication about patient safety issues between my team members and me.	4.22	0.90	1	5	-1.24	0.92	0.16	0.72
I am regularly consulted by my team members about patient safety issues.	3.52	1.22	1	5	-0.49	0.60	0.65	0.50
Overall Scale (5 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 143-145 responses</i>	4.04	0.79	1.17	5.00	-1.17	0.90	0.97	0.04

Summary: The items in this scale show good psychometric properties. We recommend retaining all items in this scale.

Team Personal Safety Attitudes

In your current work team, to what extent are the following statements true?

Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I am encouraged by my colleagues to report any concerns I may have about my personal safety or my coworkers' safety.	3.91	1.13	1	5	-0.87	0.88	0.22	0.77
My team members place a strong emphasis on protecting one another's health and safety.	4.01	1.05	1	5	-0.92	0.92	0.16	0.78
My team members consider one another's personal safety to be important.	4.10	1.00	1	5	-1.08	0.90	0.19	0.75
There is open communication about personal safety issues between my team members and me.	3.91	1.08	1	5	-0.79	0.89	0.21	0.77
I am regularly consulted by my team members about issues relating to health providers' personal safety.	3.39	1.22	1	5	-0.33	0.74	0.45	0.67
Overall Scale (5 items):						Alpha	CFI	SRMR
<i>N = 144 responses</i>	3.86	0.98	1.00	5.00	-0.81	0.93	0.95	0.03

Summary: The items in this scale show good psychometric properties. We recommend retaining all items in this scale.

Teamwork

In your current work team, to what extent are the following statements true?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Input from health providers is well-received where I work.	3.79	1.06	1	5	-0.75	0.85	0.28	0.67
Decision-making where I work uses input from relevant staff.	3.68	1.10	1	5	-0.69	0.79	0.37	0.63
Health providers, and other staff here work together as a well-coordinated team.	4.02	0.94	1	5	-1.02	0.80	0.37	0.65
Disagreements where I work are resolved appropriately (i.e. not who is right, but what is best for the patient).	3.73	1.07	1	5	-0.78	0.83	0.32	0.66
It is easy for staff here to ask questions when there is something that they do not understand.	3.93	1.03	1	5	-0.89	0.78	0.38	0.63
I have the support I need from other staff to care for patients.	3.86	0.97	1	5	-0.67	0.77	0.40	0.63
I am satisfied with the quality of collaboration that I experience with senior staff where I work.	3.71	1.18	1	5	-0.87	0.84	0.29	0.68
Important issues are well communicated between staff members.	3.49	1.15	1	5	-0.51	0.79	0.37	0.64
I am satisfied with the quality of collaboration that I experience with other health providers where I work.	3.95	1.02	1	5	-0.88	0.76	0.42	0.62
Overall Scale (9 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 152-153 responses</i>	3.79	0.88	1.00	5.00	-0.84	0.94	0.91	0.05

Summary: The items in this scale show good psychometric properties. We recommend retaining all items in this scale.

Compassion Module

The Compassion module in the Healthy Organization Resource pilot comprises 72 items across 10 scales. The scales in this module include inclusive climate, civility norms, and patient civility, as well as perceived support from the organization. The measures in this module are intended to be answered by those who work in a group organization with at least three other people.

The items for the scales in this module are listed below.

Civility Norms

In your current work team, to what extent are the following statements true?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
Rude behavior is not accepted by my coworkers.	3.79	1.08	1	5	-0.84	0.88	0.23	0.75
Angry outbursts are not tolerated by anyone in my unit/workgroup.	3.98	1.12	1	5	-1.06	0.87	0.24	0.73
Respectful treatment is the norm in my unit/workgroup.	4.09	1.02	1	5	-1.28	0.83	0.32	0.73
My coworkers make sure everyone in my unit/workgroup is treated with respect.	3.99	1.08	1	5	-1.19	0.84	0.29	0.74
Overall Scale (4 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 138-139 responses</i>	3.98	0.95	1.00	5.00	-1.14	0.91	0.91	0.05

Summary: The items in this scale show good psychometric properties. We recommend retaining all items in this scale.

Equal Access

In your current job, to what extent are the following statements true? Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	r
Most levels of this organization are diverse in terms of group membership.	3.08	1.27	1	5	-0.02	0.61	0.62	0.47
Input from minority group members is effectively considered at all levels of the organization.	3.64	1.11	1	5	-0.53	1.00	0.01	0.57
All employees are included in social functions regardless of their demographic group membership.	4.25	1.01	1	5	-1.49	0.54	0.71	0.43
Overall Scale (3 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 132-135 responses</i>	3.65	0.92	1.00	5.00	-0.54	0.74	1.00	0.00

Summary: The items in this scale show acceptable psychometric properties. We recommend retaining all items in this scale.

Equitable Employment Organizations

To what extent are the following statements true of your current organization as a whole?

Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	r
This organization has a fair promotion process.	2.96	1.24	1	5	-0.03	0.78	0.40	0.61
The performance review process is fair in this organization.	3.26	1.18	1	5	-0.39	0.84	0.30	0.65
This organization invests in the development of all of its employees.	3.18	1.24	1	5	-0.19	0.78	0.39	0.62
Employees in this organization receive "equal pay for equal work."	2.94	1.28	1	5	-0.02	0.78	0.39	0.62
This organization provides safe ways for employees to voice their grievances.	3.29	1.25	1	5	-0.37	0.75	0.44	0.59
Overall Scale (5 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 145-147 responses</i>	3.12	1.03	1.00	5.00	-0.17	0.89	0.99	0.02

Summary: The items in this scale show good psychometric properties. We recommend retaining all items in this scale.

Identity Freedom

In your current job, to what extent are the following statements true?

Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
I can fit in without changing who I am.	3.93	1.05	1	5	-0.90	0.92	0.16	0.70
I feel free to express ideas.	3.82	1.09	1	5	-0.74	0.87	0.24	0.67
I feel accepted as I am.	3.99	0.99	1	5	-0.83	0.93	0.14	0.69
I downplay aspects of who I am.	3.91	1.12	1	5	-0.79	0.45	0.79	0.41
My coworkers know the "real me."	3.58	1.13	1	5	-0.70	0.80	0.37	0.65
Overall Scale (5 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 135 responses</i>	3.85	0.90	1.00	5.00	-0.82	0.89	1.00	0.03

Summary: The items in this scale show good psychometric properties. The item "I downplay aspects of who I am" has a much lower loading than other items, and may not make sense to employees whose identities are common in the workplace. However, this behavior is commonly expressed by members of minoritized groups; it may capture an important aspect of their experiences that is not reflected in the other items. We recommend retaining all items in this scale.

Inclusion in Decisions

To what extent are the following statements true of your current organization as a whole?

Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	r
In this organization, employee input is actively sought	3.33	1.11	1	5	-0.43	0.87	0.25	0.78
In this organization, everyone's ideas for how to do things better are given serious consideration.	3.20	1.12	1	5	-0.36	0.92	0.15	0.81
In this organization, employees' insights are used to rethink or redefine work organizations.	3.09	1.12	1	5	-0.29	0.95	0.10	0.83
Top management exercises the belief that problem-solving is improved when input from different roles, ranks, and functions is considered.	3.05	1.25	1	5	-0.11	0.82	0.32	0.75
Overall Scale (4 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 146-147 responses</i>	3.16	1.06	1.00	5.00	-0.26	0.94	1.00	0.00

Summary: The items in this scale show good psychometric properties. We recommend retaining all items in this scale.

Inclusive Climate

In your current job, to what extent are the following statements true?

Responses were provided on a 5-point scale ranging from “Not at All True” to “Completely True.”

	Mean	SD	Min	Max	Skew	Loading	Uniq.	r
I have sometimes been unfairly singled out because of my identity. R	4.73	0.77	1	5	-2.94	0.61	0.63	0.43
Prejudice exists where I work. R	4.30	1.11	1	5	-1.66	0.85	0.28	0.57
At work, minority group members receive fewer opportunities. R	4.64	0.85	1	5	-2.62	0.78	0.39	0.53
Where I work, members of some identities / demographic groups are treated better than others. R	4.38	1.16	1	5	-1.82	0.92	0.15	0.61
Where I work, people are intolerant of others from different backgrounds. R	4.58	0.93	1	5	-2.32	0.74	0.45	0.51
There are tensions between members of different groups in this organization. R	4.19	1.09	1	5	-1.28	0.60	0.64	0.43
I feel included in casual conversations with members of other demographic groups.	3.89	1.03	1	5	-0.78	0.39	0.85	0.30
Overall Scale (7 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 134-135 responses</i>	4.39	0.74	1.43	5.00	-1.87	0.86	0.98	0.04

Summary: As with the Identity Freedom scale above, the item “I feel included in casual conversations with members of other demographic groups” has a much lower loading than the others, likely because members of majority groups seldom experience a lack of inclusion (and may not often interact with members of other groups). This experience is important for individuals with minoritized identities, however, and so we recommend retaining this item as the scale otherwise performs well.

Integration of Differences

To what extent are the following statements true of your current organization as a whole?

Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	r
In this organization, people often share and learn about one another as people.	3.58	1.14	1	5	-0.63	0.81	0.34	0.66
This organization has a culture in which employees appreciate the differences that people bring to the workplace.	3.61	1.12	1	5	-0.73	0.89	0.21	0.72
This organization is characterized by a non-threatening environment in which people can reveal their "true" selves.	3.46	1.18	1	5	-0.52	0.80	0.35	0.67
This organization values work-life balance.	3.27	1.23	1	5	-0.22	0.81	0.34	0.68
This organization commits resources to ensure that employees are able to resolve conflicts effectively.	3.32	1.08	1	5	-0.40	0.82	0.33	0.68
Employees of this organization are valued for who they are as people, not just for the jobs that they fill.	3.23	1.23	1	5	-0.40	0.83	0.31	0.69
Overall Scale (6 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 145-147 responses</i>	3.41	1.00	1.00	5.00	-0.52	0.93	0.94	0.04

Summary: The items in this scale show good psychometric properties. We recommend retaining all items in this scale.

Patient Civility

Within the last two months, how often have patients...

Responses were provided on a 5-point frequency scale ranging from 1=Never to 5=Very Often.

	Mean	SD	Min	Max	Skew	Loading	Uniq.	<i>r</i>
...continued to complain despite your efforts to assist them?	2.58	1.07	1	5	0.53	0.72	0.48	0.50
...made gestures (e.g., eye-rolling, sighing) to express their impatience?	2.11	1.05	1	5	0.87	0.85	0.28	0.59
...grumbled to you about wait times or delays during busy times?	2.10	1.16	1	5	1.07	0.77	0.41	0.55
...made negative remarks to you about your organization?	2.04	1.00	1	5	1.11	0.65	0.58	0.46
...blamed you for a problem you did not cause?	1.84	1.03	1	5	1.12	0.74	0.45	0.52
...used an inappropriate manner of addressing you (e.g., 'Hey you')?	1.81	1.03	1	5	1.20	0.77	0.41	0.54
...failed to acknowledge your efforts when you have gone out of your way to help them?	2.26	1.11	1	5	0.82	0.70	0.51	0.50
...grumbled to you that there were too few Healthcare providers available?	2.15	1.20	1	5	0.78	0.60	0.64	0.42
...complained to you about the value of their treatment?	1.81	0.94	1	5	1.43	0.69	0.53	0.48
...made inappropriate gestures to get your attention (e.g., snapping fingers)?	1.49	0.73	1	5	1.65	0.71	0.50	0.50
Overall Scale (10 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N</i> = 145 responses	2.01	0.77	1.00	4.60	1.00	0.91	0.89	0.06

Summary: Although these items mostly perform well, the items “...used an inappropriate manner of addressing you (e.g., 'Hey you')?” and “...grumbled to you that there were too few Healthcare providers available?” showed some redundancy with several other items, causing a lack of fit. Removing these two items improves the overall fit and shortens the scale slightly:

8-item version: Alpha = .91, CFI = .95, SRMR = 0.05

Perceived Organizational Support

To what extent are the following statements true of your current organization as a whole?

Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	r
This organization values my contribution to its well-being.	3.33	1.17	1	5	-0.35	0.81	0.35	0.59
If this organization could hire someone to replace me at a later salary it would do so. R	3.48	1.47	1	5	-0.41	0.62	0.61	0.50
This organization fails to appreciate any extra effort from me. R	3.67	1.27	1	5	-0.68	0.70	0.50	0.59
This organization strongly considers my goals and values.	3.08	1.18	1	5	-0.12	0.86	0.26	0.62
This organization would ignore any complaint from me. R	4.26	1.03	1	5	-1.49	0.56	0.68	0.48
This organization disregards my best interests when it makes decisions that affect me. R	3.98	1.12	1	5	-0.97	0.62	0.62	0.54
Help is available from this organization when I have a problem.	3.42	1.08	1	5	-0.26	0.80	0.36	0.58
This organization really cares about my well-being.	3.16	1.17	1	5	-0.01	0.89	0.21	0.65
Even if I did the best job possible, this organization would fail to notice. R	4.08	1.04	1	5	-1.01	0.58	0.66	0.50
This organization is willing to help me when I need a special favor.	3.14	1.21	1	5	-0.08	0.79	0.37	0.58
This organization cares about my general satisfaction at work.	3.21	1.21	1	5	-0.21	0.88	0.22	0.64
If given the opportunity, this organization would take advantage of me. R	3.59	1.41	1	5	-0.56	0.66	0.56	0.56
This organization shows very little concern for me. R	4.18	1.05	1	5	-1.36	0.69	0.52	0.58
This organization cares about my opinions.	3.09	1.18	1	5	0.05	0.87	0.25	0.62
This organization takes pride in my accomplishments at work.	3.15	1.21	1	5	-0.10	0.87	0.24	0.62

This organization tries to make my job as interesting as possible. 2.79 1.25 1 5 0.21 0.80 0.36 0.57

Overall Scale (16 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 145-147 responses</i>	3.48	0.92	1.00	5.00	-0.24	0.95	0.80	0.10

Summary: These items perform poorly as a single factor, but work very well when separated into two factors. It is notable, however, that the primary distinction between the two factors is between positively and negatively worded items; that is, items that have been reverse coded. This may indicate a lack of attention; it may be more effective to keep only the positively worded items, especially as there is less variance in the negatively worded ones.

Two-factor version: Alpha (positive) = .96, alpha (negative) = .92, CFI = .95, SRMR = 0.04

Team Compassion

In your current work team, to what extent are the following statements true?

Responses were provided on a 5-point scale ranging from "Not at All True" to "Completely True."

	Mean	SD	Min	Max	Skew	Loading	Uniq.	r
When I fail at something important to me, my team members remind me that I am still good at many things.	3.68	1.14	1	5	-0.73	0.81	0.34	0.63
My team members try to be understanding and patient towards aspects of my personality that might be frustrating.	3.77	0.98	1	5	-0.53	0.76	0.43	0.61
When something painful happens, my team members encourage me to take a balanced view of the situation.	3.73	1.05	1	5	-0.66	0.82	0.32	0.63
When I'm feeling down, my team members remind me that they sometimes feel that way too.	3.61	1.11	1	5	-0.53	0.87	0.24	0.66
My team members remind me that my failings are part of the human condition.	3.38	1.23	1	5	-0.43	0.81	0.35	0.61

When I'm going through a very hard time, my team members try to give me the care and tenderness I need.	3.68	1.12	1	5	-0.64	0.91	0.17	0.67
When something upsets me my team members help me to keep my emotions in balance.	3.59	1.09	1	5	-0.57	0.93	0.14	0.67
When I fail at something that's important to me, my team members remind me that I am not alone.	3.64	1.12	1	5	-0.62	0.91	0.18	0.67
When I'm feeling down, my team members help me look beyond what's wrong.	3.51	1.12	1	5	-0.51	0.94	0.12	0.68
When I feel inadequate in some way, my team members remind me that feelings of inadequacy are shared by most people.	3.36	1.15	1	5	-0.33	0.80	0.37	0.59
My team members are disapproving and judgmental about my flaws and inadequacies. R	4.55	0.92	1	5	-2.08	0.26	0.93	0.29
My team members are intolerant and impatient towards those aspects of my personality that might be frustrating. R	4.59	0.85	1	5	-2.15	0.26	0.93	0.29
Overall Scale (12 items):	Mean	SD	Min	Max	Skew	Alpha	CFI	SRMR
<i>N = 137-139 responses</i>	3.76	0.86	1.25	5.00	-0.45	0.95	0.75	0.11

Summary: The last two items had very high means and little variance; these experiences seem uncommon among respondents. The additional two items flagged above performed well individually, but were redundant with specific other items. Removing these four items produces good fit:

8-item version: Alpha = .96, CFI = .94, SRMR = 0.04

Summary and Recommendations

This report documents the results of a pilot study to evaluate and refine the items comprising the Healthy Practice Resource (HPR). The HPR consists of 10 modules across personal well-being domains (physical health, work-related well-being, emotional well-being, mental well-being, social and non-work well-being, financial well-being), and aspects of healthy practice (work role supports, practice climate, compassion, and benefits and wellness). The initial HPR item pool consisted of 441 items across 72 topics selected from primarily existing validated measures. N=755 physical therapists and physical therapist assistants in the U.S. completed at least one module.

Results provided strong positive support for the quality of the measures included in the HPR. The results we obtained provide empirical evidence to indicate that the items and scales incorporated in the resource are working as intended. For example, measures of central tendency and variability are consistent with what we expected to see based on previous experience using the same or similar survey measures. Second, the psychometric properties of the multi-item scales were most often assessing single-item factors. There were some measures which seemed to have higher levels of fit when results were evaluated as a two-factor solution (e.g., sleep quality, positive and negative social support). Measures demonstrated high levels of internal consistency reliability. We intentionally constructed the pilot Healthy Practice Resource to include similar and sometimes redundant items so that we could compare items based on quantitative results to inform which items to retain for the final version. The pilot results were useful for informing which items to retain and which to eliminate from the final version.

Results provided strong empirical support for the items and modules. The results were carefully reviewed to eliminate redundant measures and refine (shorten) each module to yield a survey response time of no more than 5-8 minutes per module. The final recommended HPR item list includes 68 scales (335 items in total, with an average of 4.92 items per scale) and 6 checklist measures (not meant to be aggregated into scales, but useful for providing feedback). Each module includes 2-13 measures, with modules ranging in length from 14 to 64 items (average = 39.33 items per module). All final scales show good internal consistency reliability (all Cronbach's alpha > .70, average alpha = .87) and each scale shows good fit to a single factor model, demonstrating that the items within each scale function well together. We removed items that showed evidence of redundancy or problematic wording. We are confident that the recommended final items represent efficient and appropriate measures of the intended concepts, capturing each concept in enough depth to provide meaningful feedback but without unnecessary length.

References

- Bohn, M. J., Babor, T., & Kranzler, H. R. (1991). Validity of the Drug Abuse Screening Test (DAST-10) in inpatient substance abusers. *Problems of Drug Dependence*, 119, 233-235.
- Cammann, C., Fichman, M., Jenkins, G. D., & Klesh, J. R. (1983). Assessing the attitudes and perceptions of organizational members. In S. E. Seashore, E. E. Lawler, P. H. Mirvis & C. Cammann (Eds.), *Assessing organizational change: A guide to methods, measures, and organizations* (pp. 71-138). New York: John Wiley & Sons.
- Caplan, R. D., Cobb, S., French, J. R. P., Harrison, R. V., & Pinneau, S. R., Jr. (1975). *Job demands and worker health*. Washington, DC: H. E. W. Publication No. NIOSH 75-160.
- Carver, C. S. (1997). You want to measure coping but your protocol's too long: Consider the Brief Coping. *International Journal of Behavioral Medicine*, 4(1), 92-100.
- Centers for Disease Control and Prevention [ND]. National Health Interview Survey: NHIS Data, Questionnaires and Related Documentation, <http://www.cdc.gov/nchs/nhis/dataquestionnaires-documentation.htm>.
- Cortina, J. M. (1993). What is coefficient alpha? An examination of theory and applications. *Journal of Applied Psychology*, 78(1), 98-104
- Diener, E. D., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment*, 49(1), 71-75.
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350-383.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- Ewing, J. A. (1984). Detecting alcoholism: the CAGE questionnaire. *JAMA*, 252(14), 1905-1907.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/non-work interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441-456.
- Fisher, G. G., Matthews, R. A., & Gibbons, A. M. (2016). Developing and investigating the use of single-item measures in organizational research. *Journal of Occupational Health Psychology*, 21(1), 3-23.

- Gorsuch, R. L. (2014). *Factor analysis: Classic edition*. New York, NY: Routledge.
- Health and Retirement Study. University of Michigan, Ann Arbor, MI
- Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A multidisciplinary journal*, 6(1), 1-55.
- Hutchinson, A., Cooper, K. L., Dean, J. E., McIntosh, A., Patterson, M., Stride, C. B., ... & Smith, C. M. (2006). Use of a safety climate questionnaire in UK health care: factor structure, reliability and usability. *BMJ Quality & Safety*, 15(5), 347-353.
- Keyes, C. L. M., Shmotkin, D., & Ryff, C. D. (2002). Optimizing well-being: The empirical encounter of two traditions. *Journal of Personality and Social Psychology*, 82(6), 1007-1022.
- Kristensen, T. S., Hannerz, H., Hogh, A., & Borg, V. (2005). The Copenhagen Psychosocial Questionnaire--A tool for the assessment and improvement of the psychosocial work environment. *Scandinavian Journal of Work, Environment & Health*, 31(6), 438-449.
- Mastin, D. F., Bryson, J., & Corwyn, R. (2006). Assessment of sleep hygiene using the Sleep Hygiene. Index. *Journal of Behavioral Medicine*, 29, 223-231
- McGonagle, A. K., **Fisher, G. G.**, Barnes-Farrell, J. L., & Grosch, J. W. (2015). Individual and work factors related to perceived work ability and labor force outcomes. *Journal of Applied Psychology*, 100(2), 376-398.
- Neal, A., Griffin, M. A., & Hart, P. M. (2000). The impact of organizational climate on safety climate and individual behavior. *Safety science*, 34(1-3), 99-109.
- NIOSH [2021]. NIOSH worker well-being questionnaire (WellBQ). By Chari R, Chang CC, Sauter SL, Petrun Sayers EL, Huang W, Fisher GG. Cincinnati, OH: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, National Institute for Occupational Safety and Health, DHHS (NIOSH) Publication No. 2021-110 (revised 5/2021),
- Peterson, C. (2000). The future of optimism. *American Psychologist*, 55(1), 44-45.
- Probst, T. M. (2003). Development and validation of the Job Security Index and the Job Security Satisfaction scale: A classical test theory and IRT approach. *Journal of Occupational and Organizational psychology*, 76(4), 451-467.
- Radloff, L. S. (1977). The CES-D scale: A self-report depression scale for research in the general population. *Applied psychological measurement*, 1(3), 385-401.
- Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of Personality and Social Psychology*, 69(4), 719-727.

- Scheier, M. F., Carver, C. S., & Bridges, M. W. (1994). Distinguishing optimism from neuroticism (and trait anxiety, self-mastery, and self-esteem): A reevaluation of the Life Orientation Test. *Journal of Personality and Social Psychology, 67*(6), 1063-1078.
- Scheier, M. F., & Carver, C. S. (2018). Dispositional optimism and physical health: A long look back, a quick look forward. *American Psychologist, 73*(9), 1082.
- Smith, C. S., Tisak, J., Hahn, S. E., & Schmieder, R. A. (1997). The measurement of job control. *Journal of Organizational Behavior, 18*(3), 225-237.
- Van Dyck, C., Frese, M., Baer, M., & Sonnentag, S. (2005). Organizational error management culture and its impact on performance: a two-study replication. *Journal of Applied Psychology, 90*(6), 1228.
- Williams, N. (2014). The GAD-7 questionnaire. *Occupational medicine, 64*(3), 224-224.
- Yudko, E., Lozhkina, O., & Fouts, A. (2007). A comprehensive review of the psychometric properties of the Drug Abuse Screening Test. *Journal of substance abuse treatment, 32*(2), 189-198.