Supplementary Appendix

Not all items in the survey protocol were used in this study. Given the time constraints faced by healthcare workers in the Emergency Department, survey items were rotated in and out across the study period in order to maximize the breadth of items covered. Items used in this paper are marked with an asterisk. For longer scales, only items that were the most theoretically pertinent were included after internal consistency was established with Cronbach’s alpha.

Stress

* In the past 24 hours, how would you rate the amount of stress in your life at home?

- 1 - No Stress
- 2
- 3
- 4
- 5
- 6 - Extreme Stress

* In the past 24 hours, how would you rate the amount of stress in your life at work?

- 1 - No Stress
- 2
- 3
- 4
- 5
- 6 - Extreme Stress
How would you rate your ability to handle stress?

- 1 - I can shake off stress
- 2
- 3
- 4
- 5
- 6 - Stress eats away at me

Burnout—Cronbach’s alpha 0.87 in this study

How often are you physically exhausted?

- Always
- Often
- Sometimes
- Seldom
- Never/Almost Never

How often are you emotionally exhausted?

- Always
- Often
- Sometimes
- Seldom
- Never/Almost Never
Do you feel burnt out because of your work?

- To a very high degree
- To a high degree
- Somewhat
- To a low degree
- To a very low degree

Does your work frustrate you?

- To a very high degree
- To a high degree
- Somewhat
- To a low degree
- To a very low degree

Do you sometimes wonder how long you will be able to continue working with patients?

- Always
- Often
- Sometimes
- Seldom
- Never/Almost Never

How often do you feel weak and susceptible to illness?

- Always
- Often
- Sometimes
- Seldom
- Never/Almost Never
How useful are the communications you're receiving about the COVID-19 responses from YNHH?

- Not useful at all
- 2
- 3
- 4
- Extremely useful

Teamwork

- I feel part of a team where I work.
  - Strongly Disagree
  - Slightly Disagree
  - Slightly Agree
  - Strongly Agree

- There is good teamwork and communication within my team.
  - Strongly Disagree
  - Slightly Disagree
  - Slightly Agree
  - Strongly Agree
  - N/A I do not work in a team

- There is good teamwork and communication within the ED.
  - Strongly Disagree
  - Slightly Disagree
  - Slightly Agree
  - Strongly Agree
Information and knowledge is shared openly in the ED.

- Strongly Disagree
- Slightly Disagree
- Slightly Agree
- Strongly Agree

Employees are respectful and courteous towards one another.

- Strongly Disagree
- Slightly Disagree
- Slightly Agree
- Strongly Agree

Provider Safety

I am provided with adequate personal protective equipment (PPE) to provide safe patient care.

- 1 Strongly disagree
- 2
- 3
- 4
- 5
- 6
- 7 Strongly agree
Meaning of work

My work makes the world a better place.

- 1 - Strongly disagree
- 2
- 3
- 4
- 5
- 6
- 7 - Strongly agree

I would choose my current work life again if I had the chance.

- 1 - Strongly disagree
- 2
- 3
- 4
- 5
- 6
- 7 - Strongly agree
Tolerance of Ambiguity.

There is really no such thing as a problem that can't be solved

- 1 Strongly disagree
- 2
- 3
- 4
- 5
- 6
- 7 Strongly agree

What we are used to is always preferable to what is unfamiliar

- 1 Strongly disagree
- 2
- 3
- 4
- 5
- 6
- 7 Strongly agree

Many of our most important decisions are based on insufficient information

- 1 Strongly disagree
- 2
- 3
- 4
- 5
- 6
- 7 Strongly agree
Leadership

Leadership is an ongoing ‘presence’ in this team—they are readily available

- 1 Strongly disagree
- 2
- 3
- 4
- 5 Strongly agree

Leadership is accessible for discussing emerging problems

- 1 Strongly disagree
- 2
- 3
- 4
- 5 Strongly agree
Psychological Safety

In this team, if you make a mistake, it is often held against you.

- 1 - Strongly disagree
- 2
- 3
- 4
- 5
- 6
- 7 - Strongly agree

Members of this team are able to bring up problems and tough issues.

- 1 - Strongly disagree
- 2
- 3
- 4
- 5
- 6
- 7 - Strongly agree

It is difficult to ask other members of this team for help.

- 1 - Strongly disagree
- 2
- 3
- 4
- 5
- 6
- 7 - Strongly agree
Open Response

What are the primary emotions you felt today:

If you have any messages you'd like to share with YNHH or the COVID response team about how you are feeling, how you can be better supported, or events that happened today please use the free-response box below.

Organizational Assessment

How supported do you feel by YNHH right now to do your job effectively?

- [ ] 1 Not supported at all
- [ ] 2
- [ ] 3
- [ ] 4
- [ ] 5 Extremely supported

How confident are you about your last shift team's capacity to provide effective care to patients?

- [ ] 1 Not confident at all
- [ ] 2
- [ ] 3
- [ ] 4
- [ ] 5 Extremely confident
References