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| **Supplementary Table 1: OSS and Safety Hazards questions from SHIFT All-Employee Survey (2018 and 2021)** |
| **Job Characteristic** | **Questions** |
| **Organizational Support for Safety (OSS)** **Ref:** NOSACQ-50 (Kines et al., 2011)**Scale Construction:** Mean of 8 items, 3 missing allowed, 2 items reverse coded. Higher scores mean better organizational safety and support. 8 items chosen from reference scale | * Management strives to design safety routines that are meaningful and actually work.
* Management makes sure that everyone can influence safety in their work environment.
* Management encourages employees here to participate in decisions which affect their safety.
* Management never considers employees' suggestions regarding safety.
* Management collects accurate information in accident investigations.
* Fear of negative consequences from management discourages employees from reporting near-misses.
* Management listens carefully to all who have been involved in an accident.
* Management never considers employees' suggestions regarding safety**.**
 |
| **Safety Hazards** **Refs:** NIOSH 2008 (x); Silver & Boiano, 2019 ()**Scale Construction:** Mean of 4 items, 2 items reverse coded, 1 missing value permitted. Higher scores mean more job hazards.1 item written by investigators; 3 items chosen from reference scale.   | * Employees have the appropriate supplies, materials, and equipment to perform their jobs well.
* I am often required to do a task that makes me feel like I might be at risk of getting hurt.
* My work area is adequately staffed.
* People working in my department or unit are frequently exposed to dangerous or risky situations
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| **Supplementary Table 2.** **Pandemic work experiences: New questions in SHIFT All-Employee Survey (AES), 2021.** |
| **Pandemic experience questions** | **Response scale** |
| **Staffing levels**During the COVID-19 pandemic, did staffing in your department /unit | IncreaseStay the sameDecrease |
| **Pandemic workload** During the COVID-19 pandemic, my workload has been: | Less than usualSame as usualMore than usual |
| **Access to COVID testing**Do you have access to COVID testing at your workplace? | YesDo not knowNo |
| **Free COVID testing at work** Does your employer offer a COVID test at no charge? | YesDo not knowNo |
| **Paid sick time for COVID vaccine side effects**Has your employer provided paid sick time to cover vaccine side effects? | YesDo not knowNo |
| **Coming to work with COVID symptoms**Have you felt obliged to come to work, even with COVID-19 symptoms? | NoYes(ref) |
| **Mental health support at work**Have mental health support or counselling resources been provided by your employer? | YesDo not knowNo |
| **Supportive workplace**Overall, how supportive of the staff do you think your organization has been during the COVID-19 pandemic? | Very supportiveSomewhat supportiveNot at all supportive |
| **Intention to leave**I am likely to leave this job in the next two years. | Strongly disagreeDisagreeAgreeStrongly agree (ref) |

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| **Supplementary Table 3: Structured interview guide for qualitative data collection.** |
| * How would you describe the guidance and support you received from: management, union staff, central agency office.
 |
| * Did you have any concerns about your organizations policies regarding COVID-19?
 |
| * Did staff have regular access to proper PPE? If not, can you describe the organizations response to PPE shortages?
 |
| * If N95s were available for clinical staff, was fit testing conducted? To what extent were N95s re-used across multiple days or patients?
 |
| * Did your organization provide training and procedures relevant to COVID-19 related precautions such as infection control, respirators and/or testing? If not, what alternative sources did you utilize for obtaining relevant COVID-19 information?
 |
| * Have new policies been implemented since the start of the pandemic? If so, what were they and did they improve the situation?
 |
| * Has your organization been regularly notifying employees of the COVID-19 infection numbers, broken down by patient and employees? If so, do you know how individual employees use that information?
 |
| * Did your organization face staffing shortages due to COVID-19 illness and/or quarantine? If so, how did your organization address the shortages?
 |
| * Can you describe any ways that workload may have changed for you and your colleagues during the pandemic?
 |
| * Did the number of people cared for by your organization change during the pandemic? If so, what was the reason for this change?
 |
| * What was your organizations policy for time off for staff members’ own COVID-19 related illness?
 |
| * What was your organizations policy for time off to care for family members who were ill with COVID-19?
 |
| * Did your organizations policy for taking vacation time change because of COVID-19?
 |
| * How severely was your organizations patient population affected in terms of COVID-19 illness and/or mortality?
 |
| * How did the COVID-19 pandemic and your organization’s response to it, impact the moral of the employees and patients?
 |
| * During the COVID-19 pandemic, was there a noticeable increase in workplace incivility? If yes, what measures did your organization take to address the problem?
 |
| * What went well regarding your organization’s response to the pandemic?
 |
| * What, if any, social support networks did your organization create or utilize to help employees cope with the impacts of COVID-19?
 |
| * What have been the biggest challenges for your organization since the pandemic began?
 |
| * What do you believe was the toughest moment your organization experienced in the last year?
 |
| * What new words are now common in your organization?
 |
| * Was there a moment of laughter or levity, either professionally or personally, that was a bright moment in a tough year?
 |
| * What inspired hope for you and your organization of the past 12 months?
 |
| * What are three lessons you have personally learned during COVID-19?
 |
| * What else do you think is important for us to understand about the ways COVID-19 impacted you, your co-workers, and the people you serve?
 |
| * Is there a question that we have not asked you that you believe we should have?
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| **Supplemental Table 4. *Two-predictor models* for Pandemic-related organizational outcomes in relation to baseline conditions: Ordinal regression of employee questionnaire data in overlap population (n=428).** |
| **Outcome name** | **Prevalence (%) of outcome at F2** |  **Baseline Organizational Commitment to Safety (OSS):**  | **Baseline Safety Hazards:** **OR (95% CI)** |
| **Staffing levels** |  |   |   |
| Increase | 25% |   |   |
| Stay the same | 43% |   |   |
| Decrease (ref) | 32% | **1.62 (1.08, 2.40)** | 1.12 (0.78, 1.60) |
| **Pandemic workload**  |  |   |   |
| Less than usual | 8% |   |   |
| Same as usual | 36% |   |   |
| More than usual (ref) | 56% | 0.94 (0.62, 1.43) | **0.69 (0.47, 1.005)** |
| **Access to COVID testing** |  |   |   |
| Yes | 96% |   |   |
| Do not know (mid-value) | 1% |   |   |
| No (ref) | 2% | **4.65 (1.77, 12.2)** | 0.96 (0.40, 2.29) |
| **Free COVID testing at work**  |  |   |   |
| Yes | 96% |   |   |
| Do not know | 2% |   |   |
| No (ref) | 1% | **3.63(1.39, 9.47)** | 1.26(0.49, 3.28) |
| **Paid sick time for COVID vaccine side effects** |  |   |   |
| Yes | 49% |   |   |
| Do not know | 28% |   |   |
| No (ref) | 22% | **1.65 (1.10, 2.46)** | 0.78 (0.54, 1.13) |
| **Coming to work with COVID symptoms** |  |   |   |
| No | 85% |   |   |
| Yes(ref) | 15% | **2.67 (1.50, 4.77)** | **2.67 (1.50, 4.77)** |
| **Mental health support at work** |  |   |   |
| Yes | 44% |   |   |
| Do not know | 31% |   |   |
| No (ref) | 25% | **1.35 (0.91, 2.02)** | **0.54 (0.37, 0.78)** |
| **Supportive workplace** |  |   |   |
| Very supportive | 47% |   |   |
| Somewhat supportive | 45% |   |   |
| Not at all supportive (ref) | 8% | **2.59 (1.68, 3.99)** | **0.72 (0.49, 1.05)** |
| **Intention to leave** |  |   |   |
| Strongly disagree | 29% |   |   |
| Disagree | 37% |   |   |
| Agree | 20% |   |   |
| Strongly agree (ref) | 14% | **1.82 (1.24, 2.68)** | **0.90 (0.64, 1.28)** |