

# HRSA HEALTH CENTER WORKFORCE WELL-BEING SURVEY

## Important Things to Know About the Survey

### What is the purpose of the survey?

HRSA operates the federal Health Center Program and wants to support and enhance the well-being of health center staff across the country. HRSA will administer its first national Health Center Workforce Well-being Survey to identify factors that impact workforce well-being, recruitment, retention, and the quality of patient care at our health centers. The survey will launch in the fall of 2022. It will be open to all full- and part-time staff across HRSA-supported health centers.

The results will help HRSA develop plans and national strategies to solve problems that many health centers and staff have in common. These plans and strategies will help health centers improve the work life experience for everyone on the staff.

### How was the survey developed?

The survey was developed over a two-year period. The process included reviewing research and conducting listening sessions with health center staff in different occupations to identify topics to include in the survey. Cognitive testing showed that questions could be understood and applied to all health center workforce job categories. Two pilot studies tested the survey and confirmed the questions worked well. HRSA reviewed and approved the survey.

### Is the survey voluntary?

Taking the survey is voluntary. But, the more staff who take part, the better the quality of the survey data will be. Taking part offers health center staff a chance to join a nationwide effort to improve workforce well-being throughout the health center program.

### Is the survey confidential?

Yes. All participants and their answers will be kept confidential. HRSA hired John Snow, Inc. (JSI), a public health research company, to run the survey and collect responses. JSI will remove email addresses and specific job titles from the survey data so that no one at the health center or at HRSA will know who took part in the survey or the answers they gave.

HRSA has provided a Certificate of Confidentiality that forbids information about a person's answers from being made public, even if ordered by a legal action.

### How will JSI get staff email addresses?

HRSA and JSI are asking all HRSA-supported health centers to take part in the survey. Health centers that agree to do so will then securely send JSI a list of emails for all their staff. JSI will invite staff to take part and will send reminders while the survey is open. JSI will not keep email addresses or use them for any other purpose.

### Will health centers get to see results for their staff?

This is one of the main benefits of participation for health center leaders and staff. Group averages will be reported, not individual answers. Health Centers will get a first look at their staff answers within 60 days after the survey closes and, after 180 days, a final, more refined look at the results. Health centers will be able to compare their results to national averages and to groups of health centers that are similar to theirs. This information is for the health center to use for its own quality improvement efforts, and for future technical assistance and other national strategies supported by HRSA to address workforce well-being.

## A. Information About My Job

**Job Classification:** The following questions help us understand your primary job(s) in the health center. It is important that we classify you with those that have similar job(s) in your and other organizations to the degree possible, while also capturing your unique job(s)/title(s). Please consider the following:

- Your primary job is the one that you spend the most time in, including any leadership role within that job.
- If you have more than one distinct job, you will be given the opportunity to reflect that.
- If you have a director/leadership role as part of your job, you will be able to indicate that, but it should be considered a single job.
- You will also be able to indicate if you are fulfilling an educational/training requirement in your job.

A1. Please select the category that best matches your *primary job* at this Health Center. You can find how jobs are organized in this section by viewing the Occupation Look-Up resource. **(SEE LIST AT END OF THIS DOCUMENT)**

A2. Please select which title in \_\_\_\_\_ best describes your job.

A3. What is your actual title for this job? Please read: Your answer will NOT be included with the final data file. We ask this to confirm that your job is classified in the correct occupational group.

A4. For this job, do you serve as a director of the clinical or functional area in which you work, such as Medical Director, Human Resources Director, or Director of Nursing?

A5. For this job, are you working as part of an educational requirement, such as an internship, residency, fellowship, or apprenticeship?

A6. Do you have a second distinct job at this Health Center? Indicate a second job if you have separate time set aside for this additional job or an agreed expectation that you will serve in a clear second capacity for a portion of your time. Do not consider a director role as a second job.

A7. Please select the category that best matches your *secondary job* at this Health Center. You can find how jobs are organized in this section by viewing the Occupation Look-Up resource.

A8. Please select which title in \_\_\_\_\_ best describes your job.

A9. What is your actual job title for this job? Please Read: Your answer will NOT be included with the final data file. We ask this to confirm that your job is classified in the correct occupational group.

A10. For this secondary job you selected, do you serve as a director of the clinical or functional area in which you work, such as Medical Director, Human Resources Director, or Director of Nursing?

A11. For this job, are you working as part of an educational requirement, such as an internship, residency, fellowship, or apprenticeship?

A12. If you have additional distinct jobs at this health center, please list others or clarify here:

*For the remainder of the survey, please answer questions from the perspective of your primary job to the degree possible, even if your answers might be different for your secondary job.*

A13. How many years have you been doing this type of job at this health center? Please round to the nearest year.

A14. How many years, in total, have you been doing this type of job at this health center and anywhere else? Please round to the nearest year.

A15. For your current job, are you paid on a salary or hourly basis?

## A. Information About My Job (cont.)

A16. In the past month, on average how many hours a week did you work at your current job? Include any paid time off as time worked. Do not include on-call time.

A17. How many hours a week would be considered full-time for your current job?

A18. As part of your current job, for how many people are you their direct supervisor?

A19. As part of your current job, how often do you interact with patients?

A20. As part of your current job, how often do you use the health center's electronic medical record (EMR) / electronic health record (EHR) system?

**Response Categories for Sections B-E:  
Strongly Agree, Agree, Slightly Agree, Slightly Disagree, Disagree, Strongly Disagree**

## B. My Work Team

*Please read: The next questions are about your work group or work team. We want you to think about the people who you work with almost every day who are in the same unit as you even though you may do different tasks.*

### **My Work Team**

B1. My team members value, seek and give each other constructive feedback.

B2. My team members readily share ideas and information with each other.

B3. My team members work effectively together.

B4. My team members support me in the work that I do.

B5. Team members understand the role and responsibilities of each other.

B6. Members of my team are able to bring up problems and tough issues.

B7. If you make a mistake on my team, it is held against you.

B8. I feel that I am ignored or not taken seriously by others on my team.

### **Supervision and Leadership**

B9. Communication between my direct supervisor and me is good.

B10. I am encouraged by my direct supervisor to voice my opinion on issues relating to our work.

B11. My direct supervisor is a good manager and leader.

B12. My direct supervisor supports my need to balance work and other life issues.

B13. My direct supervisor encourages staff to contribute to decisions about work-related issues.

B14. Communication between senior leaders and employees is good in this Health Center.

B15. My Health Center's senior leaders are skilled and effective.

B16. In this Health Center, senior leaders generate high levels of motivation and commitment among staff.

## C. My Health Center

*Please remember that all of your answers are confidential and no one's individual answers will ever be seen by anyone.*

### **Culture**

C1. This Health Center promotes the well-being of staff.

C2. Policies and programs at this Health Center promote diversity in the workplace such as recruiting from minority groups, training in awareness of diversity issues, and mentoring.

C3. Staff members are respectful to all coworkers regardless of their different backgrounds or identities.

C4. Staff members are respectful of the diverse patient populations whom they serve.

C5. Staff members provide the same high quality care to all patients regardless of their different backgrounds or identities.

C6. Staff members have the resources needed to provide care that is appropriate for patients of different cultures, backgrounds, or identities.

C7. Opportunities for staff at this health center are decided primarily on quality of work and abilities.

C8. Senior leaders treat all employees fairly regardless of their different backgrounds or identities.

C9. Favoritism determines one's opportunities at this health center.

C10. I feel comfortable communicating with staff at all levels of this health center.

C11. Teamwork is valued in this health center.

C12. If I were to experience mistreatment within my workplace, such as bullying, discrimination, abuse, harassment, I would feel comfortable reporting it to someone at this health center.

### **Social Support and Recognition**

C13. I get help and support from my coworkers.

C14. I get help and support from my direct supervisor.

C15. My coworkers are willing to listen to my problems.

C16. My direct supervisor is willing to listen to my problems.

C17. My coworkers show recognition and appreciation for my work.

C18. My direct supervisor shows recognition and appreciation for my work.

### **Social Support and Recognition**

C19. Senior leaders show recognition and appreciation for our work.

C20. The health center's patients show recognition and appreciation for our work.

C21. The community shows recognition and appreciation for our work.

## C. My Health Center (cont.)

### ***Health Center Processes***

C22. Administrative tasks that I have to do get in the way of my primary duties.

C23. The electronic medical record (EMR) / electronic health record (EHR) system used at this Health Center supports high quality patient care.

C24. The electronic medical record (EMR) / electronic health record (EHR) system used at this Health Center adds burden to my work.

C25. I am satisfied with the electronic medical record (EMR) / electronic health record (EHR) system used at this Health Center.

C26. This health center has systems in place to prevent, catch, and correct problems that have the potential to affect patient care.

### ***Training***

C27. This health center makes sure staff get the job training they need.

C28. This health center makes sure staff get the continuing education they need.

C29. This health center trains staff when new processes are put into place.

### ***Resources***

C30. This health center is able to hire people with the right skills.

C31. I have the resources I need to do my job well.

C32. This health center has adequate resources and procedures to protect the health and safety of staff.

C33. This health center is keeping up with the latest changes in the delivery of healthcare.

C34. This health center has appropriate physical space and conditions to deliver our services, such as adequate noise levels, temperature control, and privacy.

C35. This health center has resources, systems, and processes to respond effectively to public health emergencies.

C36. I am confident about this health center's financial stability over the next few years.

## D. My Work Experience

### ***Mission Orientation***

D1. I work in an organization that provides essential care to people who otherwise wouldn't have it.

D2. I am aware of the direction and mission of this health center.

D3. This health center is successful at accomplishing its mission.

D4. My work contributes to carrying out the mission of this health center.

## **D. My Work Experience (cont.)**

### ***Meaningfulness***

D5. I feel I'm positively influencing other people's lives through my work.

D6. I believe that working in a Community Health Center gives me a greater sense of fulfillment than I would feel working in other health care settings.

D7. Working with under-resourced populations makes my job feel valuable.

D8. I have a meaningful job at this health center.

D9. The work I do serves a greater purpose.

### ***Compensation and Benefits***

D10. I am well paid given my training and experience.

D11. My benefit package is adequate for my needs.

D12. This health center rewards performance with bonuses or other monetary types of recognition.

D13. I am well compensated compared to people with similar jobs in this region.

### ***Professional Growth***

D14. I am satisfied with my opportunities for professional growth at this Health Center.

D15. There are a lot of opportunities for challenging work in my job.

D16. There are a lot of opportunities for gaining new skills and knowledge in my job.

D17. My skills and knowledge are used well in my job.

### ***Work Load***

D18. I don't have enough time to do the work that must be done.

D19. We have enough staff to handle our patient load.

D20. I know what is expected of me at work.

D21. I sometimes have to do things at work which seem to be unnecessary.

D22. I have control over how I do my work.

D23. I have influence in the decisions affecting my work.

### ***Work-Life Balance***

D24. My work takes so much of my time that it has a negative effect on my personal life.

D25. I leave my work behind at the end of the workday.

D26. I am able to take the time off from work that I need.

D27. My friends or family tell me that I work too much.

## **D. My Work Experience (cont.)**

D28. This Health Center supports a balance between my work and personal life.

### ***Moral Distress***

D29. I often find it difficult to do my job because of organizational rules or procedures.

D30. I am often bothered that this health center cannot fully address patients' needs because they go beyond what this health center can offer.

D31. I am often bothered that I'm not able to do my job in the way I think is best.

D32. This health center has resources, such as dedicated staff, community programs, resources or tools, to address patients' social needs.

## **E. Overall Feelings About My Job**

### ***Job Satisfaction***

E1. If I had to decide again, I would definitely take this job.

E2. I would recommend this health center as a good place to work.

E3. I feel that this is my ideal job.

E4. My job matches the expectations I had when I took it.

E5. All things considered, I am very satisfied with my current job.

### ***Burnout***

E6. There are days when I feel tired before I arrive at work.

E7. After work, I tend to need more time than in the past in order to relax and feel better.

E8. I can tolerate the pressure of my work very well.

E9. During my work, I often feel emotionally drained.

E10. After working, I have enough energy for my leisure activities.

E11. After my work, I usually feel worn out and weary.

E12. Usually, I can manage the amount of my work well.

E13. When I work, I usually feel energized.

E14. I often find new and interesting aspects in my work.

E15. It happens more and more often that I talk about my work in a negative way.

E16. Lately, I tend to think less at work and do my job almost mechanically.

E17. I find my work to be a positive challenge.

E18. Over time, one can become disconnected from this type of work.

## E. Overall Feelings About My Job (cont.)

E19. Sometimes I feel sickened by my work tasks.

E20. This is the only type of work that I can imagine myself doing.

### **Engagement**

E21. I feel more and more engaged in my work.

E22. The longer I work in this job, the less empathetic I feel toward the health center's patients.

E23. The longer I work in this job, the less empathetic I feel toward my colleagues.

E24. The longer I work in this job, the less sensitive I feel toward others' feelings/emotions.

E25. The longer I work in this job, the less interested I feel in talking with the health center's patients.

E26. The longer I work in this job, the less connected I feel with the health center's patients.

E27. The longer I work in this job, the less connected I feel with my colleagues.

### **Workforce Stability**

E28. A year from now, it is likely that I will still be working at this Health Center.

E29. If you were to leave, which would be the main reason(s)? Select all that apply.

E30. Staff turnover is a problem at this health center.

## F. My Demographics

*Please read: Your confidentiality and responses will be protected. Demographic information is important in order to compare different groups' responses at broad geographic levels. Your responses will not be disclosed in any way that could identify you.*

F1. What is your age?

F2. What is your gender identity?

F3. What is your sexual orientation?

F4. Are you Hispanic or Latino/a?

F5. What is your race? Select all that apply.

F6. Is English the primary language that you speak at home?

F8. How well do you speak English?

F9. Are you an individual with a disability?

F10. What is the highest education level you have completed?

F11. What is your current marital status?

F12. Do you have children under 18 living at home?

## **F. My Demographics (cont.)**

F13. Do you have significant caregiver responsibilities for any relatives who have disabilities or who are elderly?

F14. Are you working at this health center because of a scholarship or loan repayment agreement or as part of a visa requirement?

Service Category	Personnel by Service Category
<b>Patient Services, Support, and Quality</b>	
Patient Support	Patient / Medical Records Clerk Medical Scribe Patient Records Transcriptionist Front Desk / Registration / Check-In Staff Cashier / Check-Out Staff Appointments Clerk Other Patient Support Staff
Quality Improvement	QI Nurse QI Technician QI Data Specialist Statistician / Data Analyst Other Quality Improvement Staff
<b>Enabling and Program Services</b>	
Enabling	Case Manager Patient / Community Education Specialist Outreach Worker Transportation Staff Eligibility Assistance Worker Interpreter Community Health Worker Other Enabling Services Staff
Grant Programs and Other Services	WIC Staff Head Start Staff Housing Assistance Staff Child Care Staff Food Bank / Meal Delivery Staff Employment / Educational Counselor Exercise Trainer/Fitness Center Staff Adult Day Health Care, Frail Elderly Support Staff Other Program / Service Specific Staff
<b>Administrative and Facilities</b>	
Administration and Support	Department Manager Site Manager Planning and Evaluation Staff Personnel / HR Department Staff Marketing / Communications Staff Receptionist (not clinical check-in) Secretaries / Administrative Assistant Other Administration / Support Staff
Fiscal and Billing	Accountant Bookkeeper Billing Clerk Accounts Payable Clerk Other Fiscal and Billing Staff

Service Category	Personnel by Service Category
Information and Technology	Data Processing Staff Programmer IT Help Desk Technician EHR Technician Data Entry Clerk Other Information and Technology Staff
Facilities	Janitor / Custodian Security Guard Groundskeeper Equipment Maintenance Staff Housekeeping Staff Other Facilities Staff
<b>Management</b>	
Senior Corporate Leadership	Chief Executive Officer / Executive Director Chief Financial Officer / Fiscal Officer / Finance Director Chief Information Officer Chief Medical Officer / Medical Director (with no clinical practice) Chief Operating Officer / Director of Operations Chief Strategy / Planning Officer Other Corporate Leadership Team
<b>Direct Clinical Services</b>	
Medical	Family Physician General Practitioner Internist Obstetrician / Gynecologist Pediatrician Other Specialty Physician Nurse Practitioner Physician Assistant Midwife Nurse Nurse Aide / Assistant (certified and uncertified) Medical Assistant / Aide (certified and uncertified) EMS/EMT Staff (not credentialed as a nurse) Other Clinical Medical Staff
Behavioral Health/Substance Use	Psychiatrist Psychologist Clinical Social Worker Professional Counselor Marriage and Family Therapist Psychiatric Nurse Specialist Mental Health Nurse Practitioner Mental Health Physician Assistant Other Licensed Mental Health Provider Other Mental Health Staff Alcohol/Substance Use Counselor Recovery Support Specialist Other Behavioral Health / Substance Use Disorder Staff

Service Category	Personnel by Service Category
Dental	Dentist Dental Hygienist Dental Therapist Dental Assistant, Advanced Practice Dental Assistant Dental Technician Dental Aide Other Clinical Dental Personnel
Vision	Ophthalmologist Optometrist Ophthalmologist / Optometric Assistant Ophthalmologist / Optometric Aide Ophthalmologist / Optometric Technician Other Vision Care Staff
Other Professional Providers	Chiropractor Dietician / Nutritionist Therapist (Occupational, Speech, Physical, etc.) Podiatrist Other Professional Providers
<b>Ancillary Clinical Services</b>	
Lab	Pathologist Medical Technologist Laboratory Technician Laboratory Assistant Phlebotomist Other Lab Staff
X-Ray	Radiologist X-Ray Technician Radiology Assistant Ultrasound Technician Other X-Ray Staff
Pharmacy	Pharmacist Pharmacy Technician Pharmacist Assistant Pharmacy Clerk Other Pharmacy Staff