

## Supplemental Online Content

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**eTable 1.** Comparison of Participating and Nonparticipating Health Care Workers

**eTable 2.** Emotional Exhaustion or Depersonalization at Baseline and Subsequent Reduction in Work Effort

**eTable 3.** Satisfaction at Baseline and Subsequent Reduction in Work Effort

This supplemental material has been provided by the authors to give readers additional information about their work.

**eTable 1.** Comparison of Participating and Nonparticipating Health Care Workers

<b>2015 Survey</b>	<b>Non-responder (N=4963)</b>	<b>Responder (N=26292)</b>	<b>p value</b>
<b>Age</b>			<0.001
<35	1652 (33.3%)	6678 (25.4%)	
35-44	1262 (25.4%)	6541 (24.9%)	
45-54	1150 (23.2%)	7298 (27.8%)	
55-64	813 (16.4%)	5451 (20.7%)	
≥65	86 (1.7%)	323 (1.2%)	
Missing	0	1	
<b>Length of Service</b>			<0.001
≤5 years	1718 (34.6%)	8574 (32.6%)	
6-10 years	1052 (21.2%)	5327 (20.3%)	
11-15 years	856 (17.2%)	4273 (16.3%)	
>15 years	1337 (26.9%)	8117 (30.9%)	
Missing	0	1	
<b>Gender</b>			0.635
Female	3810 (76.8%)	20265 (77.1%)	
Male	1153 (23.2%)	6027 (22.9%)	
<b>Job Category</b>			<0.001
Nurses	1833 (36.9%)	6595 (25.1%)	
Admin Office Support	315 (6.3%)	2971 (11.3%)	
Business Professionals	268 (5.4%)	4953 (18.8%)	
Clinical Office Support	463 (9.3%)	2884 (11.0%)	
Healthcare Professional	351 (7.1%)	2423 (9.2%)	
Service/Support Personnel	1025 (20.7%)	2968 (11.3%)	
Technician/Technologist	708 (14.3%)	3498 (13.3%)	
<b>Assigned FTE<sup>1</sup></b>			<0.001
< .01	299 (6.0%)	364 (1.4%)	
.01 - .49	52 (1.0%)	89 (0.3%)	
.50 - .74	707 (14.2%)	1717 (6.5%)	

.75 - .99	1865 (37.6%)	6484 (24.7%)	
1	2040 (41.1%)	17638 (67.1%)	
<b>2017 Survey</b>	<b>Non-responder (N=4855)</b>	<b>Responder (N=26303)</b>	<b>p value</b>
<b>Age</b>			<0.001
<35	1324 (27.3%)	5201 (19.8%)	
35-44	1314 (27.1%)	6661 (25.3%)	
45-54	1132 (23.3%)	6926 (26.3%)	
55-64	946 (19.5%)	6796 (25.8%)	
>=65	139 (2.9%)	719 (2.7%)	
<b>Length of Service</b>			<0.001
<=5 years	1290 (26.6%)	6280 (23.9%)	
6-10 years	1019 (21.0%)	5391 (20.5%)	
11-15 years	887 (18.3%)	4622 (17.6%)	
>15 years	1659 (34.2%)	10010 (38.1%)	
<b>Gender</b>			0.259
Female	3705 (76.3%)	20268 (77.1%)	
Male	1150 (23.7%)	6035 (22.9%)	
<b>Job Category</b>			<0.001
Nurses	1591 (32.8%)	5884 (22.4%)	
Admin Office Support	310 (6.4%)	2889 (11.0%)	
Business Professionals	288 (5.9%)	5309 (20.2%)	
Clinical Office Support	454 (9.4%)	2826 (10.7%)	
Healthcare Professional	631 (13.0%)	3229 (12.3%)	
Service/Support Personnel	892 (18.4%)	2656 (10.1%)	
Technician/Technologist	689 (14.2%)	3510 (13.3%)	
<b>Assigned FTE<sup>1</sup></b>			<0.001
< .01	328 (6.8%)	302 (1.1%)	
.01 - .49	48 (1.0%)	59 (0.2%)	
.50 - .74	653 (13.5%)	1729 (6.6%)	

.75 - .99	1801 (37.1%)	6595 (25.1%)	
1	2025 (41.7%)	17618 (67.0%)	

<sup>1</sup> Employment status policy defines those as authorized to work 40 hours per week to be full-time (1 FTE). Those authorized to work 20-39 hours per week are classified as 0.75 to 0.99 FTE. Individuals authorized to work a regular schedule but less than 20 hours per week or 40 hours per pay period are classified as .01-.49 FTE and are part-time. Supplemental staff work a minimum of 96 hours per payroll year based on staffing needs.

**eTable 2.** Emotional Exhaustion or Depersonalization at Baseline and Subsequent Reduction in Work Effort

Variable	Level	Odds Ratio (95% CI)	p-value	Overall p-value
<b>Emotional Exhaustion</b>				
Emotional Exhaustion at baseline	For every one point increase in score	1.12 (1.10-1.16)		<.001
Gender	Male vs. Female	0.47 (0.40-0.54)		<.001
Age	<35	Reference		<.001
	35-44	0.59 (0.51-0.67)	<.001	
	45-54	0.50 (0.42-0.58)	<.001	
	55-64	0.69 (0.59-0.82)	<.001	
	>=65	1.54 (1.03-2.29)	.03	
Duration of employment	≤5 years	Reference		<.001
	6-10 years	0.87 (0.77-0.99)	.04	
	11-15 years	0.76 (0.65-0.90)	.001	
	>15 years	0.74 (0.64-0.86)	<.001	
Position	Nurses	Reference		<.001
	Admin Office Support	0.17 (0.14-0.22)	<.001	
	Business Professionals	0.09 (0.07-0.12)	<.001	
	Clinical Office Support	0.25 (0.21-0.30)	<.001	
	Healthcare Professional	0.39 (0.33-0.47)	<.001	
	Service/Support Personnel	0.55 (0.48-0.64)	<.001	
	Technician/Technologist	0.35 (0.30-0.41)	<.001	
Baseline FTE	For every .10 increase	1.17 (1.13-1.21)		<.001
<b>Depersonalization</b>				

<b>Variable</b>	<b>Level</b>	<b>Odds Ratio (95% CI)</b>	<b>p-value</b>	<b>Overall p-value</b>
Depersonalization at baseline	For every one point increase in score	1.10 (1.06-1.14)		<.001
Gender	Male vs. Female	0.46 (0.39-0.53)		<.001
Age	<35	Reference		<.001
	35-44	0.58 (0.50-0.66)	<.001	
	45-54	0.48 (0.41-0.56)	<.001	
	55-64	0.68 (0.58-0.80)	<.001	
	>=65	1.54 (1.04-2.29)	.03	
Duration of Employment	≤ 5 years	Reference		<.001
	6-10 years	0.88 (0.77-1.00)	.05	
	11-15 years	0.77 (0.65-0.90)	.001	
	>15 years	0.75 (0.65-0.88)	<.001	
Position	Nurses	Reference		<.001
	Admin Office Support	0.18 (0.14-0.22)	<.001	
	Business Professionals	0.09 (0.07-0.12)	<.001	
	Clinical Office Support	0.25 (0.21-0.30)	<.001	
	Healthcare Professional	0.40 (0.33-0.47)	<.001	
	Service/Support Personnel	0.55 (0.48-0.64)	<.001	
	Technician/Technologist	0.35 (0.30-0.41)	<.001	
Baseline FTE	For every .10 increase	1.18 (1.13-1.22)		<.001

**eTable 3.** Satisfaction at Baseline and Subsequent Reduction in Work Effort

<b>Variable</b>	<b>Level</b>	<b>Odds Ratio (95% CI)</b>	<b>p-value</b>	<b>Overall p-value</b>
Satisfaction at baseline	For every one point increase in score	0.83 (0.79-0.88)		<.001
Gender	Male vs. Female	0.46 (0.39-0.53)		<.001
Age	<35	Reference		<.001
	35-44	0.57 (0.49-0.65)	<.001	
	45-54	0.46 (0.40-0.54)	<.001	
	55-64	0.64 (0.54-0.74)	<.001	
	>=65	1.44 (0.97-2.12)	.07	
Duration of Employment	≤ 5 years	Reference		.003
	6-10 years	0.88 (0.78-1.01)	.06	
	11-15 years	0.76 (0.65-0.90)	<.001	
	>15 years	0.75 (0.65-0.88)	<.001	
Position	Nurses	Reference		<.001
	Admin Office Support	0.17 (0.14-0.21)	<.001	
	Business Professionals	0.09 (0.07-0.12)	<.001	
	Clinical Office Support	0.25 (0.20-0.3)	<.001	
	Healthcare Professional	0.39 (0.33-0.47)	<.001	
	Service/Support Personnel	0.54 (0.47-0.63)	<.001	
	Technician/Technologist	0.34 (0.29-0.40)	<.001	
Baseline FTE	For every .10 increase	1.18 (1.14-1.22)		<.001