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**WORK & WELLBEING EVALUATION**  
**JUNE 2022**





**This Work & Wellbeing Evaluation Report was completed by the  
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School of Medicine, Department of Psychiatry  
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## Project Summary

The Behavioral Health & Wellness Program (BHWP) is partnering with [REDACTED] to identify employee wellness needs, provide recommendations based on these needs, and support [REDACTED] to create a culture of wellness. Funds for this project are provided by the [REDACTED] grant, a 2-year initiative that started in September 2021 and will continue through September 2023.

[REDACTED] is a private, not-for-profit charitable organization with almost 700 employees and offers a comprehensive scope of behavioral health and human services in [REDACTED] and [REDACTED]. The core service areas include substance abuse treatment and prevention; mental health treatment and housing for persons with mental illness; applied behavioral research, training, and publications; and primary care treatment and preventive services. Their mission is to make a difference—improving quality of life through excellence in service.

The goal of this employee wellness evaluation is to provide high-utility feedback that can be used to create a culture of wellness and guide implementation of wellness programming that is in alignment with [REDACTED] mission, goals, and objectives as well as the needs of their employees and clients.

## Sources of Data & Methodology

From November 2021 through May 2022, the BHWP evaluation team collected workplace wellness information from multiple data sources. Data collection from diverse perspectives is in alignment with the BHWP team's overarching intention to attain an accurate sense of the wellness climate and culture at [REDACTED]. Description of data sources and data management activities are as follows:

### Site Visit

Meetings and an environmental scan were completed to collect qualitative data regarding agency wellness culture and climate. This process began with an initial meeting and site visit with [REDACTED] leadership on November 29, 2021. Then, a meeting with [REDACTED] Executive Leadership Council occurred on February 24, 2022. During the meetings with leadership, information was shared about past employee wellness initiatives as well as current staff wellness challenges and opportunities. We also discussed BHWP's tentative plan and goals for the Work and Wellbeing Initiative.

Leadership shared their desire to create a culture of generosity. They indicated that their metric of success would be decreased turnover rates. With [REDACTED] new to her position as Director of Employee Experience, this is a good opportunity to re-engage staff. In the past, there have been many employee-led wellness activities and [REDACTED] has an active group of wellness champions.

There has already been significant investment into employee wellness needs. Recent surveys (2021) performed at [REDACTED] find that staff burnout, compassion fatigue, and secondary traumatization are areas that need additional support. Leadership is actively working towards implementation of systems and strategies to build compassion resilience in the workforce. This includes offering new resources, training, and creating a shift in the culture at [REDACTED]

### Employee Wellness Survey

All [REDACTED] employees were invited and encouraged to participate in the web-based survey (administered via Qualtrics) over a 2-week period. The survey asked employees to consider first their personal wellness and then their wellness as supported by their workplace. The BHWP Employee Wellness Survey is a multi-dimensional measure that yields a quantitative score for each of 8 Dimensions of Wellness (separately for personal and employer-supported wellness), as well as one overall wellness satisfaction scale. It additionally assesses specific aspects of physical, occupational, emotional, and social wellness in more detail (e.g., general health, including sleep, nutrition, stress, and physical activity; burnout; control and autonomy; workplace demands; isolation; and connection). Finally, the survey invited respondents to share additional thoughts on the “health and wellness of your workplace.” These qualitative results are presented in boxes throughout the document and have also been incorporated directly into the recommendations section.

## Employee Wellness Survey Results

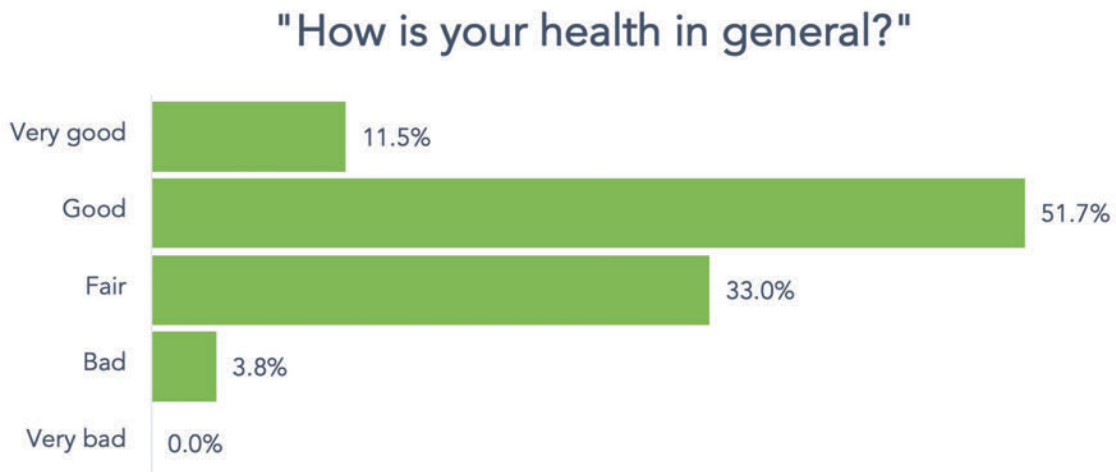
### Participant Demographics

In April of 2022, 217 employees participated in the Employee Wellness Survey, representing 32% of all [REDACTED] employees. In the table below, we outline key demographic characteristics for survey participants.

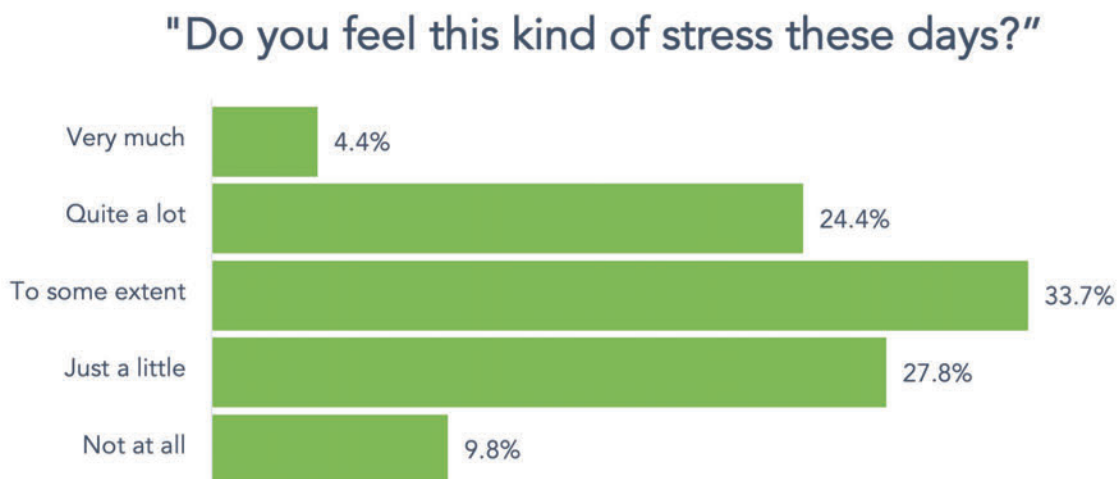
*Percentages do not add up to 100 for some characteristics because respondents could select multiple options	Category	Number of Participants	Percent of Participants
<b>Gender</b>	Female	157	74.4%
	Male	47	22.3%
	Non-binary	1	0.5%
	Transgender	1	0.5%
	Prefer not to disclose	5	2.4%
<b>Race/Ethnicity</b>	Asian/Pacific Islander	2	1.0%
	Black/African American	17	8.1%
	Hispanic/Latino/a/x	5	2.4%
	Native American/Alaska Native	1	0.5%
	White Non-Hispanic	177	83.9%
	Multi-racial	2	1.0%
	Different Identity/not listed	1	0.5%
	Prefer not to disclose	6	2.8%
<b>Age</b>	18 - 25	14	6.6%
	26 - 35	43	20.4%
	36 - 45	57	27.0%
	46 - 55	48	22.8%
	56 - 65	37	17.5%
	66+	7	3.3%
	Prefer not to disclose	5	2.4%
<b>Service Line</b>	Primary care	13	6.2%
	Integrated care	31	14.8%
	Inpatient treatment	11	5.3%
	Outpatient treatment	35	16.8%
	Residential rehabilitation	11	5.3%
	Day rehabilitation	1	0.5%
	Case management	40	19.1%
	Community Support	38	18.2%
	General Administration	26	12.4%
	Other	69	33.0%
<b>Employment</b>	Full-Time	200	95.7%
	Part-Time	7	3.4%
	Manager or Supervisor	11	5.3%
	Director or Senior Leadership	8	3.8%
	Other	1	0.5%
<b>Length of Employment</b>	Under 1 year	45	21.5%
	1 - 3 years	45	21.5%
	3 - 5 years	13	6.2%
	5 - 10 years	35	16.8%
	10 - 15 years	29	13.9%
	15 - 20 years	21	10.1%
	20 + years	21	10.1%
<b>Clinical Responsibilities</b>	Yes	136	65.1%
	No	73	34.9%

## General Health and Wellness

To provide a snapshot of overall health and wellness, we invited participants to respond to a single-item measure of general health and a single-item measure of perceived stress. On the single item health measure "How is your health in general?" nearly two-thirds of employees (63%) indicated their general health was either "good" or "very good." Roughly a third of employees (33%) rated their health as "fair," and 4% reported their health was "bad."



A single item assessing perceived stress was administered as follows: "Stress means a state in which a person feels tense, restless, nervous, or anxious or is unable to sleep at night because his/her/ their mind is troubled all the time. Do you feel this kind of stress these days?" Nearly two thirds of employees (63%) said they felt stressed "to some extent," "quite a lot," or "very much," with 29% responding "quite a lot" or "very much."



## Eight Dimensions of Wellness

Wellness is a multifaceted approach to living that promotes being well in all areas of life. Working across multiple dimensions of wellness addresses the whole person by acknowledging that a lack of health or wellbeing in one area of a person's life affects their overall sense of wellbeing. The remainder of this report is organized to summarize employee health and wellness across eight dimensions: Physical, Occupational, Emotional, Social, Intellectual, Financial, Environmental, and Spiritual.

## Overall Satisfaction on 8 Dimensions

To provide summary measures of the 8 dimensions of wellness, we invited participants to rate their overall satisfaction with their wellness on each dimension on a scale of 1 to 10, with 1 being low and 10 being high. Results are presented in the graph below. Average responses across the dimensions were similar, with responses ranging from 5.8 to 7.2 across all eight dimensions. However, the range of responses within each dimension was highly variable. For all 8 dimensions, responses ranged from 1 (the lowest possible response) to 10 (the highest possible response).





## Physical Wellness

We assessed several aspects of physical wellness, including perceptions of physical health from both a personal and an employer-supported standpoint, self-reported health behaviors, and the extent to which employees felt physically safe when working with the organization's clientele.

### Perceptions of personal and employer-supported physical health

The physical wellness assessment includes 7 items assessing personal wellness and 7 items assessing workplace-supported wellness. Each item is scored on a scale of 0 to 4, such that participants could score from 0 to 28 on both personal and workplace-supported physical wellness. Looking at aggregate scores, employees at [REDACTED]

#### Personal



[REDACTED] scored an average of 18.6 (out of 28) on the "personal" dimension (range = 6 to 28), which corresponds to 67% of possible points. On the "employer-supported" dimension of physical wellness, respondents scored an average of 17.7 (range = 4 to 28), for 63% of possible points.

#### Employer-Supported



More than 90% of survey participants agreed or strongly agreed that physical health is important to them, however only 54% felt that they take good care of their bodies. Most employees (85%) report that they avoid smoking and other tobacco products. While just over half of respondents (56%) agreed they make healthy food choices, only one quarter of respondents (25%) felt that their workplace promotes healthy food choices. Fewer than half of respondents (48%) agreed that they get enough sleep. Regarding physical activity, 47% of employees agreed they engage in regular physical activity, and 46% reported using physical activity to manage stress. Fewer than one in three respondents felt that their workplace encourages physical activity (32%). However, more than half of respondents agree that their workplace encourages them to take care of their health (62%) and offers health and wellness programs (62%).

### Food quality

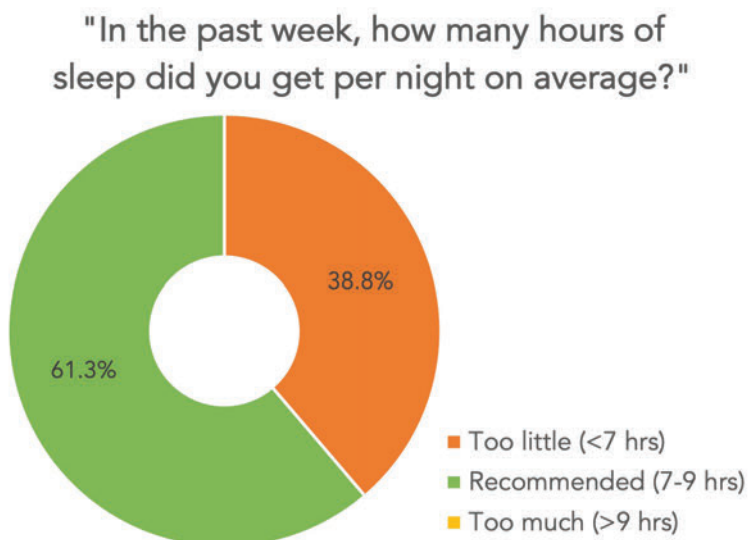
Participants were asked, "On a scale of 1 to 10, the quality of the foods I ate during the past week was usually...." with 1 = very poor quality, and 10 = very good quality. Across participants, the mean rating was 6.6, with a range of 2 to 10.



FOOD QUALITY

### Sleep quantity

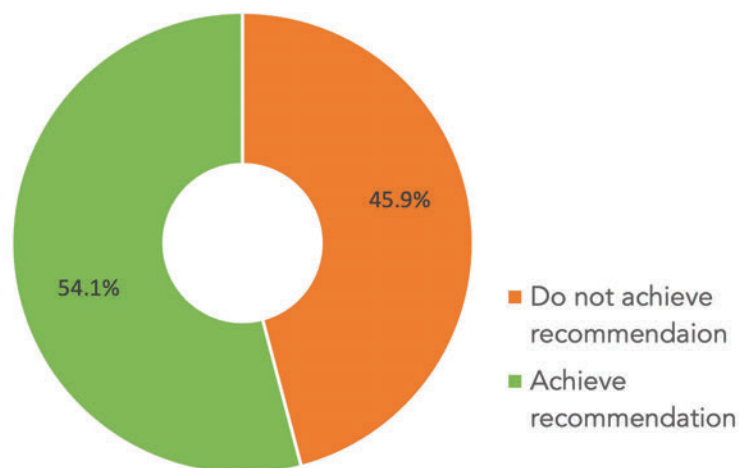
According to the National Sleep Foundation guidelines, most healthy adults need between 7 and 9 hours of sleep per day. When asked, "In the past week, how many hours of sleep did you get per night on average?" [redacted] employees reported getting an average of 6.7 hours of sleep, with a range from 4 hours to 9 hours. In total, 61% of survey respondents reported getting within the recommended hours of sleep each night, although it is important to note that getting seven hours of sleep, while technically within the recommended range, will not be adequate for some individuals. This finding echoes the data above, in which fewer than half of employees reported getting enough sleep.



### Physical activity

The Department of Health and Human Services recommends adults should do at least 150 minutes to 300 minutes per week of moderate-intensity aerobic physical activity, in addition to muscle-strengthening activities on 2 or more days a week. We asked participants to report the number of minutes of physical activity they did per day (on average) over the past week. [redacted] employees reported an average of 31 minutes per day, with a range of 0 to 360 minutes per day. Just over half of employees (54%) reported getting at least the minimum recommended number of minutes of physical activity per week.

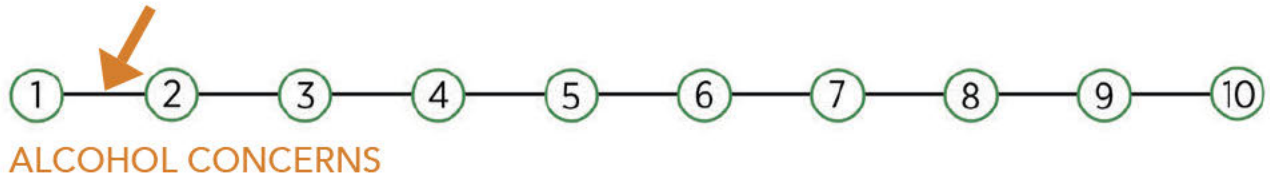
Percentage of employees who get recommended amount of exercise



### Alcohol

Employees were also asked, "On a scale of 1 to 10, how concerned are you with your use of alcohol in the past 3 months," with 1 = not at all concerned, and 10 = extremely concerned.

██████████ employees reported a mean rating of 1.6, with a range of 1 to 9.



### Feeling physically safe with clients

Participants were asked to report the extent to which "I feel physically safe working with my organization's clientele" on a 5-point scale (strongly disagree to strongly agree). Over two thirds of respondents "agreed" or "strongly agreed" with this statement (71%), while 5% "disagreed" or "strongly disagreed" that they felt physically safe with clients.



[Click for full details of survey results >](#)

### Occupational Wellness

The occupational wellness section comprised the bulk of the Employee Wellness Survey. It contains a variety of measures including perceptions of occupational health from both a personal and an employer-supported standpoint, overall job satisfaction and burnout, control and autonomy, work-related demands, intrusion of work into personal life, and support in the workplace, among others.

### Perceptions of personal and employer-supported occupational wellness

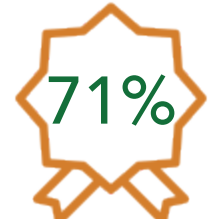
The occupational wellness assessment includes 7 items assessing personal wellness and 7 items assessing workplace-supported wellness. Each item is scored on a scale of 0 to 4, such that participants could score from 0 to 28 on both personal and workplace-

Personal



supported occupational wellness. Overall, employees at [REDACTED] scored an average of 19.9 (out of 28) on both the “personal” dimension (range = 9 to 28), and the “employer-supported” dimension of occupational wellness (range 7 to 28), which corresponds to 71% of possible points.

Employer-Supported



Respondents reported their occupational wellness as strong, overall. Over 80% of respondents agreed or strongly agreed that their work feels meaningful, that they are motivated to do their best at work, and that they seek new skills to become better at their job. Two in three respondents also agreed or strongly agreed that they feel fulfilled by their work. However, fewer respondents agreed that they look forward to going to work (51%), feel energized by their work (50%) or are satisfied with the direction their work is heading (57%). Roughly three-quarters of respondents or more agreed they have control over how they perform their job (81%), that their contributions are valued (76%), that they receive credit for their work (73%), and that they get useful feedback about their job performance (73%). However, fewer than two thirds of respondents felt that they have a manageable workload (63%). A particular occupational wellness challenge for [REDACTED] centers on opportunity for advancement, with only 47% of respondents agreeing that there is opportunity for advancement in their jobs.

### Job satisfaction

Using a single item to measure overall job satisfaction, respondents were asked, “How dissatisfied or satisfied are you with your present job overall?” Participants indicated their responses on a scale of 1 (completely dissatisfied) to 7 (completely satisfied). Almost 3 in 4 respondents reported being “completely,” “mostly,” or “somewhat” satisfied (72%), whereas 22% reported being “somewhat,” “mostly,” or “completely” dissatisfied.

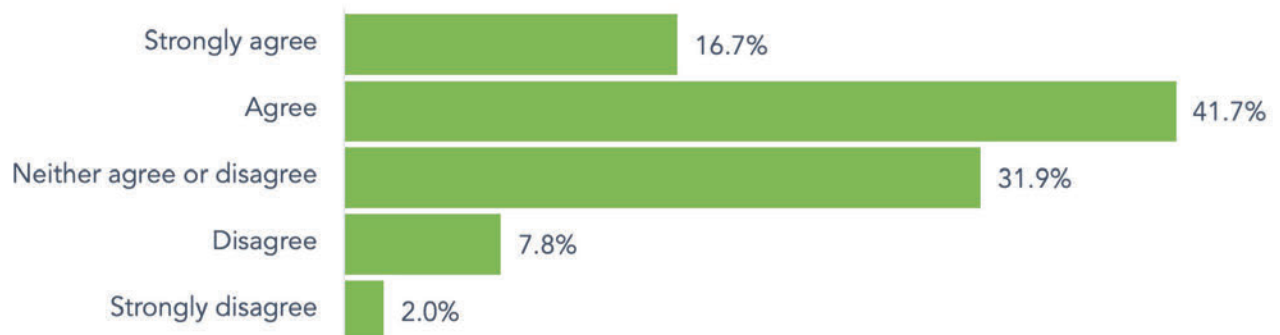
## "How dissatisfied or satisfied are you with your present job overall?"



### *Recommend organization*

We also asked respondents to rate their agreement with the statement, "I recommend my organization as a great place to work" on a 5-point scale from 1 (strongly disagree) to 5 (strongly agree). Over half of participants (58%) agreed or strongly agreed that they would recommend their organization, 10% disagreed, and approximately 1 in 3 respondents were noncommittal.

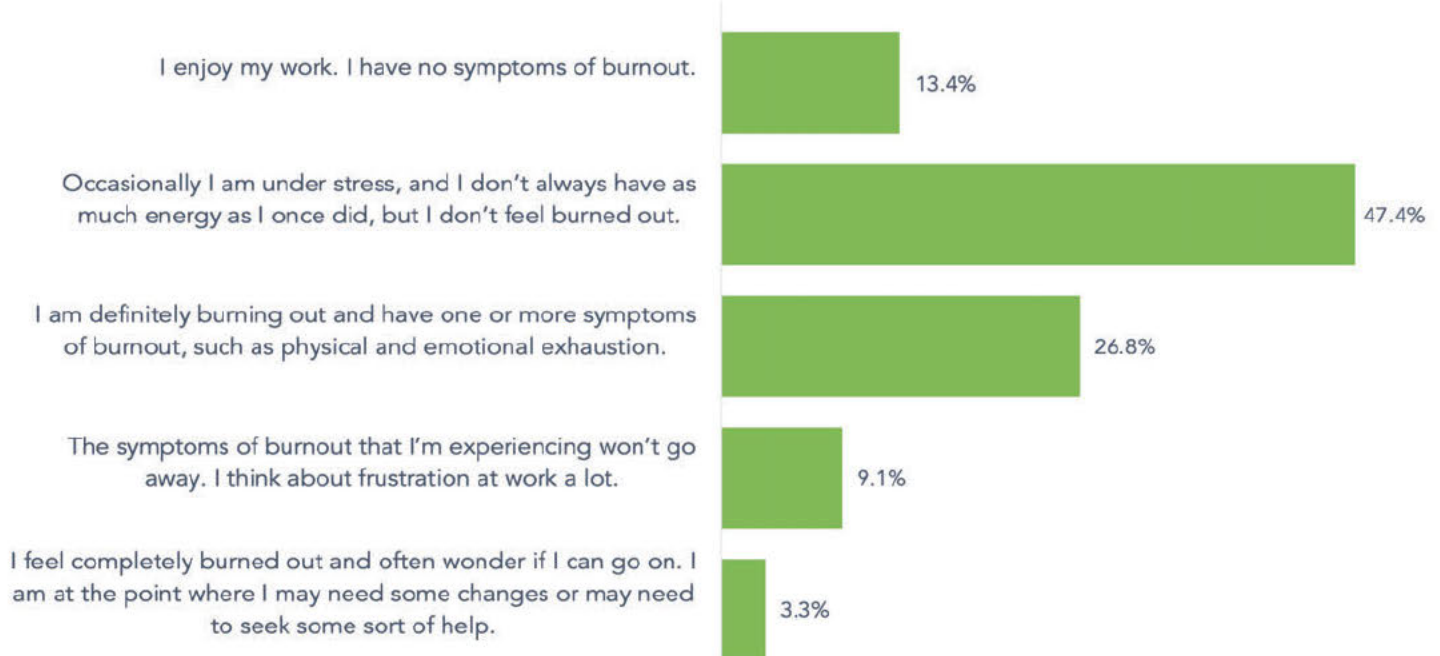
## "I recommend my organization as a great place to work"



## Burnout

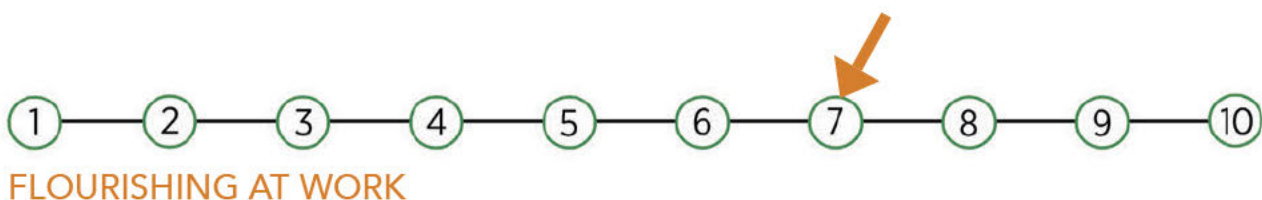
Participants were also asked to rate their levels of burnout with the item, "Based on your definition of burnout, how would you rate your level of burnout?" Although most survey respondents are satisfied with their job and would recommend their organization as a great place to work, results on this item revealed that approximately 2 out of 5 respondents are experiencing symptoms of burnout to various degrees. Of those, one third are experiencing persistent symptoms of burnout that won't go away or are completely burned out and wondering if they can go on.

### "How would you rate your level of burnout?"



## PERMA Profile

The workplace PERMA Profiler is an adaptation of Seligman's (2011) PERMA model and includes five items that capture the five pillars of a 'flourishing' life in a work setting: positive emotion, engagement, relationships, meaning, and accomplishment. Each item is assessed on a 1 to 10 scale, where 1 = the least flourishing life, and 10 = the most flourishing life. We calculated an average across all 5 items for a composite score. At [REDACTED] the average score was 7.0 with variable responses ranging from 2 to 10.



The graph below shows mean scores separately for each item on a scale of 1 to 10.

## PERMA Profile



### Control and autonomy

Decades of research has shown that having a sense of control and discretion over how, when, and where work gets done is important for enhancing one's health, reducing work-related stress, and decreasing absenteeism and turnover. We assessed respondents' sense of control and autonomy in the context of their work with four items: "I know what is expected of me at work," "I am able to apply my own ideas in my work," "I am consulted before objectives are set for my work," and "I can influence decisions that are important for my work." For each item, employees



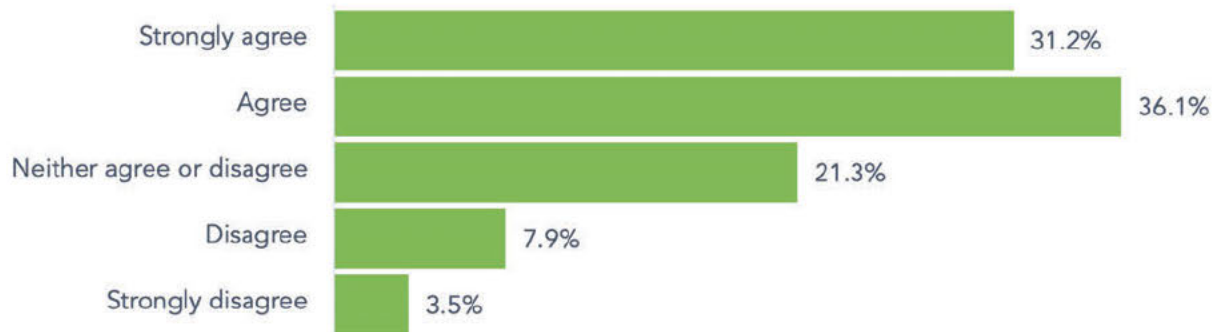
responded on a 5-point scale ranging from 0 = never to 4 = always. To generate a composite score we summed across the four items such that a person's score could range from 0 (least control and autonomy) to 16 (most control and autonomy). For ██████████ employees, the average score on this composite measure was 11.3 (or 71% of possible points) with a range of 3 to 16.

Since the pandemic began in early 2020, remote vs in-person work has been a salient feature of organizational operations. Thus, we also assessed respondent's satisfaction with this aspect of their work lives using the following item, "I am satisfied with the balance of remote vs. in-person work." Respondents indicated their agreement on a 5-point scale (strongly agree to strongly disagree). Whereas most employees are satisfied with this balance (67%), 11% of respondents indicated they are *not* satisfied with this balance, and 21% of respondents were non-committal.

### EMPLOYEES ARE SAYING...

*Remote work policies are beneficial and these practices can foster a "team" atmosphere*

## "I am satisfied with the balance of remote vs. in-person work."



### Workplace demands

Research shows that overwhelming workplace demands can contribute to employee stress and burnout. These could include time demands, such as long work hours and pressure to meet deadlines or other metrics, mental demands, such as tasks requiring complex decision-making or high concentration, or emotional demands, such as those experienced by behavioral health providers. We first assessed workplace demands by administering a 7-item subscale of the Workplace Wellbeing Questionnaire, conceptualized as "intrusion of work into private life." Example items are, "I feel stressed in organizing my work time to meet demands" and "My work eats into my private life." Participants responded to each item using a 5-point scale (Not



at all true to Extremely true), and responses were summed across items for a possible range of 0 (least intrusion of work into private life) to 28 points (most intrusion of work into private life). ██████████ respondents scored an average of 8.0 with a range of 0 to 23 (or 29% of possible points, where lower percentages are desired in this case.)

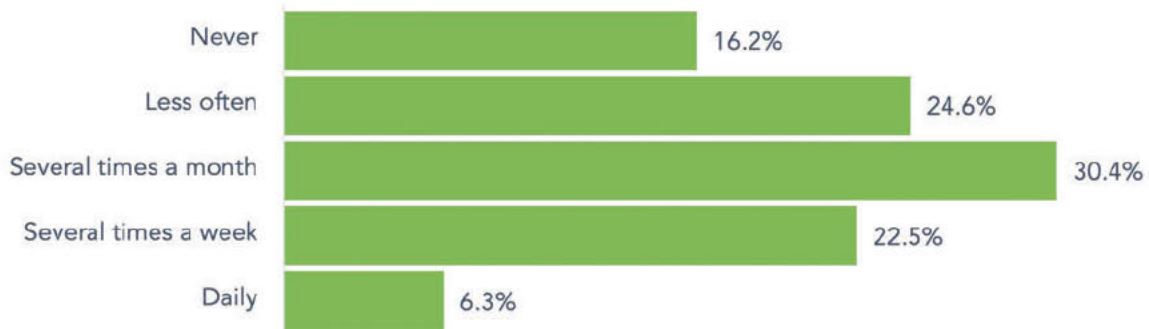
We additionally asked participants a more direct question to assess workplace demands using the following question, "Over the last 12 months, how often do you work in your free time to meet demands?" Over half of respondents reported working in their free time at least several times a month or more frequently. Over a quarter of respondents reported working in their free time several times a week or daily.

### EMPLOYEES ARE SAYING...

*Increased number of projects, productivity goals, and job demands cause stress and force working during personal time*



## “Over the last 12 months, how often do you work in your free time to meet demands?”

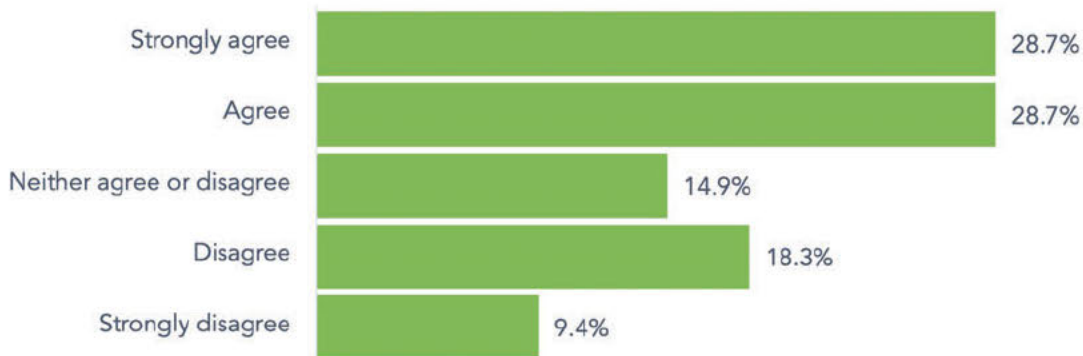


### *PTO, scheduling flexibility, and support for caregivers*

We assessed the degree to which employees feel like they can easily take time off work, flex their schedules to attend to personal or caregiving responsibilities, and whether employees' caregiving responsibilities are otherwise supported by the organization. Over half of employees (57%) agree or strongly agree that they can take time off work without feeling guilty or experiencing negative repercussions. Just over one in four respondents (28%) disagreed or strongly disagreed with this statement, and 15% were noncommittal.

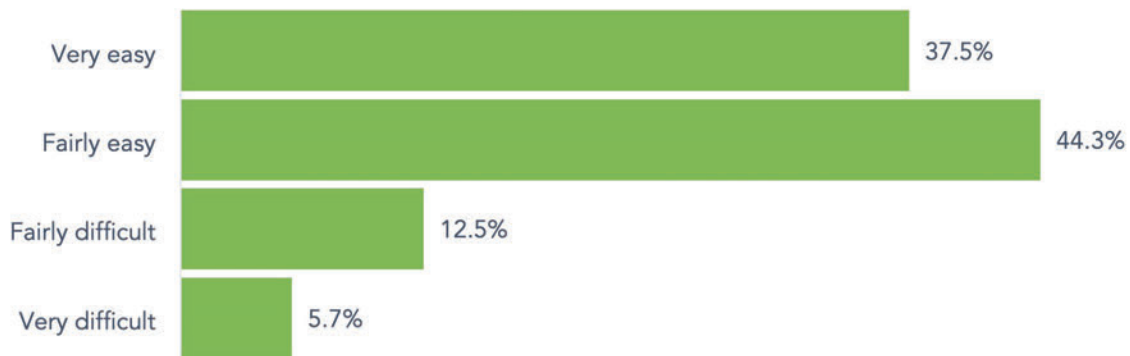


## “I can take time off from work without feeling guilty/experiencing repercussions.”



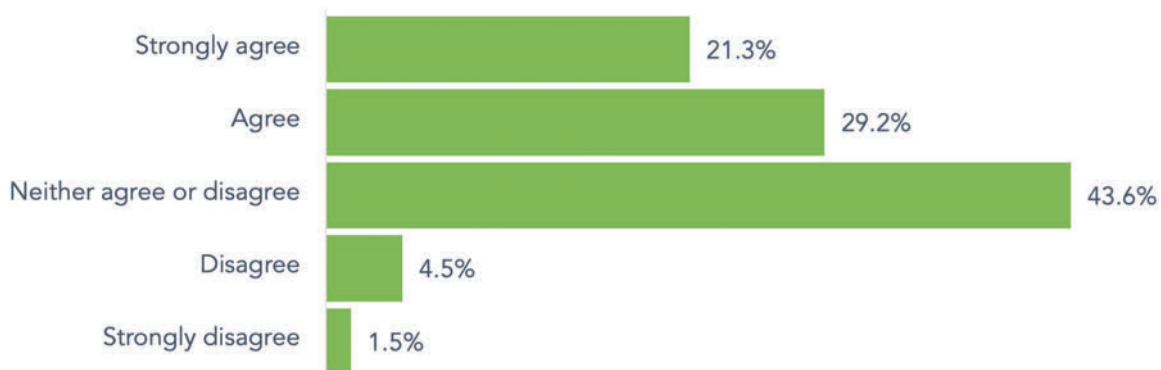
Participants were also asked to indicate how easy or difficult it was to take an hour or two off during the workday. Most participants (82%) responded that it was very easy or fairly easy to do this, whereas 18% felt it was very difficult or fairly difficult.

### "Arranging to take 1-2 hours off during work to take care of personal or family matters is..."



We also assessed whether respondents felt their organizations generally supported employees who are parents or caregivers. Half of respondents (51%) agreed or strongly agreed, whereas 44% were noncommittal, and 6% disagreed or strongly disagreed.

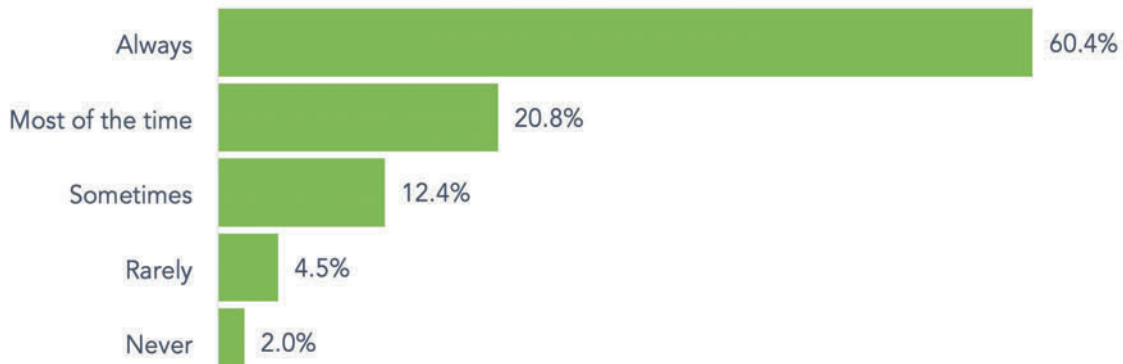
### "My organization provides adequate support for employees who are parents/caregivers."



#### Supervisor support

The scientific literature has shown that the quality of the supervisor/supervisee relationship is an important element when considering employee job satisfaction. We asked respondents to indicate how often their immediate supervisor helps and supports them. At [REDACTED] employees generally feel very supported by their supervisors, with over 4 in 5 respondents indicating that their supervisor "always" helps and supports them or does so "most of the time."

## “My immediate supervisor helps and supports me.”



### Workplace inclusivity

The Workplace Inclusivity Scale is a brief self-report measure of organizational climate, diversity, equity, and inclusion with high reliability. This tool covers multiple theoretical domains of the inclusion construct, including trust, personal work engagement, cultural responsiveness, respect, social acceptance, fair rewards, and values individual characteristics (Lennox et al., 2022). For each item, employees responded on a 5-point scale (0 = strongly disagree to 4 = strongly agree). To generate a composite score, we summed across the eight items such that a person’s score could range from 0 to 32. For [REDACTED] [REDACTED] the average score on this composite measure was 20.7 (or 65% of possible points) with a range of 2 to 32.



When examining individual items, employees scored their organization highest on items assessing diversity recognition, feeling respected, and feeling part of a team, whereas they scored their organization lowest on the item assessing an even distribution of recognition.

### Workplace Inclusivity Scale



[Click for full details of survey results >](#)

## Emotional Wellness

Emotional wellness was assessed with a multi-item measure of perceptions of emotional wellness from both a personal and an employer-supported standpoint, along with responses to the 5-item World Health Organization (WHO-5) Index of Mental Wellbeing and two single item measures assessing whether employees feel their work is hardening them emotionally and whether their organization supports employee mental health.

### Perceptions of personal and employer-supported emotional wellness

Perceptions of personal and employer-supported emotional wellness. The emotional wellness assessment includes 7 items assessing personal wellness and 7 items assessing workplace-supported wellness. Each item is scored on a scale of 0 to 4, such that participants could score from 0 to 28 on both personal and workplace-supported emotional



wellness. Overall, employees at [REDACTED] scored an average of 21.5 (out of 28) on the “personal” dimension (range = 11 to 28), which corresponds to 77% of possible points. On the “employer-supported” dimension of emotional wellness, respondents scored an average of 19.8 (range = 5 to 28), for 71% of possible points.



Survey results indicated that more than 3 out of 4 participants rated their emotional wellness as strong, in that they are able to identify the emotions they feel (91%), can express their emotions to others appropriately (82%), believe things will get better during tough times (83%), engage in activities that keep emotions in balance (74%), continue working toward goals despite obstacles (93%), and feel they know how to access resources for emotional support (83%). As well, the majority of employees feel supported by their coworkers (79%), agree that their workplace encourages respectful interactions (84%), and agree that they feel confident they can manage daily stress (76%). However, somewhat fewer respondents indicated that the stress level at their job is manageable (67%) and agree that they receive recognition for a job well done (69%). Additionally, only 55% of participants agree that they would feel safe accessing counseling services through their workplace, if needed.

### WHO-5 Mental Wellbeing Index

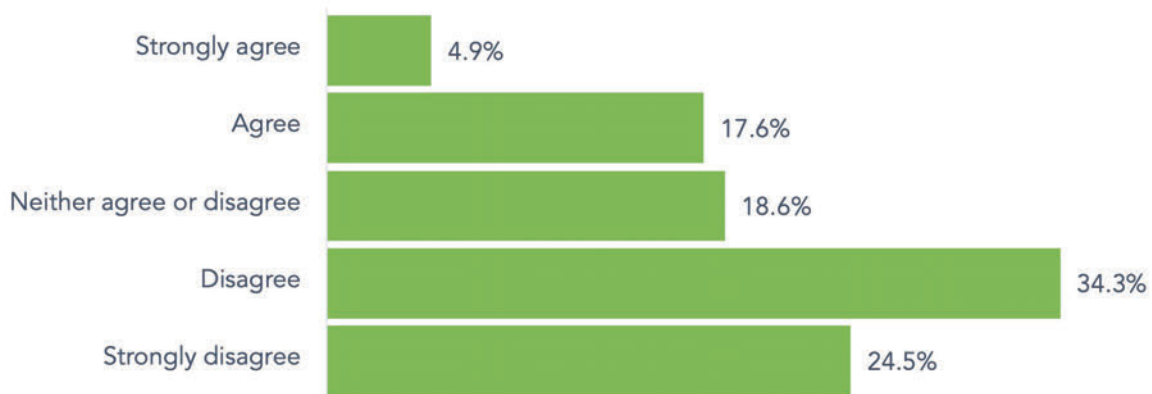
WHO-5 Index of Mental Wellbeing. The WHO-5 is a self-reported measure of current mental wellbeing. It has been validated in a number of studies with regard to both clinical and psychometric validity and has been used to screen for depression. A score of <50 is typically considered “low wellbeing” and is recommended as the cut-off score when screening for clinical

depression (Topp et al., 2015). At [REDACTED] the average score across all survey participants was 52, with 45% scoring below 50. Based on this measure, nearly half of employees screened positively for clinical depression.

### *Emotionally hardened*

Participants were asked to report their agreement with the statement, “I worry my work is hardening me emotionally.” Nearly a quarter of respondents (23%) agreed or strongly agreed with having this concern.

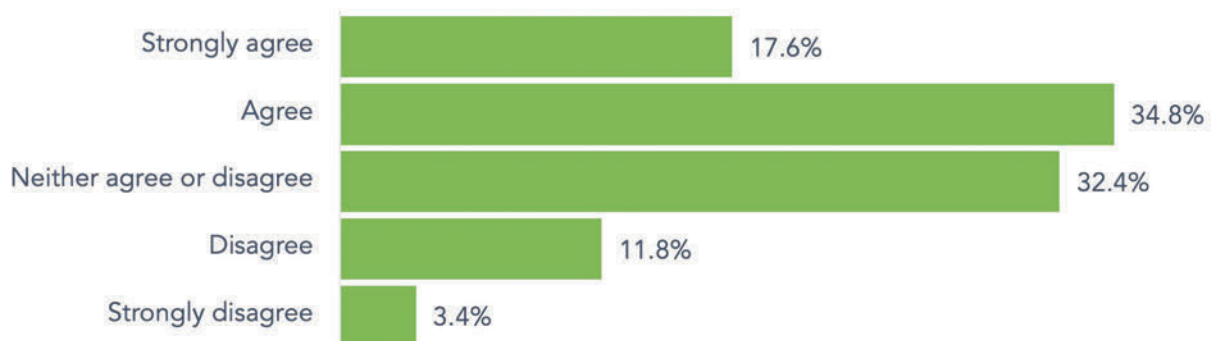
#### “I worry my work is hardening me emotionally.”



### *Employer support of employee mental health*

We also asked participants to indicate their agreement with the statement, “My organization supports employees who experience mental health problems.” Only 52% of survey respondents agreed with this sentiment (and 15% actively disagreed), which reflects a significant challenge for [REDACTED] – particularly given our earlier finding that nearly half of respondents screened positively for clinical depression.

#### “My organization supports employees who experience mental health problems.”



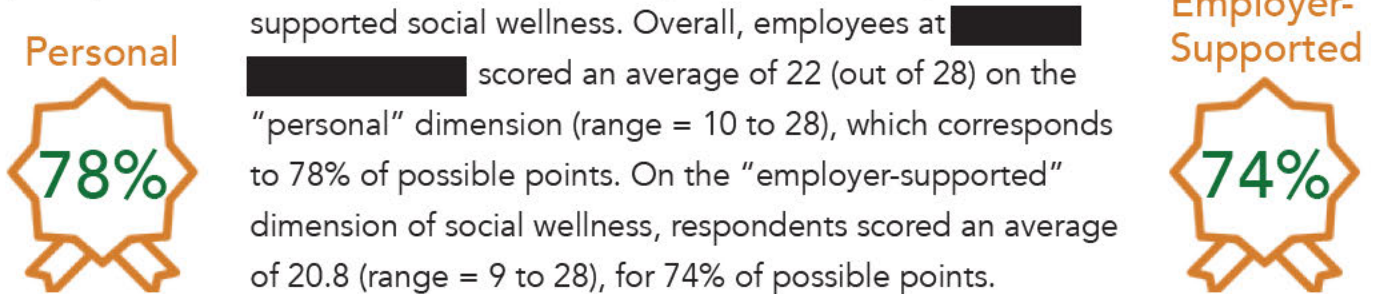
[Click for full details of survey results >](#)

## Social Wellness

Social wellness was assessed with a multi-item measure of perceptions of social wellness from both a personal and an employer-supported standpoint, along with responses to a three-item index assessing the extent to which employees feel a sense of connection versus isolation at work.

### Perceptions of personal and employer-supported social wellness

The social wellness assessment includes 7 items assessing personal wellness and 7 items assessing workplace-supported wellness. Each item is scored on a scale of 0 to 4, such that participants could score from 0 to 28 on both personal and workplace-



Overall, [redacted] employees rated their social wellness in their personal lives and at their workplace quite high. The vast majority of survey participants agreed that they have meaningful and positive social interactions (95%), that they spend time with people who

#### EMPLOYEES ARE SAYING...

*Colleagues care about each other's wellbeing and generally feel connected to one another*

are important to them (94%), that they feel supported by people in their life (93%), that they set boundaries in relationships (85%), and that they can be themselves (83%). At work, at least 4 in 5 respondents said they are treated with respect (87%), that they have positive interactions with their supervisor (89%), that they enjoy collaborating with their coworkers (90%), and that

their coworkers are open to their ideas (84%) and respect their personal boundaries (85%). Fewer than half of respondents (45%) reported actively engaging in activities in their community, and only 47% reported that their employer hosts employee events. Another challenge for [redacted] is to improve their handling of workplace disputes, as only 44% of respondents agreed that these types of disputes are currently handled well.

### Connection vs. isolation at work

To assess the extent to which employees at [redacted] feel a sense of connection vs. isolation at work, we summed participant responses to three items: "I feel connected to my co-workers," "I feel isolated in my job" (reverse-coded), and "I feel left out from things that

are happening at my organization" (also reverse coded). Thus, responses to this index could range from 0 to 12, where 0 = least connection/most isolation and 12 = most connection/least isolation possible. The average score on this index was 7.4, with a range of 1 to 12. The large range of responses indicates that, despite a reasonably high average overall, [REDACTED] employees vary considerably in the extent to which they feel connected or isolated at work.



[Click for full details of survey results >](#)

### Intellectual Wellness

The intellectual wellness assessment includes 7 items assessing personal wellness and 7 items assessing workplace-supported wellness. Each item is scored on a scale of 0 to 4, such that participants could score from 0 to 28 on both personal and workplace-supported



intellectual wellness. Overall, employees at [REDACTED] scored an average of 21.1 (out of 28) on the "personal" dimension (range = 9 to 28), which corresponds to 75% of possible points. On the "employer-supported" dimension of intellectual wellness, respondents scored an average of 20.7 (range = 8 to 28), for 74% of possible points.



Survey results reveal [REDACTED] employees generally score very high on this wellness dimension, with at least 2 out of 3 respondents agreeing with almost every statement in this section. Participants were particularly strong in seeking information on things they are curious about (95%) and taking advantage of learning opportunities (89%). At work, the vast majority of respondents indicated agreement that they engage in creative problem solving, are interested in their work activities, that their employer offers ongoing education/training, and that their job makes use of their mental abilities and is rewarding. Respondents indicated slightly less agreement that they express themselves creatively (65%), are aware of learning opportunities in their communities (68%), or that their workplace supports their professional development (66%).

[Click for full details of survey results >](#)

## Financial Wellness

The financial wellness assessment includes 7 items assessing personal wellness and 6 items assessing workplace-supported wellness. Each item is scored on a scale of 0 to 4, such that participants could score from 0 to 28 on personal and 0 to 24 on workplace-supported financial

### Personal



wellness. Overall, employees at [redacted] scored an average of 20.3 (out of 28) on the “personal” dimension (range = 5 to 28), which corresponds to 72% of possible points. On the “employer-supported” dimension of financial wellness, respondents scored an average of 14.4 (out of 24, range = 4 to 24), for 60% of possible points.

### Employer-Supported



Of all wellness dimensions, the employer-supported financial dimension of wellness revealed the lowest scores. On the personal dimension, at least 3 out of 4 survey respondents reported planning for their financial future, and almost every respondent agreed to paying their bills on time and that it is important to know about financial options. However, relatively fewer respondents agreed that they make enough money to cover living expenses (52%) and that they use a monthly budget (49%). There were also fewer positive responses to questions assessing how their employer supports their financial goals and wellness. For example, only 28% of survey respondents agreed that their pay compares well to that of other similar types of employment. As well, a lower percentage of respondents agreed that they can take parental leave when needed (47%), that their workplace makes it easy to plan for retirement (56%), or that their employer provides information to help them maintain their finances (39%). Less than half of respondents (41%) agreed that their employer manages its financial resources well.

### EMPLOYEES ARE SAYING...

*Low salaries should be addressed as it is a key factor in achieving overall wellness*

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## Environmental Wellness

The environmental wellness assessment includes 7 items assessing personal wellness and 7 items assessing workplace-supported wellness. Each item is scored on a scale of 0 to 4, such that participants could score from 0 to 28 on both personal and workplace-supported

### Personal



environmental wellness. Overall, employees at [redacted] scored an average of 21.6 (out of 28) on the “personal” dimension (range = 9 to 28), which corresponds to 77% of possible points. On the “employer-supported” dimension of environmental wellness, respondents scored an average of 21.2 (range = 5 to 28), for 76% of possible points.

### Employer-Supported





Survey respondents generally feel their environments are positive, both in their personal lives and at work. More than 80% of respondents agreed that their environments feel safe and healthy, and that they have access to healthy food options. Approximately 3 in 4 respondents said they have access to physical activities they enjoy, that they spend time in natural settings, and that their living space reflects their personal preferences. More than 80% of respondents agreed that their employer supports safe work practices, that they have sufficient working space, and that there is adequate lighting and privacy, and 70% agree that their work environment is pleasing to them. However, relatively fewer people agreed that they layout of the workplace encourages positive coworker interaction (54%). Four in five respondents agreed that they are protected from tobacco exposure at work.

EMPLOYEES ARE SAYING...  
*The industrial feel of the building and lack of windows are displeasing and isolating*

[Click for full details of survey results >](#)

### Spiritual Wellness

The spiritual wellness assessment includes 6 items assessing personal wellness and 6 items assessing workplace-supported wellness. Each item is scored on a scale of 0 to 4, such that participants could score from 0 to 24 on both personal and workplace-supported spiritual wellness.

#### Personal



Overall, employees at [redacted] scored an average of 17.7 (out of 24) on the "personal" dimension (range = 8 to 24), which corresponds to 74% of possible points. On the "employer-supported" dimension of spiritual wellness, respondents scored an average of 16.9 (range = 7 to 24), for 70% of possible points.

#### Employer-Supported



In general, spiritual wellness was a positively evaluated dimension for [redacted] employees. Over 80% of respondents agreed with statements like, "My belief system means a lot to me," "I live my life in a way that matches my values," "I am intentional about my values," and "I treat people who have different values with respect." Only 41% respondents consider themselves a member of a spiritual community, and 52% engage in spiritual practices. At work, over 80% of respondents agreed that their work is compatible with their values and that their coworkers respect spiritual privacy, however, fewer than 2 in 3 respondents agreed that their employer's values are aligned with their own or that their workplace practices its

EMPLOYEES ARE SAYING...  
*Certain religions do not receive the same support as other groups*

stated values. Moreover, only 56% of respondents agreed that their spiritual beliefs are treated with respect in the workplace, and 30% of respondents felt that their employer supported taking time for spiritual practices.

[Click for full details of survey results >](#)

## Associations

The averages and summaries reported throughout this document so far are helpful for providing an overall snapshot of how employees at [REDACTED] are generally faring across the 8 dimensions of wellness. Averages also have the benefit that they can be easily compared to each other over time to assess whether improvements have been made in certain areas throughout the current wellness initiative (and future initiatives). However, averages do not convey the range of responses to most items across [REDACTED] employees, nor do they offer insight into how certain areas of wellness relate to each other.

To inform the recommendations we make below, we examined correlations (associations) between different wellness indicators. This allows us to observe how wellness in one area (or lack thereof) relates to wellness in other areas. While an association between two wellness areas doesn't imply that one necessarily causes the other, it can provide direction to [REDACTED] on potential areas to target for improvements or additional support. For example, self-reported burnout among [REDACTED] survey respondents is highly associated with their scores on the "intrusion of work into private life" scale. That is, respondents who reported high levels of burnout also tended to report that they were experiencing more intrusion of work into their private lives. Put another way, the more respondents report that work intrudes into their private lives, the higher their reported level of burnout. While we can't be certain that work's intrusiveness causes employees at [REDACTED] to feel burned out, the relationship offers a potential road map for how improving specific work conditions (those centered around work demands) may help to improve burnout.

Below, we report associations between various wellness indicators and four specific constructs that may be of particular interest to [REDACTED] burnout, job satisfaction, general health, and mental wellbeing. In the table below, we report correlations that are either moderate or large, as defined by Cohen's (1988) conventions for the psychological and social sciences, where correlations of .1 to .3 are considered small effects, those of .3 to .5 are considered moderate effects, and those above .5 are considered large effects.

### What is related to **burnout**?

- » Feeling that work is intruding into one's personal life ( $r = .65$ )
- » Feeling dissatisfied with one's job overall ( $r = .60$ )
- » Scoring lower on the PERMA Profile (a measure of a "flourishing work life") ( $r = .59$ )
- » Scoring lower on the Workplace Inclusivity Scale ( $r = .53$ )
- » Scoring lower on the WHO-5 Mental Wellbeing Index ( $r = .49$ )
- » Feeling a lack of control and autonomy over one's work ( $r = .47$ )
- » Feeling that one cannot take time off from work without guilt/repercussions ( $r = .40$ )
- » Feeling that one's immediate supervisor is not as helpful and supportive ( $r = .40$ )
- » Feeling that taking an hour or two off from work is difficult ( $r = .34$ )
- » Feeling a sense of isolation vs. connection at work ( $r = .31$ )

### What is related to **job satisfaction**?

- » Scoring higher on the PERMA Profile (a measure of a "flourishing work life") ( $r = .63$ )
- » Feeling lower levels of burnout ( $r = .60$ )
- » Feeling that work demands are not intruding into one's personal life ( $r = .58$ )
- » Having a sense of control and autonomy over one's work ( $r = .51$ )
- » Scoring higher on the Workplace Inclusivity Scale ( $r = .45$ )
- » Feeling a sense of connection vs. isolation at work ( $r = .44$ )
- » Feeling that one's immediate supervisor is helpful and supportive ( $r = .42$ )
- » Scoring higher on the WHO-5 Mental Wellbeing Index ( $r = .40$ )
- » Feeling that one can take time off from work without guilt/repercussions ( $r = .37$ )
- » Feeling that taking an hour or two off from work is easy ( $r = .33$ )

### What is related to **general health**?

- » Scoring higher on the WHO-5 Mental Wellbeing Index ( $r = .37$ )

### What is related to **mental wellbeing**?

- » Scoring higher on the PERMA Profile (a measure of a "flourishing work life") ( $r = .52$ )
- » Feeling lower levels of burnout ( $r = .49$ )
- » Feeling that work is not intruding into one's personal life ( $r = .45$ )
- » Having a sense of control and autonomy over one's work ( $r = .41$ )
- » Feeling satisfied with one's job overall ( $r = .40$ )
- » Reporting greater general health ( $r = .37$ )
- » Feeling a sense of connection vs. isolation at work ( $r = .33$ )
- » Scoring higher on the Workplace Inclusivity Scale ( $r = .32$ )

*\*All correlations are statistically significant at  $p < .01$*

## Strengths

The Employee Wellness Survey data identified several areas of strength. Survey results reveal [REDACTED] employees score fairly high on all dimensions of wellness, with the highest scores on intellectual and environmental wellness.

Most respondents describe themselves as being in good health and generally satisfied with their work at [REDACTED] which they report is meaningful and aligned with personal values. The majority of those surveyed agreed they are fulfilled by their work, feel motivated to do their best, and want to continue improving in their roles. They felt that they had a say in how they performed their duties and were supported by their supervisors. They further reported feeling that they were a respected part of the [REDACTED] team. Most describe themselves as doing well emotionally, are resilient, and have access to needed resources.

The majority of survey participants enjoy and feel safe in personal and work environments, which they report being pleasing. Within the work environment, most staff reported positive collaborations with colleagues and positive interactions with their supervisors. Staff environments also have healthy food options and employees have access to opportunities for physical exercise.

Agency strengths mentioned above are not an exhaustive inventory. Additional strengths are woven into the below recommendations as a means for advancing wellness goals.

## Recommendations

The below recommendations incorporate triangulated data collected through the Work and Wellbeing Baseline Evaluation process. The evaluation suggests a tailored, evidence-based framework to guide a thoughtful process of workplace change. Historically, wellness initiatives nationally have often focused on employees' individual health behavior change. Instead, mounting evidence suggests that the most effective employee wellness interventions occur at the organizational level. Therefore, the bulk of recommended work and wellbeing strategies are at this level and stress multi-component workplace modifications.



### EMPLOYEES ARE SAYING...

*[REDACTED] as a whole is a great organization with strong values, positive mission, and a penchant for serving clients*

## Overt Agency Commitment

██████████ leadership supports a high visibility staff wellness program and is aligned with a multi-dimensional wellness approach. This is evident in the agency strategic plan goals stating that ██████████ will “Invest in our workforce, administrative resources, and facilities to be an employer of choice that supports staff engagement and retention, meaningful work, and a welcoming environment.” Agency values also include respecting employees, quality and safety, health equity and fairness, strength through diversity and inclusion, communication and transparency, innovation and strategic growth, and collaboration. Senior leadership might utilize the Work and Wellbeing Initiative to assess whether these values are being realized with staff, as well as clients.

██████████ position as Director of Employee Experience and Diversity, Equity, & Inclusion (DEI) Officer is innovative and a significant potential staff resource. It also appears ██████████ acts as the agency employee ombuds. This position allows ██████████ to advocate for needed agency supports based on staff and agency level evidence. Importantly, it is unclear if there are “firewalls” for this role that allow ██████████ to act independently and neutrally. As this position sits on the senior leadership team, there may be expected employee mistrust of intent. As her position continues to develop, it will be important to provide ongoing communications about ██████████ role, whether interactions with employees are confidential (or what the limits of confidentiality are), and potential coordination or oversight of the wellness committee.

To complement ██████████ role, leadership’s overt and persistent commitment will be essential. Employees are often cynical about or mistrust new programs that could tax them personally and deplete already scarce agency resources. They may hold back from being involved in a new wellness initiative because of their expectation that these programs will soon fade away. For instance, this was possibly evident in the lower than desired number of staff that completed the baseline survey. This is a typical response and an opportunity for leadership to differentiate this initiative from other initiatives and provide a clear rationale for change.

Leadership is encouraged to consistently present the Work and Wellbeing Initiative as an enduring culture of wellness with a primary aim of benefitting staff. In response to employees’ needs, leadership can collaborate with staff to create an environment in which they will thrive personally and grow professionally. Many employees reported their personal values were not aligned with agency values. The Work and Wellbeing Initiative provides the impetus to further investigate this disconnect, and make it clear, through action, that leadership is dedicated to staff wellbeing in work and life.

Leadership will also want to be clear that moving past the pandemic will not include a return to some previous definition of “normal.” Rather, the pandemic has accentuated the agency’s resiliency and ability to rapidly adapt and problem solve. The agency may now direct this fortitude toward the whole health of employees, clients, and community. Ideally, the above message would also be advanced by the Board of Directors.

Another area where there appears to be room for improvement is spiritual wellness. Only about half of employees felt their spiritual beliefs were treated with respect, and a minority of employees reported employer support for taking time for spiritual practices. While there are reported DEI activities at [REDACTED] findings indicate some perception that leadership is not invested. Given the desire to attract and maintain a diverse workforce, this is an area leadership is encouraged to further assess, promote, and communicate.



Commitment to employees’ whole health will involve the creation of a learning community that perseveres through uncertainty and necessary adaptation. As an example, [REDACTED] annual report might highlight staff wellness as an ongoing, “essential agency fact” that is supported by employee wellness metrics on par with community need, individuals served, awarded projects and contracts, and the operational budget.

Leadership will also want to model self-care and a work-life balance. Leaders and managers are encouraged to share their own struggles as human beings during this time of upheaval and how they work to chart a healthy course forward. They can make it clear that they also need time to decompress through personal time off, other daily practices, and a general work-life balance. As one example, a [REDACTED] wellness newsletter might include “wellness in action” profiles on leadership, as well as other employees.

### Bi-directional Communication

Based on the evaluation findings, there are many aspects of work at [REDACTED] that employees applaud. At the same time, there is a reported disconnect between staff and management/administration. The agency, in part due to its size, presents as “corporate” and this may lead some employees to question leadership’s motives. Leadership is therefore encouraged to structure regular anonymous and non-anonymous opportunities for input, as staff have varying degrees of comfort with self-expression.

Leadership might increase transparency through multiple mediums regarding organizational pressures, successes, and the inherent limitations under which the agency works. As a salient example, during the baseline evaluation process, it was apparent the agency is adept at winning new grants and contracts. While these projects may be necessary and innovative in addressing

**EMPLOYEES ARE SAYING...**

*There is little transparency from leadership regarding policies and agency changes*

clients' needs, there is an expected staff response of "What about us?" Employees may question why new funding isn't tied to increased salaries or other workplace perks. As evidence of this, fewer than half of employees surveyed reported that the agency managed its financial resources well. To address these questions and concerns, it is helpful for leadership to share detailed information about how

new resources will be deployed and the restrictions that public systems face. They can communicate that there is a thoughtful process that drives how resources are utilized, and that employee impact is a primary consideration. Critically, leadership can model acceptance of direct, emotionally balanced communication by proactively addressing contentious issues.

One tested communication strategy for building trust is facilitated staff forums. The agency is encouraged to engage a neutral skilled facilitator for these sessions. [REDACTED] might potentially fill this role. The forums will allow employees to express themselves on timely topics and ongoing issues. Such forums are not solution focused. Rather, they are an opportunity to hear a diversity of voices on issues such as safety, physical environment, and work-life balance. Authentic interactions between leadership and staff where leadership actively listens to staff perspectives is a proven way to strengthen morale and job satisfaction.

An employee recognition program is another way to communicate appreciation. A significant number of employees report that they do not receive recognition for a job well done. While the agency may have a history of recognition programs and awards, leadership is encouraged to continually revise methods for regular staff accolades, with particular focus on staff that have been with the agency for a year or less.

### Lean Management

The evaluation found that employees at [REDACTED] like to engage in creative problem solving. This attribute can be utilized to support the good of the agency. Staff at a variety of levels can be invited into continuous rapid improvement processes. Involvement and representation are effective wellness interventions. Employees are more apt to stay at jobs when they and/or their peer are invited to consider and implement strategies to improve staff experience and work environment.

Incremental movement toward change has a ratcheting effect on satisfaction and motivation. Permitting employees to use their skills and knowledge of the job to work more efficiently demonstrates trust and respect. While there may be overlap with wellness committee activity, an invitation to engage in structured work environment processes will complement the wellness committee's goals. There are multiple formats for lean management, including team or location based daily huddles or quality improvement groups that identify and address workflow bottlenecks and client service "pain points." Overall, this type of collective teamwork enhances a sense of belonging.

While many staff were satisfied with the autonomy and flexibility their jobs offered, there were also different opinions about potential improvement in these areas. While employee autonomy and flexibility are constant workplace issues, it is worthy of ongoing attention as there is a direct connection between these workplace factors and employees' reported wellbeing, work-life balance, job satisfaction, retention, and productivity, as evidenced by the associations reported above. Lean management approaches might focus on workflow, roles, tasks, coordination, and scheduling innovation. While survey results found that most employees were satisfied, there were some contrary findings when we looked at specific items. Only about half of employees looked forward to going to work, felt energized at work, or were satisfied with the direction their work was heading. Lean management approaches might clarify what this dissatisfaction regards. All these topics are particularly salient as [REDACTED] continue to fill key staffing roles and increased material resources or salaries may be untenable.

### An Empowered Wellness Committee

A key to the agency's Work and Wellbeing Initiative will be the continued identification of wellness champions and an empowered wellness committee. Given the agency size, variety of service settings, and geographic footprint, it is imperative that there is wellness committee representation

across these organizational characteristics. The wellness committee can work to ensure that the work and wellbeing programs, services, and initiatives offered are consistent across all sites, whether this be on the main campus or in satellite locations.

Utilizing the baseline evaluation findings, the wellness committee can start where the organization is at in terms of interest, readiness, and resources. A proven

wellness committee role is the identification of achievable staff wellness goals using a Plan-Do-Study-Act (PDSA) or similar rapid improvement model. Importantly, the wellness committee process

#### EMPLOYEES ARE SAYING...

*Wellness programs and policies tend to differ across departments and positions*



and activity can be an integral component of the overall agency quality improvement and strategic plans. The wellness committee may have leadership that sits on the committee and acts as a liaison to senior leadership and/or the wellness committee can be invited to provide regular updates to the leadership team.

██████████ has a history of wellness initiatives. However, these dissipated under the pressures of the pandemic. There is a wide range of reported feelings of isolation versus connection. The pandemic has had an immense impact on in-person contact, and isolation is very likely a major factor in the large percentage of ██████████ ██████████ employees that screened positively for clinical depression. It is suggested that the agency prioritizes encouraging and/or sponsoring workplace and community events to promote connection.

EMPLOYEES ARE SAYING...  
*Connecting with colleagues can be difficult and was exacerbated by the pandemic*

The evaluation further identified several wellness dimensions that employees reported to be personal and/or organizational weaknesses, which they wish to prioritize. Once dimensions are prioritized, the wellness committee may choose from a menu of proven interventions and customize interventions based on community agency needs and available community resources. There is a particular interest in improvement in stress management, physical activity, healthy eating, sleep, emotional wellbeing, work-life balance, and financial security. The wellness committee might advocate and provide educational opportunities related to the above, as well as strategies to combat compassion fatigue and burnout. The agency can also work to support healthy food choices by increasing access to healthy food choices and decreased access to unhealthy foods in the workplace. Each ██████████ service setting and/or team should be invited to partner in the implementation of these workplace wellness improvements.

### Supervisor Professional Development

There is a need to enhance supervisors' mental health literacy, communication skills, efficacy to address mental health needs in the workplace and identify workplace conditions that produce

increased risk for psychological distress. Most

██████████ staff have positive, supportive interactions with their supervisors, but staff also feel taxed by workloads, have high levels of depression, and often experience burnout. Supervisor training is warranted to help identify at-

EMPLOYEES ARE SAYING...  
*Supervisors often lack the skills needed to manage and support all employees equally, as well as conflict resolution skills*

risk staff and offer immediate intervention for those who report acute symptoms of depression, burnout, or other mental health concerns.

There are also proactive steps supervisors can take to prevent or reduce employee distress. Supervisors would benefit by trainings and ongoing coaching to build empathic connections with supervisees through an interest in employees' personal and family lives. Acknowledgment of the work-life challenges employees face is an effective means to increase their wellbeing. Surveyed staff clearly stated they need additional emotional support, and their supervisors could be one resource. Supervisors might further encourage employees' workplace social interactions, which will augment a sense of belonging. To achieve this, supervisors can both model and prompt employees to not work during their designated free time. Staff also said they would benefit by more consistent job performance feedback from supervisors.

### Employee Mental Wellness

There is a clear need for heightened response to employees' high rates of stress and depression. Nearly half of respondents screened positively for depression. And only half of employees indicated that the agency supported staff with mental health problems. At the same time, some employees reported they were hesitant to ask for help due to the associated stigma. In response, [REDACTED] might run an ongoing anti-stigma campaign regarding the necessity of self-care and normality of emotional turmoil. In a parallel process, the agency might work toward a culture of safety, support, and acceptance for employees with mental health concerns that mirrors the recovery message provided to clients. Leadership and the wellness committee should consider directly asking employees what messages would be most effective to encourage them to seek help.

### Career Advancement and Support

[REDACTED] staff onboarding process sets the tone for a culture of wellness. As such, agency materials for new employees might include attention to staff wellness and the importance of self-care. The agency might create a buddy system or mentorship program to prevent staff isolation from the start. The mentors might encourage new staff to take advantage of the wellness committee's activities and to participate in staff input sessions.

#### EMPLOYEES ARE SAYING...

*The hiring and onboarding process lacks a comprehensive introduction to [REDACTED] and its resources*

Presently, most [redacted] employees do not see an opportunity for advancement in their jobs. [redacted] might further delineate career ladders and the steps toward promotion. Leadership may also stress the fairness of compensation. There is currently a perception that other behavioral health agencies pay better. It may be helpful for leadership to provide transparent communication around pay equity. And given the number of new staff, this might need to occur on a regular basis. While [redacted] presently offers a competitive benefit package, human resources is encouraged to review benefits and provide employees a description of the review process and findings. Staff desire more emphasis on education around personal financial management, which includes topics such as monthly budgeting and planning for retirement.

EMPLOYEES ARE SAYING...  
*Salaries are low for the industry*

This baseline evaluation identified many agency strengths, which [redacted] can build upon to create a sustainable culture of wellness. The leadership is engaged and committed to fostering an evolving workplace that offers the highest quality client services because they are invested in the cornerstone of healthcare services—the staff.



# Complete Survey Findings

## Physical Wellness

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<b>Employee Wellness Survey Item Responses</b>						
<b>Personal Physical Wellness Items</b>						
	n	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I choose to eat healthy foods.	199	1.0%	13.6%	29.2%	38.7%	17.6%
I engage in physical activity.	199	5.0%	28.1%	19.6%	28.6%	18.6%
I avoid smoking or using tobacco products.	199	7.0%	3.5%	4.5%	12.1%	72.9%
I use physical activity to manage stress.	199	5.5%	25.1%	23.1%	24.6%	21.6%
I get the sleep my body needs.	199	4.5%	27.1%	20.1%	32.7%	15.6%
I take good care of my body.	197	2.0%	19.3%	24.9%	39.6%	14.2%
My physical health is important to me.	197	0.0%	1.0%	8.1%	50.8%	40.1%
<b>Workplace Physical Wellness Items</b>						
I have the option to get up and move around at work.	197	1.0%	2.0%	5.6%	50.8%	40.6%
My workplace encourages me to take care of my health.	197	1.0%	10.7%	26.4%	44.2%	17.8%
My workplace encourages healthy food choices.	195	5.6%	14.9%	54.9%	20.5%	4.1%
My workplace encourages physical activity.	194	5.2%	16.0%	46.4%	24.2%	8.3%
My employer offers health and wellness programs.	197	2.0%	8.1%	27.9%	38.1%	23.9%
Other people at work try to keep healthy.	197	1.5%	4.6%	43.2%	39.1%	11.7%
My employer provides resources to prevent physical discomfort on the job.	197	4.1%	11.7%	44.2%	27.4%	12.7%

<b>Employee Wellness Survey Item Responses</b>						
<b>Personal Occupational Wellness Items</b>						
	<b>n</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither agree nor disagree</b>	<b>Agree</b>	<b>Strongly agree</b>
I feel fulfilled by my work.	199	0.5%	7.5%	24.1%	44.2%	23.6%
My work feels meaningful.	199	0.0%	4.0%	11.6%	45.2%	39.2%
I am motivated to do my best at work.	199	0.5%	4.0%	11.1%	45.7%	38.7%
I look forward to going to work.	199	2.0%	17.1%	29.7%	36.7%	14.6%
I am energized by my work.	199	2.5%	15.6%	32.2%	33.7%	16.1%
I seek new skills to become better at my job.	199	0.0%	2.5%	14.1%	53.8%	29.7%
I am satisfied with the direction my job is heading.	197	1.5%	11.2%	30.5%	39.6%	17.3%
<b>Workplace Occupational Wellness Items</b>						
I have control over how I perform my job.	197	0.0%	3.6%	15.2%	48.7%	32.5%
I get useful feedback about my job performance.	197	1.5%	10.7%	14.7%	49.2%	23.9%
The contributions I make in my job are valued.	197	1.0%	3.6%	19.3%	46.2%	30.0%
I get credit for the work I do.	195	1.0%	8.7%	17.4%	44.1%	28.7%
I feel like I can ask questions at work.	194	0.5%	3.1%	6.7%	49.0%	40.7%
My workload is manageable.	199	4.0%	16.1%	17.1%	47.2%	15.6%
There is opportunity for advancement in my job.	197	6.6%	21.3%	24.9%	33.0%	14.2%

<b>Control/Autonomy Index</b>							
	<b>n</b>	<b>Never</b>	<b>Rarely</b>	<b>Some- times</b>	<b>Most of the time</b>	<b>Always</b>	<b>Don't know</b>
I know what is expected of me at work	203	0.0%	3.0%	12.3%	50.3%	34.5%	0.0%
I am able to apply my own ideas in my work	203	0.5%	4.4%	19.7%	44.3%	30.1%	1.0%
I am consulted before objectives are set for my work	203	4.9%	14.8%	23.2%	34.0%	22.7%	0.5%
I can influence decisions that are important for my work	203	3.9%	10.8%	30.1%	33.5%	20.7%	1.0%

<b>Intrusion of Work into Private Life Subscale</b>						
	<b>n</b>	<b>Not at all true</b>	<b>Slightly true</b>	<b>Moderately true</b>	<b>Very true</b>	<b>Extremely true</b>
My work eats into my private life	202	33.7%	40.1%	15.8%	9.4%	1.0%
I feel stressed in organizing my work time to meet demands	202	35.1%	31.2%	19.3%	11.4%	3.0%
I feel excessively pressured at work to meet targets	202	42.1%	29.2%	15.4%	10.4%	3.0%
After work, I find it hard to wind down	202	39.6%	32.2%	14.9%	8.9%	4.5%
I find myself thinking negatively about work outside of work hours	202	46.5%	25.3%	13.9%	8.4%	5.9%
I feel that I can separate myself easily from my work when I leave for the day	202	9.9%	33.2%	25.7%	19.3%	11.9%
My work negatively impacts my self-esteem	202	66.8%	16.3%	10.9%	3.5%	2.5%

## Workplace Inclusivity Scale

	n	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I know I can trust this organization	201	5.5%	11.9%	21.4%	36.8%	24.4%
People are valued as individuals by this organization	201	6.5%	14.4%	22.4%	33.8%	22.9%
My opinions matter to the organization	201	7.0%	15.9%	27.9%	30.4%	18.9%
I have access to new opportunities	201	5.0%	14.9%	26.4%	26.4%	27.4%
The organization distributes recognition evenly	201	9.0%	21.4%	32.3%	21.4%	15.9%
I think the organization recognizes diversity	201	3.5%	10.0%	23.4%	30.9%	32.3%
I feel respected by the organization	201	4.0%	11.4%	20.9%	33.3%	30.4%
I always feel like I am part of a team at work	201	4.0%	7.5%	16.4%	38.8%	33.3%

## Emotional Wellness

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Employee Wellness Survey Item Responses						
Personal Emotional Wellness Items						
	n	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I can identify the emotions I feel.	199	0.0%	1.5%	7.5%	47.7%	43.2%
I express my emotions to others in an appropriate way.	199	0.5%	1.5%	15.6%	57.8%	24.6%
When times are tough I believe things will get better.	199	0.0%	5.0%	11.6%	51.3%	32.2%
I engage in activities that keep my emotions in balance.	199	0.0%	5.5%	20.6%	56.3%	17.6%
I keep working toward my goal even when there are obstacles.	199	0.0%	1.5%	5.0%	56.8%	36.7%
I feel confident that I can manage daily stress.	199	0.0%	8.5%	15.6%	59.8%	16.1%
I know how to access resources for emotional support.	197	0.0%	4.6%	12.7%	54.8%	27.9%
Workplace Emotional Wellness Items						
I feel supported by my coworkers.	197	0.0%	4.1%	17.3%	46.7%	32.0%
My workplace feels like a positive place to be.	197	2.5%	8.6%	25.4%	41.1%	22.3%
The stress level at my job is manageable.	197	2.0%	11.7%	19.8%	51.3%	15.2%
My workplace encourages respectful interactions.	195	0.5%	1.5%	14.4%	54.4%	29.2%
I receive recognition for a job well done.	194	2.1%	10.3%	19.1%	41.8%	26.8%
My employer supports a work/life balance.	199	0.0%	10.6%	23.1%	39.2%	27.1%
If needed, I feel safe accessing counseling services through my workplace.	199	5.0%	15.1%	24.6%	32.2%	23.1%



## WHO 5-item Index

	n	At no time	Some of the time	Less than half of the time	More than half of the time	Most of the time	All of the time
...I have felt cheerful and in good spirits	205	0.0%	12.7%	9.8%	33.7%	40.0%	3.9%
...I have felt calm and relaxed	205	3.9%	18.1%	15.6%	35.1%	22.9%	4.4%
...I have felt active and vigorous	205	12.2%	18.5%	28.8%	20.0%	17.6%	2.9%
...I woke up feeling fresh and rested	205	17.1%	25.9%	21.0%	17.6%	14.2%	4.4%
...My daily life has been filled with things that interest me	205	0.0%	17.6%	13.2%	26.8%	32.7%	9.8%

## Social Wellness

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Employee Wellness Survey Item Responses						
Personal Social Wellness Items						
	n	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have meaningful interactions with other people.	199	0.0%	0.5%	4.5%	59.8%	35.2%
I have social interactions that feel positive.	199	0.0%	1.5%	4.5%	53.3%	40.7%
I spend time with people who are important to me.	199	0.0%	1.5%	4.5%	42.2%	51.8%
I set boundaries in relationships.	199	0.0%	4.0%	10.6%	51.3%	34.2%
I actively engage in activities in my community.	199	3.0%	22.1%	29.7%	30.2%	15.1%
I feel like I can be myself.	197	2.0%	5.1%	9.6%	52.8%	30.5%
I feel supported by the people in my life.	197	0.0%	1.0%	6.1%	48.2%	44.7%
Workplace Social Wellness Items						
I am treated with respect at work.	197	0.0%	3.1%	9.6%	54.3%	33.0%
I enjoy collaborating with my coworkers.	197	0.0%	0.5%	9.1%	51.3%	39.1%
My employer hosts employee events.	195	7.7%	14.4%	31.3%	32.8%	13.9%
My coworkers are open to my ideas.	194	0.0%	3.1%	13.4%	52.6%	30.9%
I feel like workplace disputes are handled well.	195	2.6%	12.3%	41.5%	31.8%	11.8%
I have positive interactions with my supervisor.	194	1.0%	2.6%	7.2%	35.1%	54.1%
My coworkers respect my personal boundaries.	199	0.0%	4.5%	10.1%	47.7%	37.7%

## Connected vs. Isolated Index

	n	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I feel connected to my co-workers	204	0.5%	15.7%	18.1%	44.1%	21.6%
I feel isolated at my job	204	20.1%	30.9%	26.5%	19.1%	3.4%
I feel left out from things that are happening at my organization	204	12.8%	27.5%	34.8%	19.1%	5.9%

## Intellectual Wellness

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<b>Employee Wellness Survey Item Responses</b>						
<b>Personal Intellectual Wellness Items</b>						
	n	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I take advantage of opportunities for learning.	199	0.0%	1.0%	10.1%	56.8%	32.2%
I seek information on things I am curious about.	199	0.0%	0.0%	4.5%	45.7%	49.8%
I am able to organize my daily life.	199	1.0%	7.0%	8.0%	57.3%	26.6%
I try new ways of doing things.	199	0.0%	4.0%	15.1%	58.8%	22.1%
I express myself creatively.	199	2.0%	10.1%	22.6%	43.7%	21.6%
I am aware of learning opportunities in my community.	199	0.0%	8.5%	23.6%	47.2%	20.6%
I have a good memory.	197	0.5%	6.1%	14.2%	57.4%	21.8%
<b>Workplace Intellectual Wellness Items</b>						
I engage in creative problem solving at work.	199	0.0%	4.1%	10.7%	55.8%	29.4%
My employer offers ongoing education and/or training.	197	1.0%	5.1%	17.3%	47.7%	28.9%
My work activities are interesting to me.	197	1.0%	2.5%	14.2%	55.3%	26.9%
My job encourages curiosity.	195	2.6%	3.6%	25.6%	49.2%	19.0%
My workplace supports my professional development.	194	1.0%	6.7%	26.3%	40.2%	25.8%
My work is intellectually rewarding.	199	1.5%	7.0%	19.6%	46.7%	25.1%
My job makes use of my mental abilities.	199	1.5%	3.0%	12.6%	50.3%	32.7%

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<b>Employee Wellness Survey Item Responses</b>						
<b>Personal Financial Wellness Items</b>						
	<b>n</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither agree nor disagree</b>	<b>Agree</b>	<b>Strongly agree</b>
I plan for my financial future.	199	2.5%	6.0%	12.1%	50.3%	29.2%
I spend within my means.	199	1.0%	5.5%	13.1%	53.8%	26.6%
I use a monthly budget.	199	4.5%	23.6%	22.6%	32.7%	16.6%
I think it is important to know about my financial options.	199	0.0%	0.0%	2.5%	55.8%	41.7%
I pay my bills on time.	199	0.5%	2.5%	5.0%	30.7%	61.3%
I make enough money to cover my living expenses.	197	8.0%	20.1%	20.1%	28.6%	23.1%
I use my financial resources to keep myself healthy.	197	2.5%	7.6%	25.4%	46.2%	18.3%
<b>Workplace Financial Wellness Items</b>						
I clearly understand the employee benefits available to me.	199	0.0%	4.6%	18.8%	49.2%	27.4%
My pay compares well to that of other similar types of employment.	197	23.4%	26.4%	21.8%	17.8%	10.7%
I have the opportunity to take parental leave when needed.	197	0.0%	2.5%	50.3%	30.5%	16.8%
My workplace makes it easy to plan for retirement.	195	5.1%	7.2%	31.8%	39.0%	16.9%
My employer provides information to help me maintain my finances.	194	4.1%	14.4%	42.3%	32.0%	7.2%
My employer manages its financial resources well.	199	3.0%	13.6%	42.2%	29.7%	11.6%

## Environmental Wellness

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Employee Wellness Survey Item Responses						
Personal Environmental Wellness Items						
	n	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My living space reflects my personal preferences.	199	1.0%	5.5%	13.6%	39.7%	40.2%
I have the ability to keep myself safe in my daily life.	199	0.0%	0.5%	1.0%	45.2%	53.3%
I have access to the physical activities I like.	199	2.0%	6.0%	16.6%	49.3%	26.1%
I spend time in natural settings.	199	0.5%	8.5%	13.1%	54.3%	23.6%
My home environment feels healthy to me.	199	0.5%	3.5%	9.1%	40.7%	46.2%
I have access to healthy food options.	199	0.0%	1.5%	8.5%	48.2%	41.7%
My community feels healthy to me.	199	2.5%	12.1%	26.6%	42.2%	16.6%
Workplace Environmental Wellness Items						
My employer promotes safe work practices.	197	0.0%	2.5%	15.2%	52.8%	29.4%
I have sufficient working space.	197	1.5%	2.5%	7.6%	45.7%	42.6%
I have privacy at work when I need it.	197	2.0%	4.6%	6.1%	47.2%	40.1%
The layout of my workplace encourages positive coworker interaction.	197	3.6%	11.2%	31.0%	39.1%	15.2%
My work environment (e.g., lighting, sound, odors, temperature, appearance) is pleasing.	195	3.1%	9.2%	18.0%	49.7%	20.0%
I am protected from tobacco exposure at work.	199	5.0%	5.5%	7.5%	25.1%	56.8%
The lighting at work is adequate for safety.	194	1.0%	2.6%	9.3%	54.6%	32.5%

<b>Employee Wellness Survey Item Responses</b>						
<b>Personal Spiritual Wellness Items</b>						
	n	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My belief system means a lot to me.	199	1.5%	4.0%	12.1%	32.7%	49.8%
I live my life in a way that matches my values.	199	0.0%	1.0%	7.5%	56.3%	35.2%
I engage in spiritual practices.	199	11.6%	15.1%	21.1%	28.6%	23.6%
I am intentional about my values.	199	0.0%	0.5%	11.1%	52.8%	35.7%
I treat people who have different values with respect.	199	0.0%	0.0%	1.0%	40.7%	58.3%
I am a member of a spiritual community.	199	17.1%	25.1%	17.1%	18.6%	22.1%
<b>Workplace Spiritual Wellness Items</b>						
My spiritual beliefs are treated with respect at my workplace.	197	0.5%	2.5%	41.1%	36.0%	19.8%
My employer supports taking time for spiritual practices.	197	2.0%	6.6%	60.9%	18.3%	12.2%
My employer's values are aligned with my values.	197	1.0%	5.1%	31.5%	42.6%	19.8%
The work I do is compatible with my values.	197	0.0%	0.5%	13.7%	51.3%	34.5%
My workplace practices its stated values.	195	2.1%	4.6%	28.7%	43.1%	21.5%
My coworkers respect my privacy with regard to my beliefs.	194	0.5%	0.0%	17.0%	50.0%	32.5%

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