

Appendix Table 2. Candidate questions and scales.

Indicators of organizational state
<p>Thriving</p> <p>Vitality/Engagement. Measured with selected question from each subscale of the UWES-9 (UWES-9, 2006) National benchmarks available through the American Psychological Association (APA, 2014).</p> <ol style="list-style-type: none"> 1. I am enthusiastic about my job. 2. When I get up in the morning, I feel like going to work. 3. I am immersed in my work. <p>Learning in general (Porath, 2012)</p> <ol style="list-style-type: none"> 4. I see myself continually improving 5. I continue to learn more as time goes by <p>Satisfaction. General Social Survey; national benchmarks available (NORC, 2017). Also measured by the Mini Z with alternative wording (Linzer, 2015).</p> <ol style="list-style-type: none"> 6. On the whole, how satisfied are you with the work you do -- would you say you are very satisfied, moderately satisfied, a little dissatisfied, or very dissatisfied? <p>Burnout. Two-item extract of Maslach Burnout Inventory (West, 2012). National benchmarks available (Shanafelt, 2015)</p> <ol style="list-style-type: none"> 7. I feel burned out from my work 8. I have become more callous toward people since I took this job
2. Antecedents of a positive state. These questions are optional but encouraged to explore low rates of positive organizational states.
<p>Reciprocal learning from colleagues, as described in complexity science (Leykum, 2011)</p> <ol style="list-style-type: none"> 9. I am frequently taught new things by other people in this clinic 10. I learn a lot about how to do my job by talking with the people in the clinic <p>Learning from external sources as described in open innovation research (Naqshbandib, 2018)</p> <ol style="list-style-type: none"> 11. My organization actively seeks out external sources of knowledge and technology (e.g., published research, regional and national meetings, professional societies, external colleagues) when developing new ideas. <p>Receive information from the organization, as described in complexity science. Baldrige (NIST, 2015).</p> <ol style="list-style-type: none"> 12. I get all the important information I need to do my work. 13. I know how my organization as a whole is doing. <p>In addition, effectiveness of learning strategies can be measured by assessing conflict of interest in learning resources (Caudill, 1996) PMID 8769907</p> <p>Meaningfulness (May, 2004). Alternative is Spreitzer's 3-items taken from Tymon (Spreitzer, 1995).</p> <ol style="list-style-type: none"> 14. My job activities are personally meaningful to me. 15. The work I do on this job is worthwhile.

Membership (Van den Broeck, 2010)

- 16. At work, I feel part of a group.
- 17. I don't really feel connected with other people at my job (reverse coded).

Mastery/Competence (Spreitzer, 1995)

- 18. I feel competent at my job.
- 19. I am good at things I do in my job.

Person-job fit (Cable, 1996)

- 20. To what degree do you believe your skills and abilities 'match' those required by your current job?

Autonomy/Control (Spreitzer, 1995)

- 21. I have a great deal of control over what happens in my work unit.
- 22. I have significant influence over what happens in my work unit.

Workload General Social Survey; national benchmarks available (NORC, 2017). Also measured by the Mini Z with alternative wording (Linzer, 2015).

- 23. I have enough time to get the job done.

Fairness General Social Survey; national benchmarks available (NORC, 2017)

- 24. I trust management at work.

Innovation (Anderson, 1998)

- 25. Assistance in developing new ideas is readily available
- 26. This department is open and responsive to change

Current technical challenges in clinical practice. Mini Z (Linzer, 2015).

- 27. The amount of time I spend on the electronic health record (EHR) at home is...
- 28. Sufficiency of time for documentation is...