

Occupational
Health Clinics
for Ontario Workers



Centre de Santé
des Travailleurs(es)
de l'Ontario



COPSOQ

INTERNATIONAL NETWORK

Field Experience with Brief Check-in Surveys

John Oudyk

Workplace context:

- A large medical facility focussing on long-term care but also providing limited acute family care
- A “French first” bilingual organization
- Almost 3000 workers, most represented by one of 3 different unions
- Just coming out (??) of the pandemic with staff shortages and a wage cap
- A large HR department trying hard to be progressive and innovative with good support from senior management

Request: quick survey to establish baseline psychological health of workers

- Originally considered StressAssess (which contains the Canadian selection of COPSOQ scales/questions) but survey was judged to be too long (median time: 20 minutes)
- Workplace was considering a 6 question instrument (**Stress satisfaction scan**) that covered influence, rewards, time pressure stress symptoms, mental fatigue, recognition and supervisor support
- Asked us if we had something similar

Stress satisfaction scan:

<https://www.workplacestrategiesformentalhealth.com/resources/understanding-the-stress-satisfaction-scan>

This survey contains statements about common work experiences. Please indicate whether you strongly agree, agree, disagree or strongly disagree with each statement.

Your answers are anonymous and individual responses will be kept confidential.

	Strongly Agree	Agree	Disagree	Strongly Disagree
I am satisfied with the amount of involvement I have in decisions that affect my work. control	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
I feel I am well rewarded (in terms of praise and recognition) for the level of effort I put out for my job. reward	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
In the last six months, too much time pressure at work has caused me worry, “nerves” or stress. demands/effort & anxiety?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
In the last six months, I have experienced worry, “nerves” or stress from mental fatigue at work. stress symptoms	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
I am satisfied with the fairness and respect I receive on the job. justice & respect?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄
My supervisor supports me in getting my work done. support	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄

Team & the first draft proposal:

- We pulled together an internal OHCOW team including the CEO, my supervisor, an epidemiologist who is a technical lead in OHCOW, Leonor Cedillo, a contract OHCOW researcher who has experience with COPSOQ, the nurse from the OHCOW clinic (Ottawa) closest to the workplace
- We also asked Hanne to join since she was conducting research into rationale organizations used to implement pulse surveys – Hanne invited Tuija Muhonen a Swedish researcher collaborating with Hanne
- I began by including the 6 **Stress satisfaction scan** items but after some discussion within the group we substituted COPSOQ questions for the items in the **Stress satisfaction scan**

Content of survey:

2.1. International and national versions

In order to guarantee international and longitudinal comparability, *COPSOQ International Network* is responsible for reaching a consensus regarding the definitions, dimensions, items and criteria for the use of COPSOQ. In any case, COPSOQ will be a free and public instrument.

In each country, the Network will recognize a “*national COPSOQ team*” i.e. the team who adapted and validated COPSOQ to the country and language. This team shall be responsible to decide national versions and their actual lengths so that they may vary across countries and languages.

“COPSOQ III: Guidelines and questionnaire”
<https://www.copsoq-network.org/assets/Uploads/COPSOQ-network-guidelines-an-questionnaire-COPSOQ-III-180821.pdf>

Workplace Psychosocial Factors

Welcome to
StressAssess

A survey of the psychosocial factors
in your workplace



Demands at work:

quantitative demands (QD2, QD3)

work pace (WP1, WP2)

emotional demands (ED1, EDX2, ED3)

Work organization & job content:

influence at work (INX1, IN3)

possibilities for development

(PD1, PD2, PD3)

meaning of work (MW1, MW2)

commitment to the workplace

(CW2, CWX3)

Interpersonal relationships & leadership:

Predictability (PR1, PR2)

Recognition (RE1, RE3)

role clarity (CL1, CL3)

quality of leadership (QL2, QL3, QL4)

supervisor support (SSX1, SSX2)

colleague support (SCX1, SW1)

role conflicts (CO2, CO3, IT1)

Work-individual interface:

insecurity over employment/working conditions (JI1, JI3, IW1)

job satisfaction (JS4)

work life conflict (WFX1, WF2, WF3)

Social Capital (workplace values):

vertical trust (TM1, TMX2)

justice & respect (JU1, JU4)

Workplace culture/climate:

accident investigation orientation

tolerance of behaviours harmful to mental health

rating of psychological H&S

Offensive behaviours:

sexual harassment (SH); **threats of violence** (TV); **physical violence** (PV); **bullying**(BU); **discrimination**; **vicarious offensive behaviours**

Workplace environment and H&S concerns

thermal comfort

air quality

noise & lighting

ergonomics

dangerous chemicals

biological

radiation

driving

safety

working alone

Symptoms & health:

self-rated health (GH1)

burnout (BO1, BO2, BO3, BO4)

sleeping troubles (SL2, SL4)

somatic symptoms (SO1, SO2)

cognitive symptoms (CS2, CS4)

GAD-2 (anxiety symptom screening)

PHQ-2 (depression symptom screening)

COPSOQ
International Network

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Quality of Work (QW1)

no demographics other than dept

Symptoms & health:

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burnout (BO1, BO2, BO3, BO4)

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Conflict with engagement survey:

- The senior management reviewed the draft survey and indicated about half the questions overlapped with a periodic engagement that was to be administered later in 2023 – we were asked to remove the overlapping questions
- At this point Hanne lost it 😊, upset about the demand for revision. However, after considering the options we revised the survey to accommodate the request.
- At this point we were not sure that they would buy into our proposal but the HR department, at least, seemed quite eager and seemed to have a progressive attitude (after all they came to us with the request 😊)



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violence (TV); physical violence (PV);
bullying (BU); discrimination; vicarious
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Work (QW1)

Symptoms & health:

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Quality of

Work (QW1)

demographics added:

dept;

position;

gender identity

Symptoms & health:

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GAD-2 anxiety symptom screening)

PHQ-2 (depression symptom screening)

Response rate concerns:

- The workplace had conducted a number of previous HR surveys and reported that typically the response rate was $\approx 17\%$
- While normally we use a target response rate of 80% (but will accept 60%), if the response was more than 1000 responses, based on the paper by Hedlin we suggested that a 30% response rate would be an adequate target (workplace $n \approx 3000$)
- Considering the past experience with low response rates, we hypothesized that perhaps providing the survey on a single (2-sided) piece of paper might increase the response (assuming busy clinicians ignore mass emails)

Dan Hedlin (2020) "Is there a 'safe area' where the nonresponse rate has only a modest effect on bias despite non-ignorable nonresponse?" *International Statistical Review* 88:642-657

<https://onlinelibrary.wiley.com/doi/10.1111/insr.12359>

Paper survey logistics:

- In the end they agreed to distribute paper surveys to the clinical, onsite workers, while those working from home or in administrative jobs would receive an electronic version (n=606)
- A list of 119 administrative categories were provided and each questionnaire contained a number identifying the administrative group, so they had to be bundled accordingly
- The target date for distribution was the week of Feb 5/23
- The logistics of printing, stuffing and delivering 2200 paper surveys (each in an envelope and also having a bilingual consent statement included) was a challenge, but with good co-operation from everyone (even with the help of my partner on a Sunday afternoon/evening) the paper surveys were ready for shipping on Monday, Feb 6th however, they did not arrive till the end of that week and we distributed the following week

Issues with the French translation:

- Because the paper surveys were not the usual form of communication within the organization, the Communications Department was not engaged (unintentionally)
- However, once they were asked to distribute an email with the link to the electronic version, they raised numerous objections regarding the mixing of the two languages and they re-translated the complete survey.
- After two weeks of wrangling the electronic survey was finally launched, thus the target date of rapping up the survey at the end of February was abandoned.

Issues with the paper survey distribution:

- It also turned out that some clinical staff who received a paper version, found out about the electronic version and used that instead
- One administrative group was left off the list of 119 groups and so spare surveys were collected from other groups and used (messing up the distinction between groups)
- Also some photocopied surveys were received despite providing 10% extra surveys for each group
- For the electronic version, the administrative groups were considered to long a list to include so 11 departmental categories were provided instead – thus the paper groupings had to be mapped onto the 11 departments

Conditions of survey administration & response:

3.2. Full participation of the workplace parties

COPSOQ questionnaire for risk assessment and organizational development at workplaces should include the active participation of workers and their representatives in all stages of the process.

“COPSOQ III: Guidelines and questionnaire”

<https://www.copsoq-network.org/assets/Uploads/COPSOQ-network-guidelines-an-questionnaire-COPSOQ-III-180821.pdf>

Conditions of survey administration & response:

- We recommended a worker-management committee to oversee the administration and response to the survey
- Management agreed this was the best approach, however, they considered this survey more of an exercise in “taking the pulse” of the organization which did not (in their opinion) need worker participation – a quick check to be used as a baseline for some interventions that were planned to begin at the end of February
- While this was not our usual mode of operation, based on concurrent Steering Committee discussion and with the encouragement of Hanne, we decided to treat this as an experiment

Final response rates:

- Due to the issue of workers who were intended to fill out paper surveys actually accessing the electronic version it is difficult to calculate reliable response rates for the two groups

Survey administration method:	Workers available to participate	Completed surveys	Response rate
electronic (intended)	606	212	35*%
paper	2201	417	19*%
total:	2807	629	22.4%

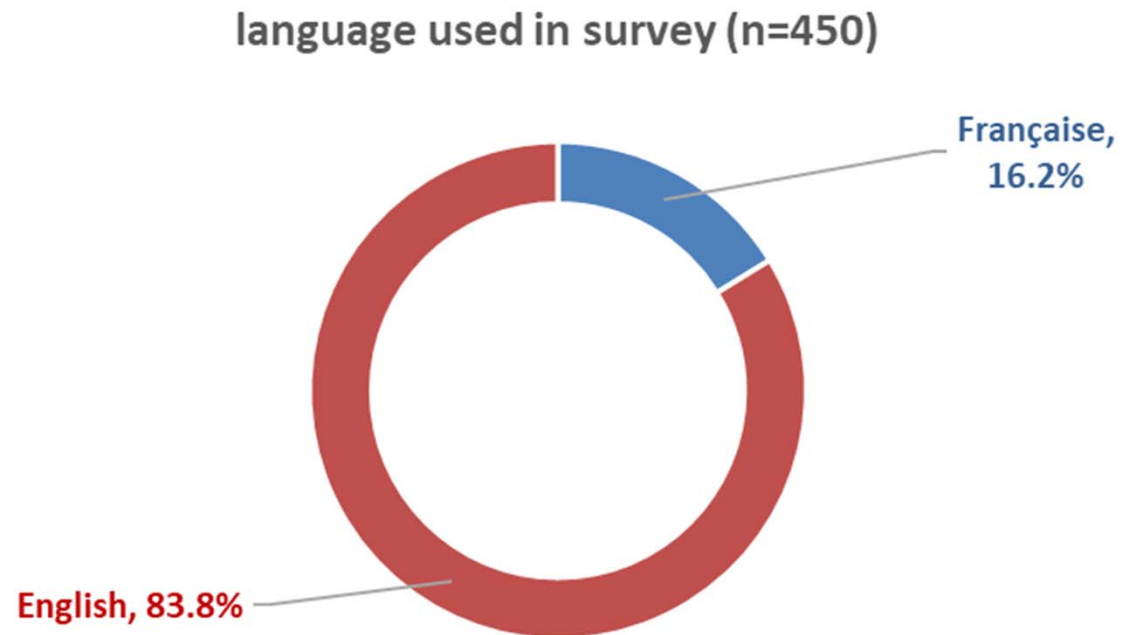
- It appears our paper survey hypothesis was not supported, however, it could be confounded by disparate response rates between the clinical/administrative job distinction

Results – Comparison with reference populations:

	reference scores	workplace
job satisfaction	70	66
predictability	61	68
role conflicts	43	38
work quality	68	61
work_life imbalance	51	45
double presence	38	29
burnout score	49	53
physical violence	9.5%	25.1%

Results – demographics: inferred language

- Obviously, language could not be determined from the bilingual paper surveys, although the language used to provide comments could be used to infer which language (57% had comments)
- However, for the electronic surveys (45% had comments), 25% of the French surveys with comments had English comments (none of the English surveys had French comments)



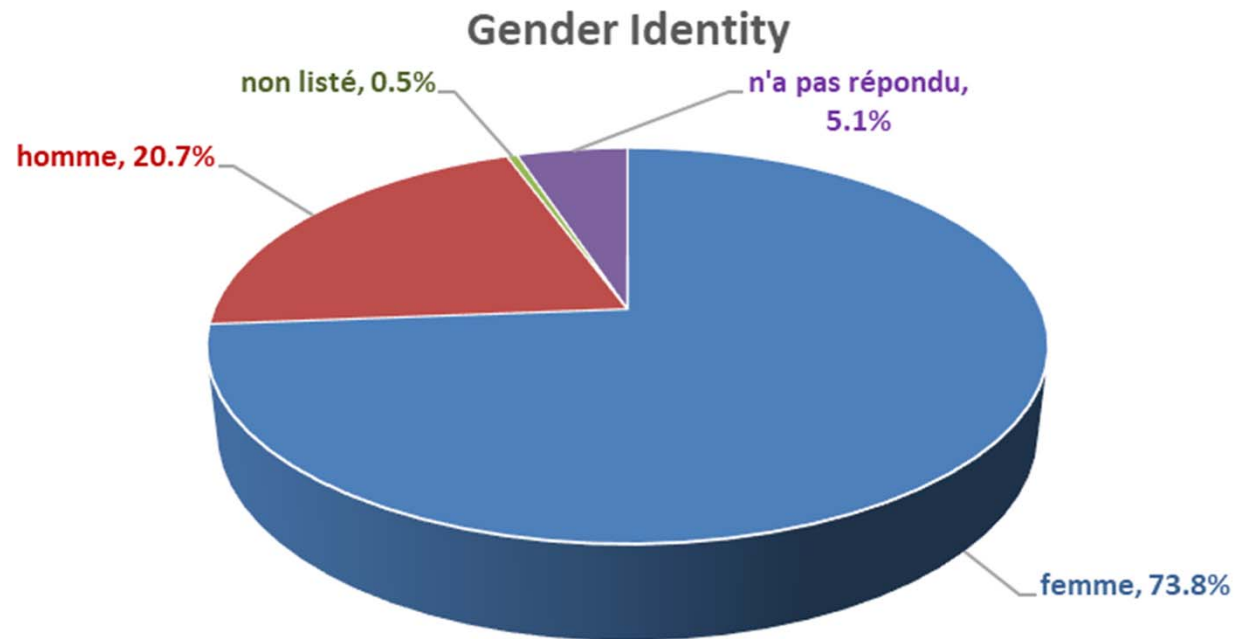
Results – demographics: inferred language

- Those who inferred language was French generally had “better” scores

	n=	all	Française	English
		629	73	377
Comment ça va		64	65	62
job satisfaction		66	68	63
predictability		68	70	65
role conflicts		38	41	41
work quality		61	62	58
work-life conflict		45	45	48
double presence		29	27	32
GAD2 score		2.2	2.2	2.4
burnout score		53	51	56
IPAC protection		85	89	84
physical violence		20.1%	19.2%	20.6%
PH&S rating		65	63	62

Results – demographics: gender identity

- As expected in long-term health care facilities, there was a predominantly female gendered identity population



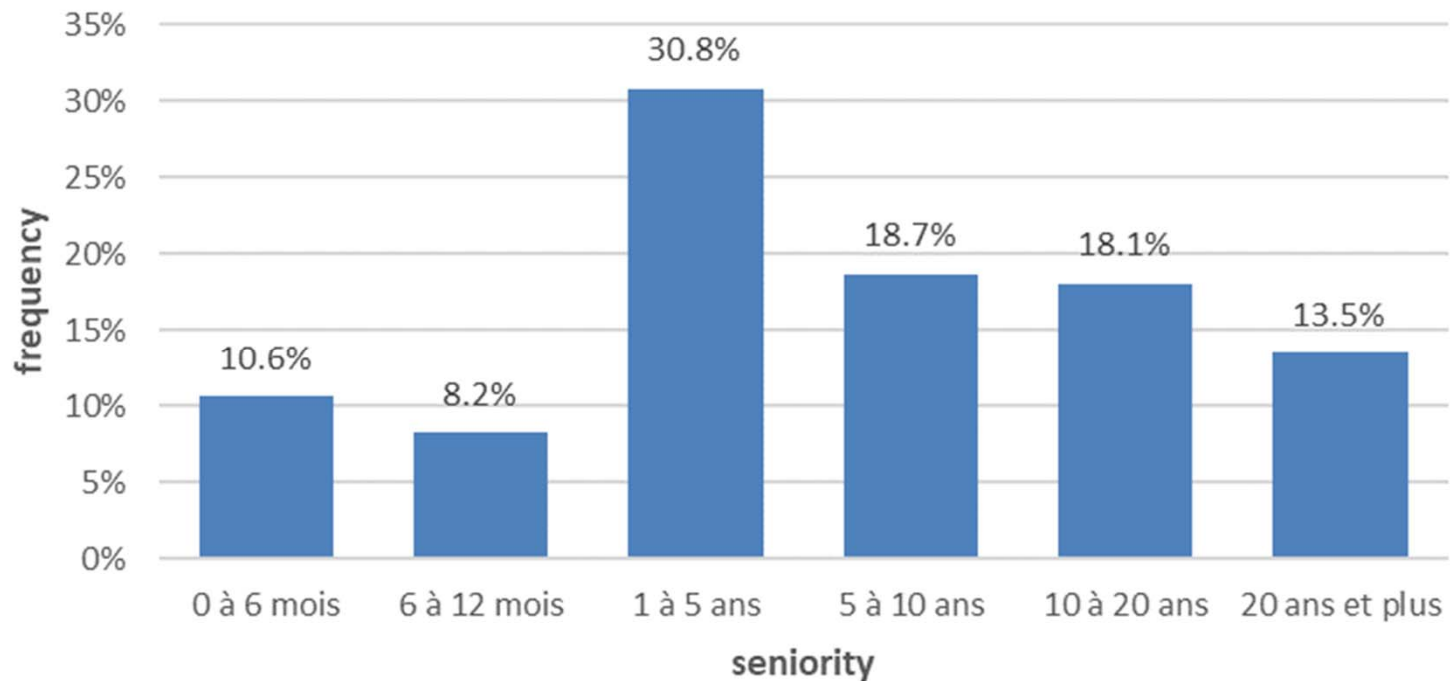
Results – demographics: gender identity

- Those identifying as a man generally had “better” scores
- Those whose gender identity was not listed and/or those who preferred not to respond very obviously had the “worst” scores

	n=	all	femme	homme	non listé ou blanc
		629	464	130	35
Comment ça va		64	64	68	52
job satisfaction		66	65	70	51
predictability		68	67	71	65
role conflicts		38	37	40	48
work quality		61	61	65	49
work-life conflict		45	44	43	68
double presence		29	29	27	36
GAD2 score		2.2	2.3	1.7	3.2
burnout score		53	54	47	66
IPAC protection		85	84	91	76
physical violence		20.1%	19.3%	16.9%	42.4%
PH&S rating		65	64	70	57

Results – demographics: seniority

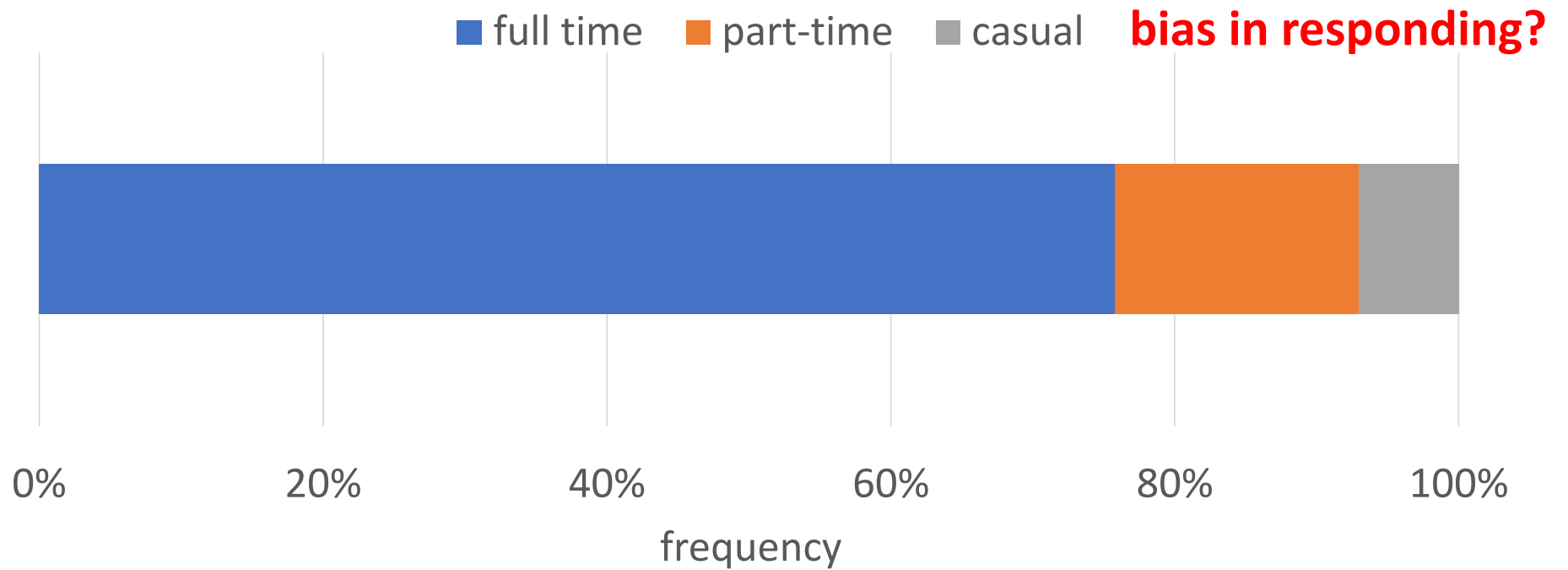
- Due to staffing shortages, almost 20% of the respondents had less than 1 year seniority **bias in responding?**



Results – demographics: seniority

	all	0 à 6 mois	6 à 12 mois	1 à 5 ans	5 à 10 ans	10 à 20 ans	20 ans et plus
n=	629	66	51	191	116	112	84
Comment ça va	64	70	71	64	61	58	70
job satisfaction	66	73	75	68	59	61	66
predictability	68	71	70	67	66	66	71
role conflicts	38	27	30	38	46	43	35
work quality	61	69	71	64	53	56	62
work-life conflict	45	32	37	44	49	55	47
double presence	29	23	28	28	33	34	25
GAD-2 score	2.2	1.6	1.9	2.1	2.4	2.6	2.2
burnout score	53	42	48	53	57	58	52
IPAC protection	85	87	85	86	82	84	89
physical violence	20.1%	6.1%	19.6%	20.5%	26.3%	22.3%	19.0%
PH&S rating	65	80	76	63	60	62	61

Results – type of position:



Results – type of position:

- Interestingly, those who had casual work positions generally had “better” scores

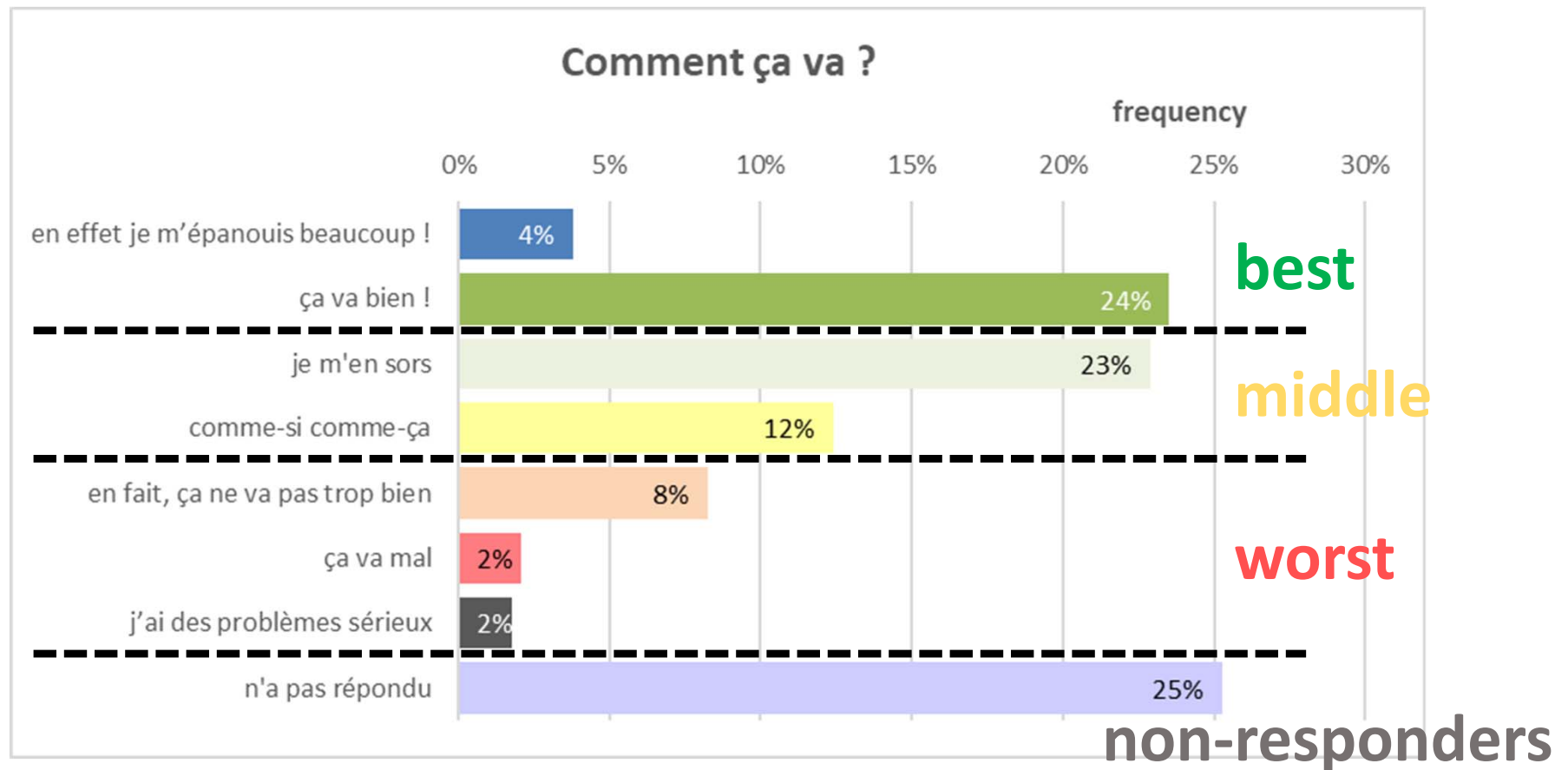
	n=	all	plein temps	temps partiel	occasionnel
		629	448	103	41
Comment ça va		64	63	69	70
job satisfaction		66	65	69	72
predictability		68	68	66	74
role conflicts		38	39	39	23
work quality		61	60	63	68
work-life conflict		45	46	43	31
double presence		29	30	23	24
GAD-2 score		2.2	2.3	1.9	1.6
burnout score		53	54	50	43
IPAC protection		85	86	85	90
physical violence		20.1%	19.5%	24.3%	7.5%
PH&S rating		65	66	64	70

Results – « Comment ça va ? »

en effet je m'épanouis beaucoup !	<input type="checkbox"/>	1	I'm really thriving!
ça me va bien !	<input type="checkbox"/>	2	doing good!
je m'en sors	<input type="checkbox"/>	3	doing OK
comme-si comme-ça	<input type="checkbox"/>	4	kind of so-so
en fait, ça ne va pas trop bien	<input type="checkbox"/>	5	actually, not doing too good
ça me va mal	<input type="checkbox"/>	6	doing poorly
j'ai des problèmes sérieux !	<input type="checkbox"/>	7	having serious problems!

- This question was specifically constructed for this survey (i.e., no prior data to compare with). The idea behind the question was to ask how things are going in an informal, colloquial manner as one might do when encountering an acquaintance.

Results – « Comment ça va ? »



Just checking in ...
Comment ça va ?

en effet je m'épanouis beaucoup !	<input type="checkbox"/>	1	I'm really thriving!
ça me va bien !	<input type="checkbox"/>	2	doing good!
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j'ai des problèmes sérieux !	<input type="checkbox"/>	7	having serious problems!

Quel degré de satisfaction ?
 3. How pleased are you with your work?
 Très satisfait(e)

Recevez-vous toutes les informations nécessaires pour votre travail ?
 4. Do you receive all the information you need for your work?
 Dans une très grande mesure

Au travail, êtes-vous soumis à des demandes contradictoires ?
 5. Are you faced with contradictory demands at work?
 Dans une très grande mesure

Dans quelle mesure trouvez-vous votre travail satisfaisant ?
 6. To what extent do you find your work satisfying?
 Dans une très grande mesure

Au cours des 14 derniers jours, avez-vous eu de l'anxiété ou de la tension ?
 7. Over the last 14 days, have you experienced anxiety or tension?
 Jamais

Au cours des 14 derniers jours, à quelle fréquence avez-vous été dérangé(e) par être incapable d'arrêter de vous inquiéter ou de contrôler vos inquiétudes ?
 8. Over the last 14 days, how often have you been bothered by not being able to stop or control worrying?
 Jamais Plusieurs jours Plus de la moitié des jours Presque tous les jours

Avez-vous le sentiment que votre travail vous demande tellement d'énergie qu'il entraîne un effet négatif sur votre vie privée ?
 9. Do you feel that your work drains so much of your energy that it has a negative effect on your private life?
 Dans une très grande mesure Dans une grande mesure Partiellement Dans une faible mesure Dans une très faible mesure

The format of this question was quite different than all the other questions and thus may have been perceived as a kind of icon/picture for the survey (not intended to be answered) rather than an actual question?

electronic response: 100%
 paper response: 62%

Pendant les dernières quatre semaines, à quelle fréquence vous sentiez-vous épuisé(e) ?
 10. During the last 4 weeks, how often have you felt worn out?
 Tout le temps La plupart du temps À l'occasion Rarement Jamais

Pendant les dernières quatre semaines, à quelle fréquence ressentez-vous de l'épuisement émotionnel ?
 11. During the last 4 weeks, how often have you been emotionally exhausted?
 Rarement Jamais

Comment évaluez-vous votre niveau de stress ?
 12. How do you evaluate your stress level?
 pas certain(e) / ne sais pas

Quelle est la fréquence de votre présence au travail ?
 13. What is the frequency of your presence at work?
 Qui, quelques fois Non

Depuis combien de temps travaillez-vous au travail ?
 14. How long have you worked at Bruyère?
 10-20 ans 20+ ans

Comment évaluez-vous votre environnement de travail ?
 15. How do you evaluate your work environment?
 mauvais toxique

17. Type de poste/Type of position: plein temps/full-time temps partiel/part-time occasionnel/casual

18. Qu'est-ce qui décrit le mieux votre identité de genre ? Which best describes your gender identity?
 femme/woman homme/man non listé:/not listed: _____

19. Avez-vous des idées pour améliorer le lieu de travail ? Any ideas that would make this a better workplace?

merci beaucoup!!

Results – « Comment ça va ? »

1. Obviously, the no-response group were most like the “middle” group
2. Notice the highly correlated variables!

	n=	all
Comment ça va	64	629
job satisfaction	66	
predictability	68	
role conflicts	38	
work quality	61	
work-life conflict	45	
double presence	29	
GAD-2 score	2.2	
burnout score	53	
IPAC protection	85	
physical violence	20.1%	
PH&S rating	65	

	best	middle	worst	no response
	172	222	76	159
Comment ça va	85	61	25	n/a
job satisfaction	82	64	37	63
predictability	80	65	48	67
role conflicts	22	41	64	39
work quality	75	58	40	60
work-life conflict	21	51	79	47
double presence	19	32	46	28
GAD-2 score	1.0	2.4	4.2	2.3
burnout score	32	58	82	54
IPAC protection	90	88	80	78
physical violence	10.5%	17.2%	38.4%	26.1%
PH&S rating	83	62	35	64

Results – « Comment ça va ? »

	Comment ça va
work quality	0.28
predictability	0.26
role conflicts	-0.20
need to be at home & work at same time	-0.12
IPAC protection	
physical violence	
<i>male:female</i>	<i>0.18</i>
<i>not listed & no response: female</i>	<i>-1.12</i>
<i>Bruyère seniority</i>	
<i>position type</i>	
<i>language</i>	
r^2 (adjusted)	41.6%
<i>department effect from mixed model</i>	<i>0.00%</i>

Results – Job Satisfaction (JS4)

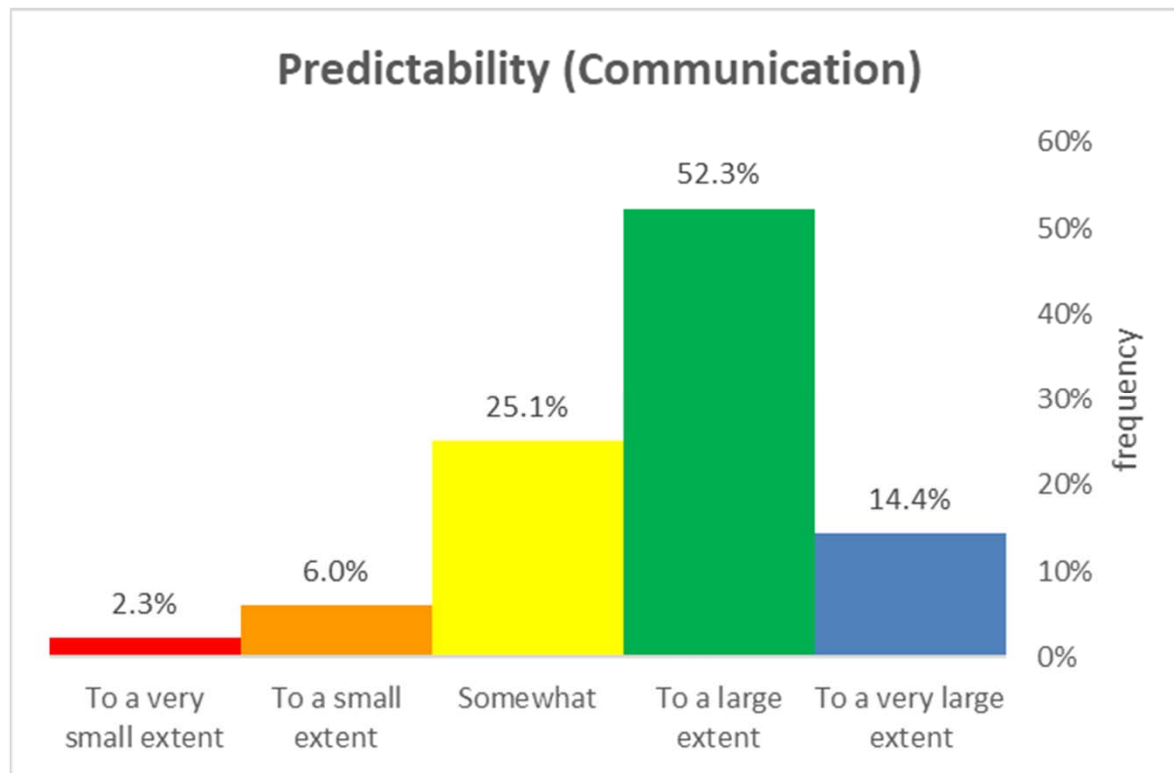


average score: 66
Canadian average: 70
difference: -4.3
t-test probability 0.000110

Results – Job Satisfaction (JS4)

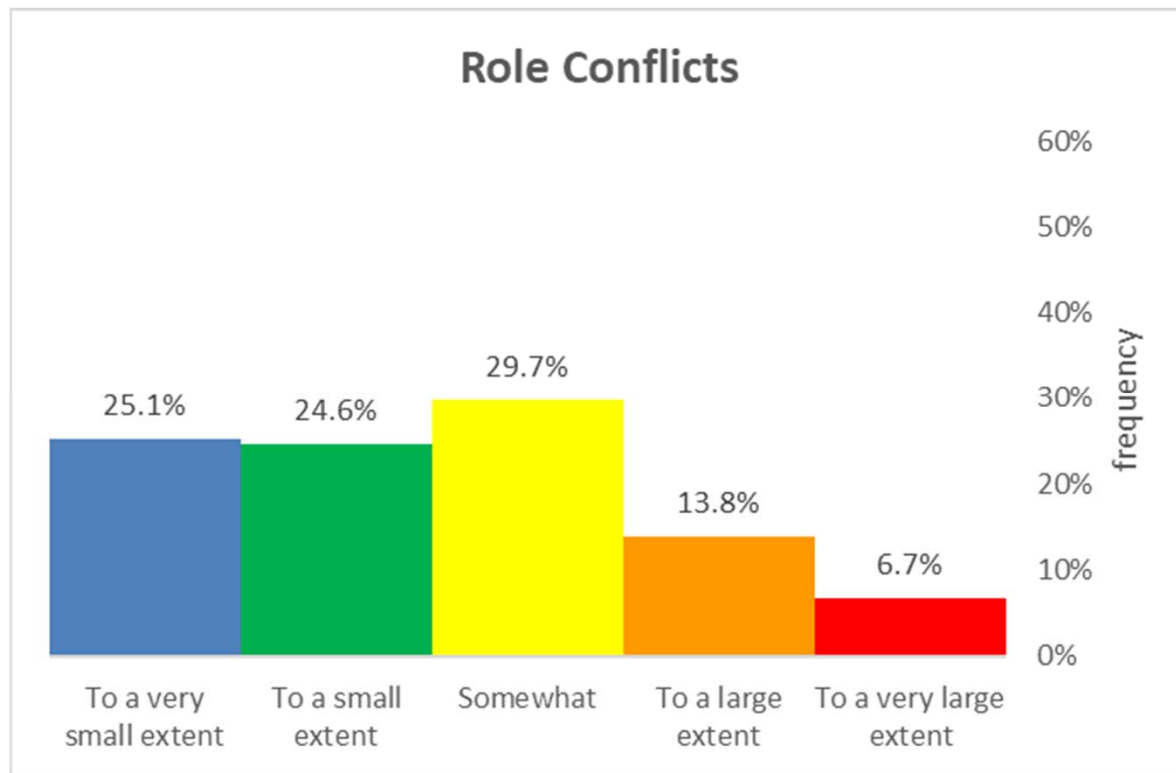
	Job satisfaction
work quality	0.37
predictability	0.32
role conflicts	-0.14
need to be at home & work at same time	-0.07
IPAC protection	
physical violence	
<i>male:female</i>	
<i>not listed & no response: female</i>	
<i>Bruyère seniority</i>	
<i>position type</i>	
<i>language</i>	
r^2 (adjusted)	48.0%
<i>department effect from mixed model</i>	<i>0.50%</i>

Results – Predictability (PR2)



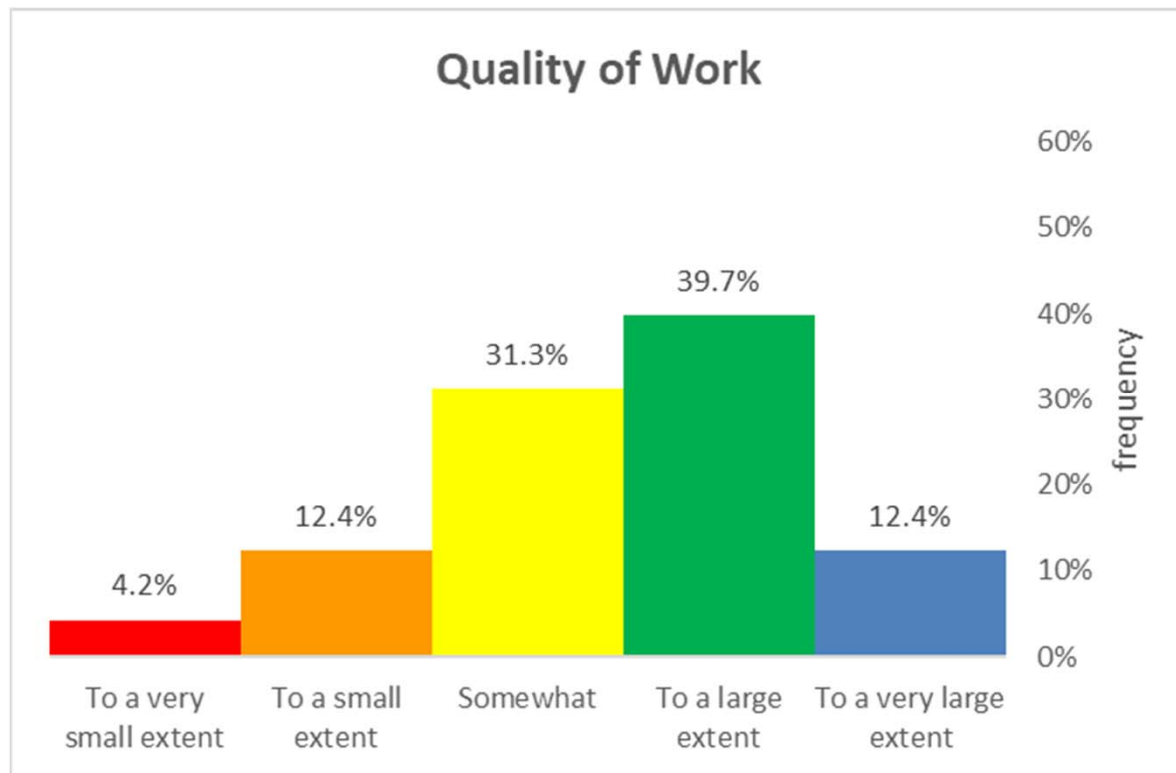
average score: 68
Canadian average: 61
difference: 6.8
t-test probability 0.000000

Results – Role Conflicts (CO2)



average score: 38
Canadian average: 43
difference: -4.6
t-test probability 0.000537

Results – Quality of Work (QW1)



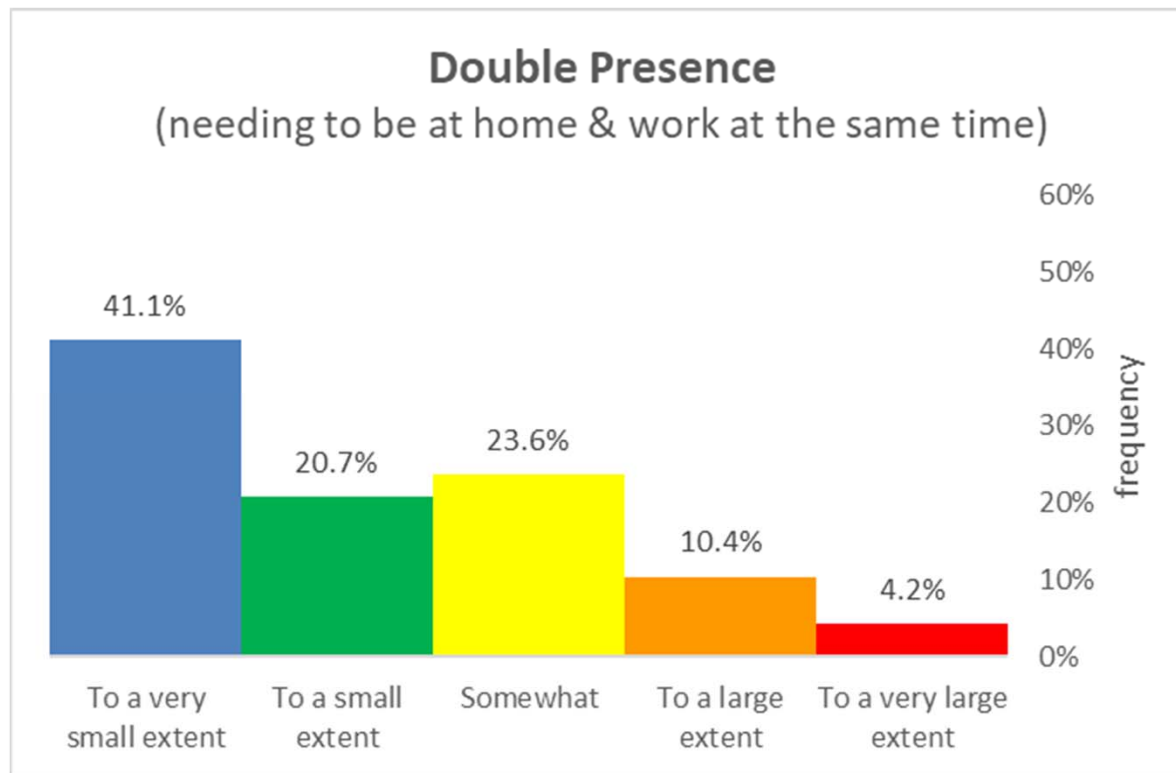
average score: 61

Swedish average: 68

difference: -7.3

t-test probability 0.000000

Results – Double Presence (WFX1)



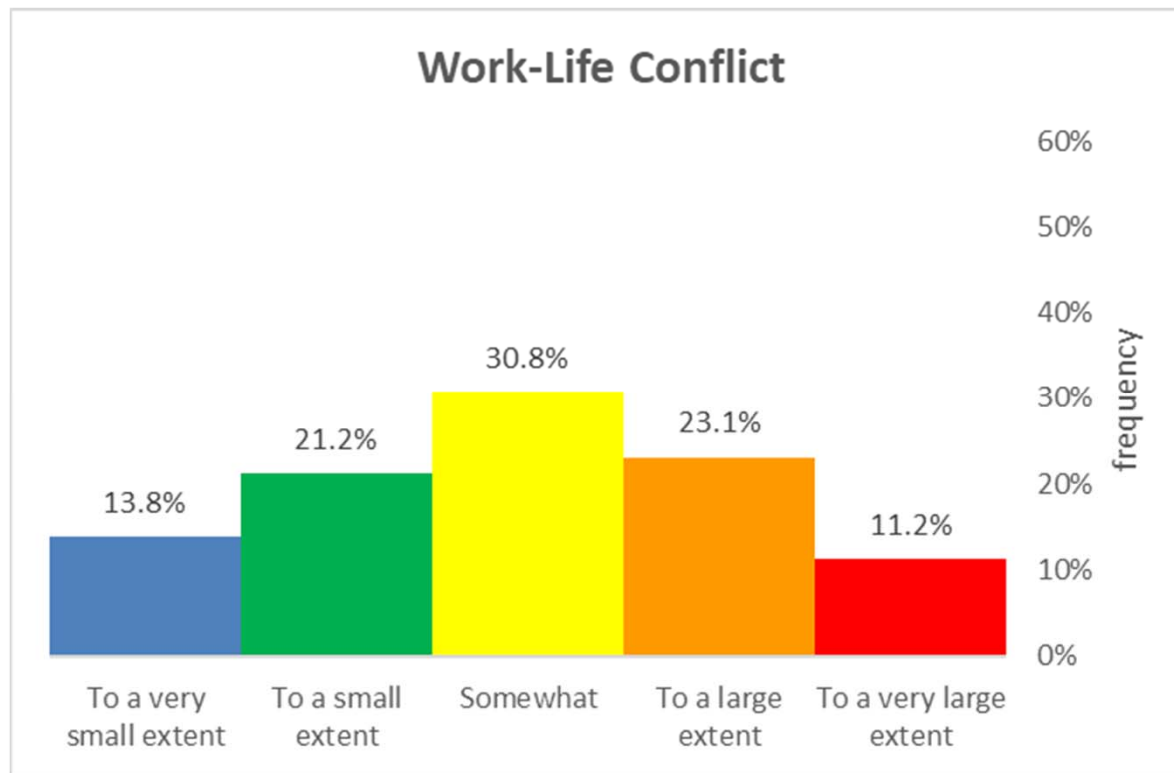
average score: 29

Canadian average: 38

difference: -9.4

t-test probability 0.000000

Results – Work-Life Conflict (WF2)

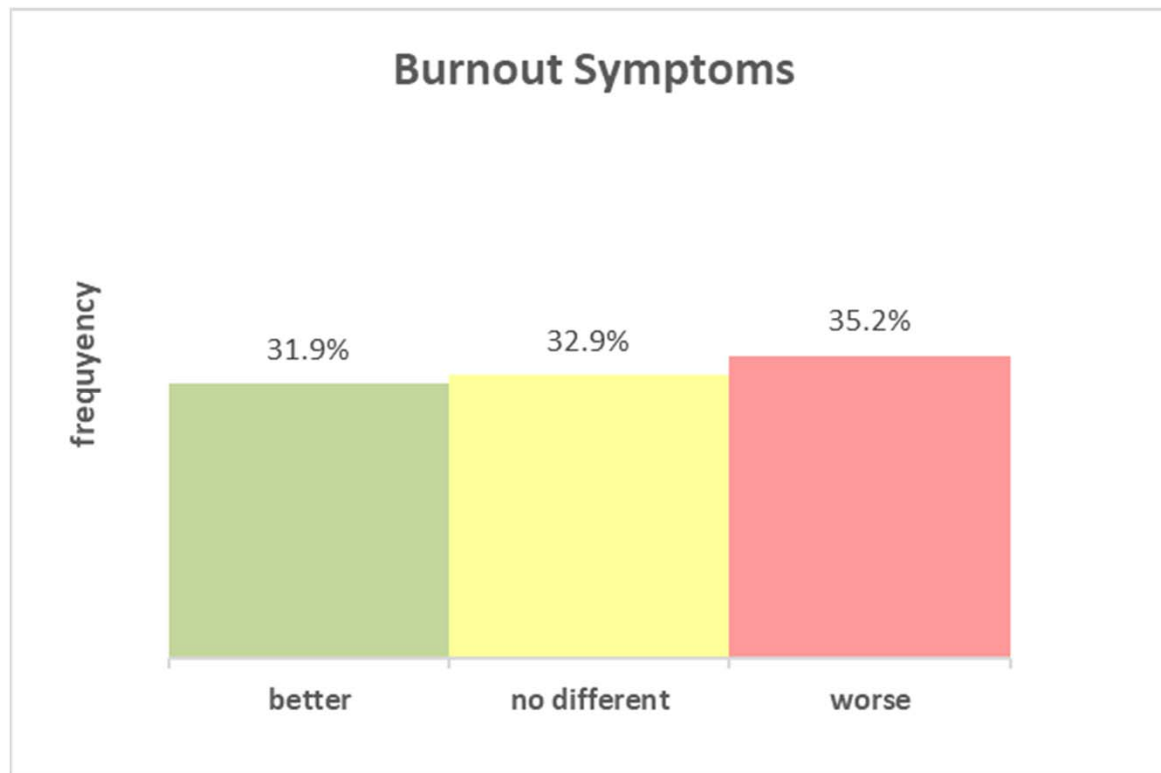


average score: 45
Canadian average: 51
difference: -5.2
t-test probability 0.000315

Results – Work-Life Conflict (WF2)

	Work-life imbalance
work quality	-0.27
predictability	-0.11
role conflicts	0.25
need to be at home & work at same time	0.17
IPAC protection	
physical violence	0.10
<hr/>	
<i>male:female</i>	
<i>not listed & no response: female</i>	
<hr/>	
<i>Bruyère seniority</i>	<i>0.09</i>
<i>position type</i>	
<i>language</i>	
r² (adjusted)	40.4%
<i>department effect from mixed model</i>	<i>0.19%</i>

Results – Burnout Symptoms (BO1, BO2)



Survey Questions:

How often have you felt worn out?

How often have you been emotionally exhausted?

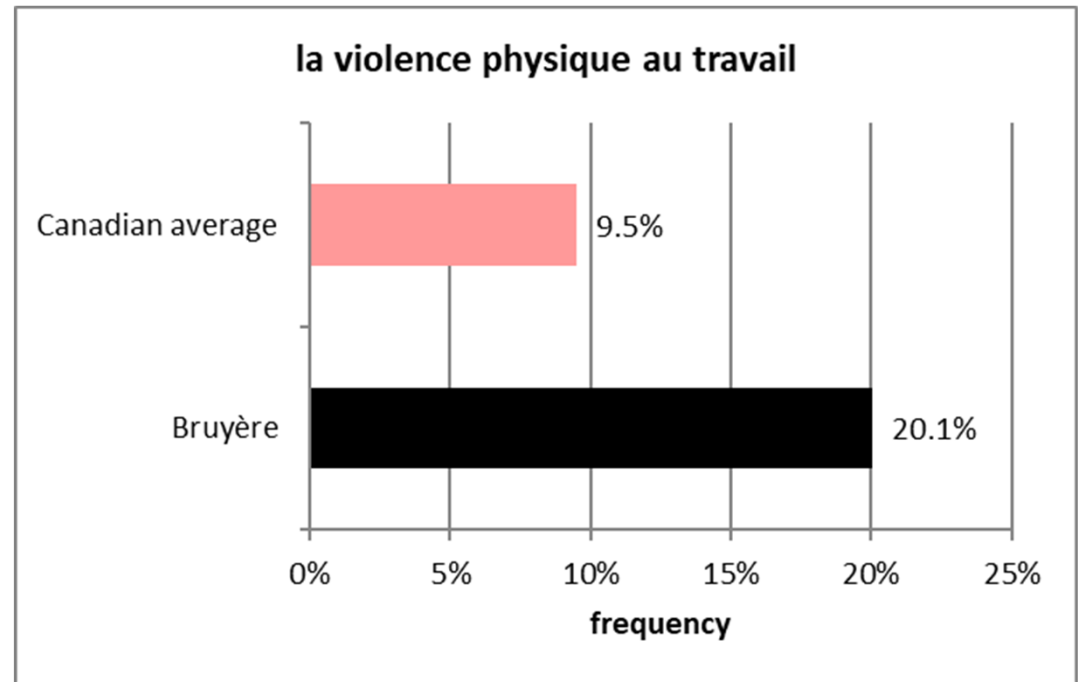
average score: 53
Canadian average: 49
difference: 3.8
t-test probability 0.001382

Results – Burnout Symptoms (BO1, BO2)

	Burnout score
work quality	-0.31
predictability	-0.16
role conflicts	0.17
need to be at home & work at same time	0.20
IPAC protection	
physical violence	
<i>male:female</i>	<i>-0.19</i>
<i>not listed & no response: female</i>	<i>0.30</i>
<i>Bruyère seniority</i>	
<i>position type</i>	
<i>language</i>	
r^2 (adjusted)	39.0%
<i>department effect from mixed model</i>	<i>0.00%</i>

Results – Physical Violence (PV)

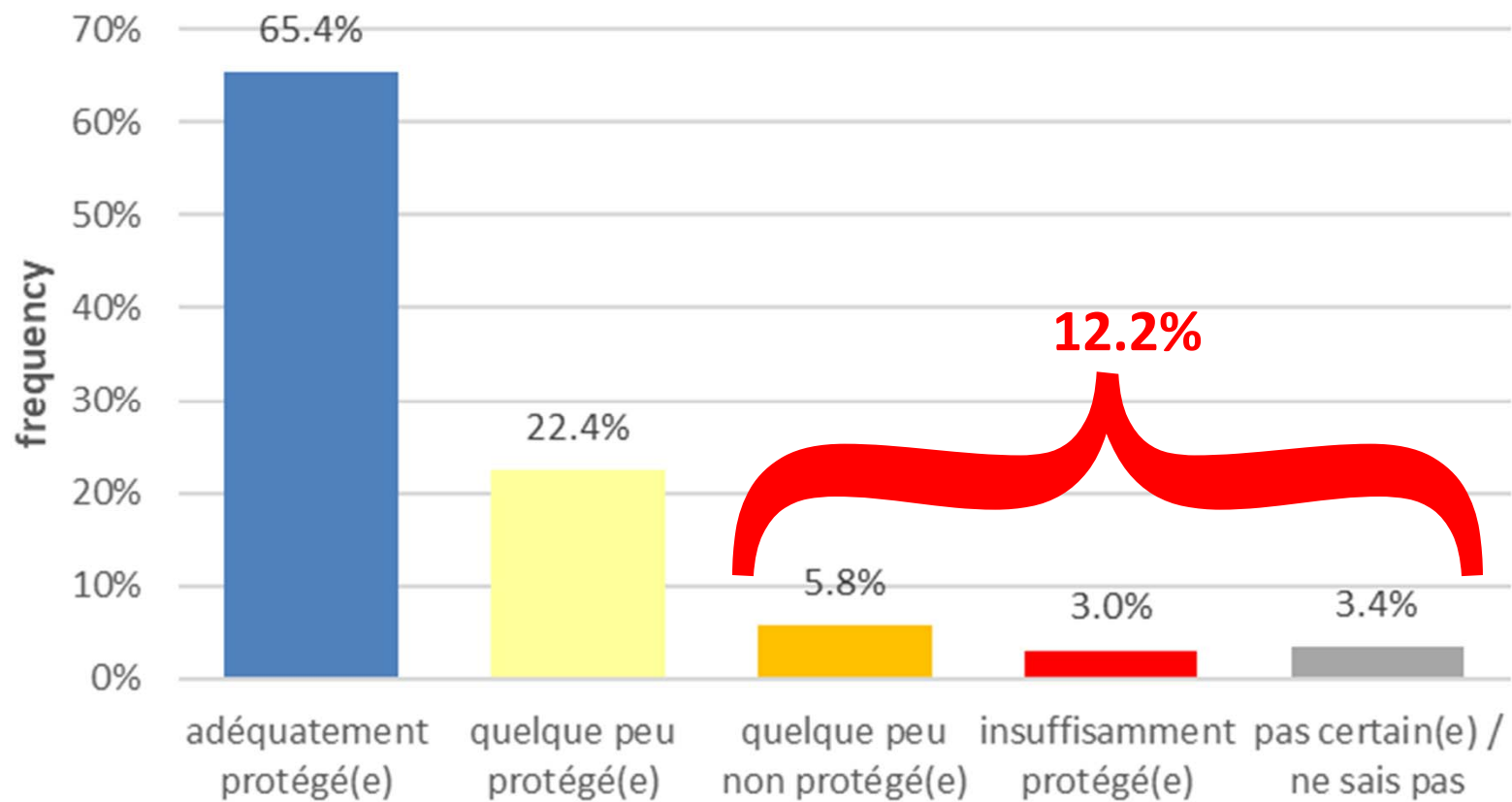
	<u>count</u>	<u>frequency</u>	
No	498	79.9%	
Yes, a few times	80	12.8%	} 20.1%
Yes, monthly	10	1.6%	
Yes, weekly	19	3.0%	
Yes, daily	16	2.6%	



Breakdown by departments:

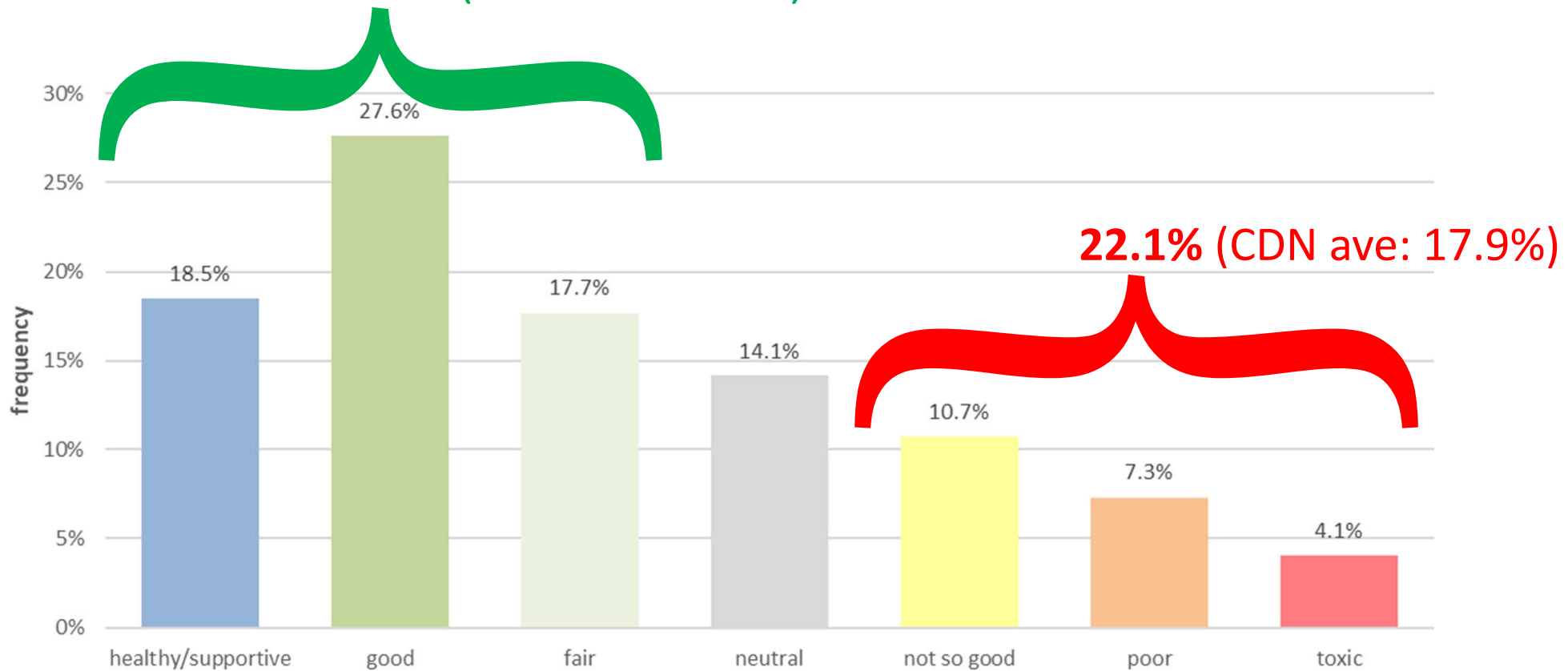
	all	dept1	dept2	dept3	dept4	dept5	dept6	dept7	dept8	dept9	dept10	dept11
n=	629	75	147	174	119	0	18	46	7	19	17	7
Comment ça va	64	71	60	60	67		72	70	52	62	64	56
job satisfaction	66	73	63	62	65		79	71	64	70	73	50
predictability	68	74	65	63	70		76	71	68	74	66	57
role conflicts	38	29	43	43	35		36	33	36	30	41	43
work quality	61	72	54	57	64		68	63	68	67	66	61
work_life imbalance	45	30	51	52	43		36	39	46	35	40	54
double presence	29	32	25	35	24		28	30	39	24	16	36
GAD2 score	2.2	1.8	2.3	2.5	1.9		1.7	2.0	3.4	2.4	2.4	2.7
burnout score	53	44	57	59	47		54	46	61	53	49	54
IPAC protection	85	94	79	84	87		91	93	76	93	71	81
physical violence	20.1%	2.7%	26.0%	37.2%	9.4%		5.6%	2.2%	14.3%	0.0%	35.3%	14.3%
PH&S rating	65	75	58	58	71		76	77	71	81	65	48

Results – Feeling protected against infection




How would you rate the psychological health & safety climate in your workplace?

63.8% (CDN ave: 74.5%)

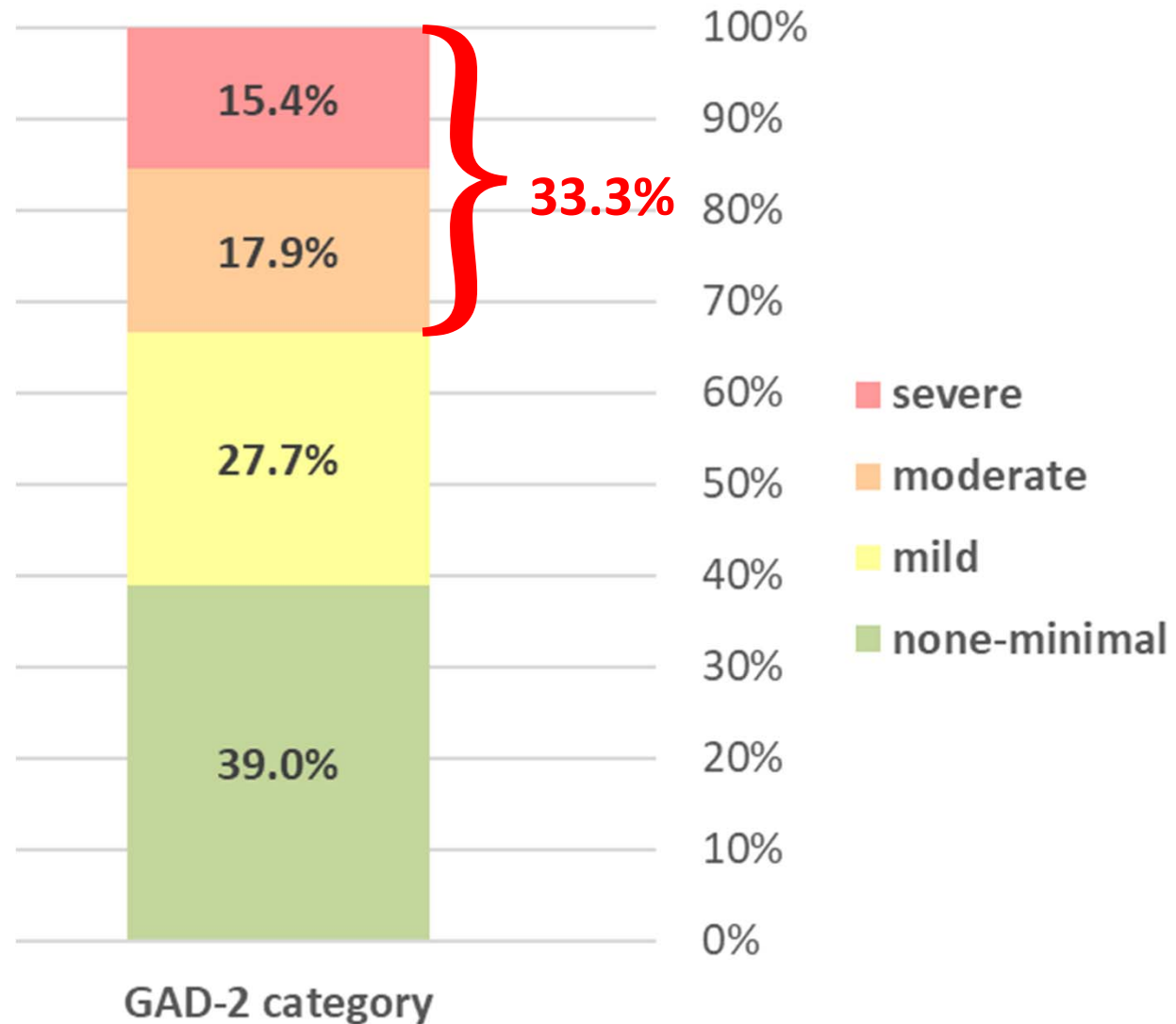


Results – Psychological H&S Climate Rating

	PH&S rating
work quality	0.31
predictability	0.30
role conflicts	-0.18
need to be at home & work at same time	
IPAC protection	0.12
physical violence	
<i>male:female</i>	
<i>not listed & no response: female</i>	
<i>Bruyère seniority</i>	-0.10
<i>position type</i>	
<i>language</i>	
r^2 (adjusted)	48.5%
<i>department effect from mixed model</i>	1.54% 

Results – GAD-2 anxiety symptom screening

- In our EKOS 2023 survey **28.0%** screened positive (moderate & severe combined) and **10.5%** screened in the severe category



Symptoms of Anxiety and Depression during the COVID-19 Pandemic

February to May 2021

Data from the Survey on COVID-19 and Mental Health¹

Symptoms of anxiety (GAD) and depression (MDD) in Canadians 18+

15% of Canadians screened positive for GAD.

This prevalence was: **(GAD-7)**

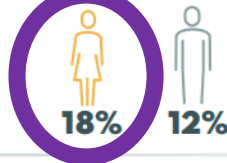
19% of Canadians screened positive for MDD.

This prevalence was:

this workplace

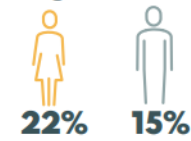
33%

Higher among women than men

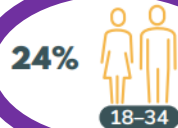


GENDER

Higher among women than men

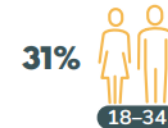


Highest among those aged 18-34



AGE GROUP

Highest among those aged 18-34



Results – GAD-2 anxiety symptom screening

	GAD-2 score
work quality	-0.32
predictability	-0.17
role conflicts	0.13
need to be at home & work at same time	0.13
IPAC protection	
physical violence	
<i>male:female</i>	-0.22
<i>not listed & no response: female</i>	0.88
<i>Bruyère seniority</i>	
<i>position type</i>	
<i>language</i>	
r^2 (adjusted)	33.7%
<i>department effect from mixed model</i>	0.28%

Results – Multiple-variable regression models:

	Comment ça va	PH&S rating	Job satisfaction	Work-life imbalance	Burnout score	GAD-2 score
work quality	0.28	0.31	0.37	-0.27	-0.31	-0.32
predictability	0.26	0.30	0.32	-0.11	-0.16	-0.17
role conflicts	-0.20	-0.18	-0.14	0.25	0.17	0.13
need to be at home & work at same time	-0.12		-0.07	0.17	0.20	0.13
IPAC protection		0.12				
physical violence				0.10		
<i>male:female</i>	<i>0.18</i>				<i>-0.19</i>	<i>-0.22</i>
<i>not listed & no response: female</i>	<i>-1.12</i>				<i>0.30</i>	<i>0.88</i>
<i>Bruyère seniority</i>		<i>-0.10</i>		<i>0.09</i>		
<i>position type</i>						
<i>language</i>						
r² (adjusted)	41.6%	48.5%	48.0%	40.4%	39.0%	33.7%
<i>department effect from mixed model (ICC)</i>	<i>0.00%</i>	<i>1.54%</i>	<i>0.50%</i>	<i>0.19%</i>	<i>0.00%</i>	<i>0.28%</i>

Spearman correlation matrix

Comment ça va	+1.00																		
job satisfaction	+0.63	+1.00																	
PH&S rating	-0.63	-0.54	+1.00																
work-life imbalance	-0.68	-0.54	+0.73	+1.00															
burnout score	-0.65	-0.50	+0.59	+0.69	+1.00														
GAD-2 score	+0.52	+0.55	-0.41	-0.44	-0.39	+1.00													
predictability	-0.47	-0.45	+0.49	+0.43	+0.38	-0.38	+1.00												
role conflicts	+0.53	+0.57	-0.52	-0.53	-0.49	+0.46	-0.47	+1.00											
work quality	-0.24	-0.24	+0.28	+0.26	+0.23	-0.25	+0.26	-0.19	+1.00										
physical violence	+0.18	+0.26	-0.19	-0.24	-0.20	+0.26	-0.22	+0.30	-0.25	+1.00									
IPAC protection	-0.32	-0.27	+0.37	+0.39	+0.31	-0.23	+0.28	-0.27	+0.16	-0.17	+1.00								
double presence	-0.05	-0.13	+0.16	+0.11	+0.10	-0.02	+0.11	-0.16	+0.07	+0.01	+0.05	+1.00							
seniority	+0.11	+0.06	-0.09	-0.09	-0.13	-0.00	-0.07	+0.06	-0.01	-0.03	-0.11	-0.16	+1.00						
position type	+0.07	+0.09	-0.02	-0.10	-0.10	+0.08	+0.04	+0.08	-0.01	+0.11	-0.03	-0.04	+0.01	+1.00					
gender identity	-0.17	-0.20	+0.20	+0.20	+0.22	-0.21	+0.19	-0.23	+0.19	-0.11	+0.10	+0.08	-0.05	-0.02	+1.00				

Comment ça va
 job satisfaction
 PH&S rating
 work-life imbalance
 burnout score
 GAD-2 score

predictability
 role conflicts
 work quality
 physical violence
 IPAC protection
 double presence
 seniority
 position type
 gender identity

Spearman correlation matrix

	Comment ça va	job satisfaction	PH&S rating	work-life imbalance	burnout score	GAD-2 score
predictability	work quality	-0.45	+0.49	+0.43	+0.38	-0.38
role conflicts	predictability	+0.57	-0.52	-0.53	-0.49	+0.46
work quality	role conflicts	-0.24	+0.28	+0.26	+0.23	-0.25
physical violence	+0.18	+0.26	-0.19	-0.24	-0.20	+0.26
IPAC protection	-0.32	-0.27	+0.37	+0.39	+0.31	-0.23
double presence	-0.05	-0.13	+0.16	+0.11	+0.10	-0.02
seniority	+0.11	+0.06	-0.09	-0.09	-0.13	-0.00
position type	+0.07	+0.09	-0.02	-0.10	-0.10	+0.08
gender identity	-0.17	-0.20	+0.20	+0.20	+0.22	-0.21

Suggestions/comments:

- 1. Provide more staffing resources**
- 2. Increase wages**
- 3. Allow for more time off**
4. More and better equipment
5. Improve teamwork
6. Provide mental health supports
7. Appreciation, recognition & respect
8. Improved communication/transparency
9. Positive feedback

Suggestions/comments:

supports what the psychologists tell us:

“negative comments are more frequent than positive comments”

	n=	all	comments	no comments
		629	335	294
Comment ça va		64	60	68
job satisfaction		66	61	71
predictability		68	63	73
role conflicts		38	44	32
work quality		61	56	67
work-life conflict		45	52	38
double presence		29	32	26
GAD2 score		2.2	2.6	1.8
burnout score		53	58	47
IPAC protection		85	82	89
physical violence		20.1%	26.9%	12.3%
PH&S rating		65	57	74

So, what do we really have after all this effort?:

1. Predictability better than average (expected), work-life imbalance/double presence better than average (not expected)
2. Outcome scales (job satisfaction, burnout) look a bit worse than average (expected)
3. Physical violence is a prevalent issue (expected)
4. Quality of work scale has the strongest associations (new item for us)
5. Some departments have more problems than others (expected but needs further internal analysis by workplace)
6. Suggestions say it all (but seem out of touch with interpretation based on external reference population, c.f., work-life balance)