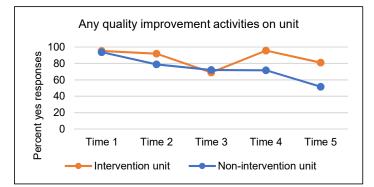
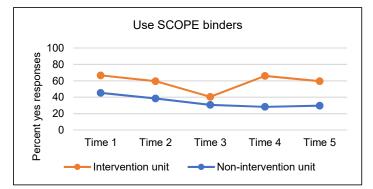
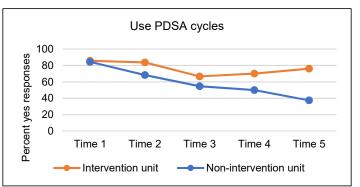
Quality Improvement Activities



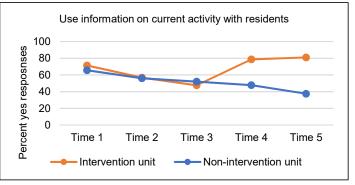
| Parameter | OR [95% CI] |
|---------------------------------------|-----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.764 [0.174; 3.364] |
| 35-44 years | 1.119 [0.260; 4.820] |
| 45-54 years | 1.222 [0.285; 5.241] |
| >54 years | 0.891 [0.185; 4.285] |
| Female (Male = reference) | 1.259 [0.584; 2.712] |
| Care aide (Reg. provider= reference) | 0.724 [0.362; 1.447] |
| Years worked in current role | 1.012 [0.970; 1.055] |
| Years worked on unit | 1.010 [0.961; 1.062] |
| Time | 0.689 [0.591; 0.804] |
| Study group (Non-interv. = reference) | 0.521 [0.157; 1.730] |
| Time by study group | 1.481 [1.087; 2.019] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.006 [1.002; 1.010] |
| Public (Voluntary = reference) | 2.634 [0.460; 15.088] |
| SCOPEout rank (Low = reference) | |
| High | 2.365 [1.073; 5.214] |
| Medium | 3.505 [1.510; 8.139] |



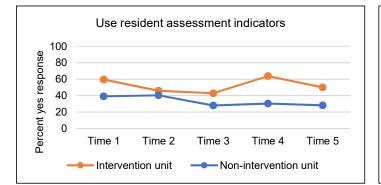
| Parameter | OR [95% CI] |
|---------------------------------------|-------------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 1.810 [0.308; 10.651] |
| 35-44 years | 3.267 [0.609; 17.533] |
| 45-54 years | 2.370 [0.442; 12.712] |
| >54 years | 1.545 [0.272; 8.759] |
| Female (Male = reference) | 1.942 [0.888; 4.247] |
| Care aide (Reg. provider= reference) | 1.337 [0.759; 2.356] |
| Years worked in current role | 1.005 [0.973; 1.038] |
| Years worked on unit | 1.036 [0.997; 1.076] |
| Time | 0.946 [0.828; 1.081] |
| Study group (Non-interv. = reference) | 1.166 [0.467; 2.910] |
| Time by study group | 1.253 [0.960; 1.637] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.011 [1.006; 1.016] |
| Public (Voluntary = reference) | 30.995 [5.406; 177.710] |
| SCOPEout rank (Low = reference) | |
| High | 8.102 [2.939; 22.335] |
| Medium | 8.236 [3.119; 21.745] |



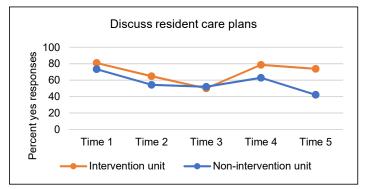
| Parameter | OR [95% CI] |
|---------------------------------------|-----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.571 [0.112; 2.905] |
| 35-44 years | 0.951 [0.197; 4.595] |
| 45-54 years | 1.060 [0.218; 5.156] |
| >54 years | 0.721 [0.136; 3.812] |
| Female (Male = reference) | 1.030 [0.537; 1.977] |
| Care aide (Reg. provider= reference) | 1.352 [0.787; 2.325] |
| Years worked in current role | 0.998 [0.963; 1.035] |
| Years worked on unit | 1.021 [0.979; 1.065] |
| Time | 0.719 [0.620; 0.833] |
| Study group (Non-interv. = reference) | 0.479 [0.163; 1.410] |
| Time by study group | 1.503 [1.111; 2.034] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.008 [1.005; 1.012] |
| Public (Voluntary = reference) | 6.529 [1.437; 29.666] |
| SCOPEout rank (Low = reference) | |
| High | 5.019 [2.270; 11.097] |
| Medium | 4.706 [2.123; 10.432] |



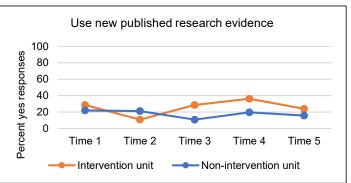
| Parameter | OR [95% CI] |
|---------------------------------------|-----------------------|
| Age (< 25 years = reference) | <u> </u> |
| 25-34 years | 0.339 [0.071; 1.621] |
| 35-44 years | 0.548 [0.123; 2.440] |
| 45-54 years | 0.470 [0.105; 2.094] |
| >54 years | 0.319 [0.067; 1.514] |
| Female (Male = reference) | 2.180 [1.152; 4.126] |
| Care aide (Reg. provider= reference) | 0.511 [0.300; 0.869] |
| Years worked in current role | 1.005 [0.974; 1.036] |
| Years worked on unit | 1.020 [0.980; 1.060] |
| Time | 0.960 [0.849; 1.086] |
| Study group (Non-interv. = reference) | 0.379 [0.160; 0.897] |
| Time by study group | 1.664 [1.296; 2.136] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.004 [1.001; 1.008] |
| Public (Voluntary = reference) | 3.662 [0.865; 15.498] |
| SCOPEout rank (Low = reference) | |
| High | 2.579 [1.192; 5.582] |
| Medium | 3.365 [1.562; 7.249] |



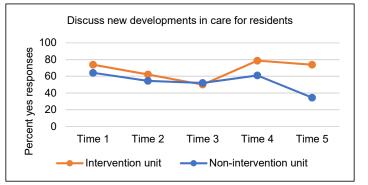
| Parameter | OR [95% CI] |
|---------------------------------------|----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 1.406 [0.303; 6.522] |
| 35-44 years | 2.294 [0.537; 9.805] |
| 45-54 years | 2.014 [0.467; 8.677] |
| >54 years | 1.874 [0.401; 8.767] |
| Female (Male = reference) | 1.595 [0.827; 3.076] |
| Care aide (Reg. provider= reference) | 0.739 [0.450; 1.216] |
| Years worked in current role | 1.016 [0.987; 1.046] |
| Years worked on unit | 1.010 [0.974; 1.047] |
| Time | 0.955 [0.837; 1.089] |
| Study group (Non-interv. = reference) | 0.849 [0.345; 2.085] |
| Time by study group | 1.309 [1.002; 1.710] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.003 [0.999; 1.006] |
| Public (Voluntary = reference) | 1.922 [0.452; 8.171] |
| SCOPEout rank (Low = reference) | |
| High | 1.686 [0.756; 3.760] |
| Medium | 2.415 [1.119; 5.214] |



| Parameter | OR [95% CI] |
|---------------------------------------|----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.286 [0.060; 1.364] |
| 35-44 years | 0.358 [0.080; 1.608] |
| 45-54 years | 0.382 [0.085; 1.708] |
| >54 years | 0.367 [0.076; 1.781] |
| Female (Male = reference) | 1.255 [0.679; 2.317] |
| Care aide (Reg. provider= reference) | 0.707 [0.419; 1.192] |
| Years worked in current role | 1.016 [0.983; 1.050] |
| Years worked on unit | 1.013 [0.972; 1.055] |
| Time | 0.878 [0.774; 0.996] |
| Study group (Non-interv. = reference) | 0.666 [0.271; 1.638] |
| Time by study group | 1.309 [1.013; 1.691] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.003 [0.999; 1.006] |
| Public (Voluntary = reference) | 1.333 [0.330; 5.390] |
| SCOPEout rank (Low = reference) | |
| High | 2.002 [0.971; 4.128] |
| Medium | 2.166 [1.029; 4.562] |

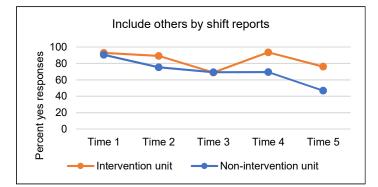


| Parameter | OR [95% CI] |
|---------------------------------------|----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.462 [0.089; 2.396] |
| 35-44 years | 1.006 [0.235; 4.308] |
| 45-54 years | 0.397 [0.086; 1.837] |
| >54 years | 0.533 [0.110; 2.571] |
| Female (Male = reference) | 2.439 [0.920; 6.463] |
| Care aide (Reg. provider= reference) | 1.064 [0.585; 1.935] |
| Years worked in current role | 1.030 [0.995; 1.067] |
| Years worked on unit | 1.014 [0.978; 1.051] |
| Time | 1.010 [0.857; 1.190] |
| Study group (Non-interv. = reference) | 0.881 [0.294; 2.637] |
| Time by study group | 1.253 [0.897; 1.750] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.003 [1.001; 1.005] |
| Public (Voluntary = reference) | NA |
| SCOPEout rank (Low = reference) | |
| High | 0.831 [0.376; 1.835] |
| Medium | 1.412 [0.818; 2.438] |

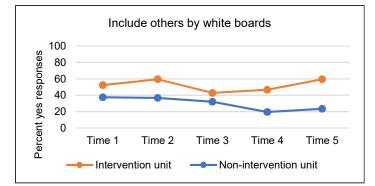


| Parameter | OR [95% CI] |
|---------------------------------------|-----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.468 [0.109; 2.013] |
| 35-44 years | 0.598 [0.149; 2.394] |
| 45-54 years | 0.707 [0.176; 2.835] |
| >54 years | 0.563 [0.131; 2.413] |
| Female (<i>Male = reference</i>) | 1.643 [0.930; 2.901] |
| Care aide (Reg. provider= reference) | 0.761 [0.448; 1.292] |
| Years worked in current role | 1.024 [0.993; 1.056] |
| Years worked on unit | 0.996 [0.960; 1.034] |
| Time | 0.914 [0.804; 1.040] |
| Study group (Non-interv. = reference) | 0.610 [0.246; 1.516] |
| Time by study group | 1.372 [1.056; 1.783] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.005 [1.002; 1.009] |
| Public (Voluntary = reference) | 4.086 [0.980; 17.036] |
| SCOPEout rank (Low = reference) | |
| High | 3.325 [1.622; 6.818] |
| Medium | 3.541 [1.702; 7.368] |

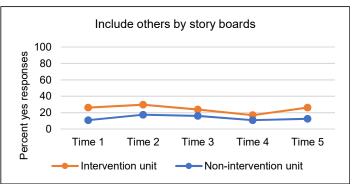
Inclusion of Others in Quality Improvement Activities



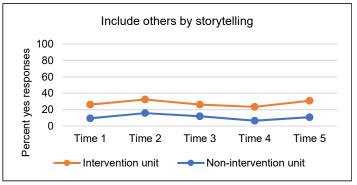
| Parameter | OR [95% CI] |
|---------------------------------------|-----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.646 [0.145; 2.874] |
| 35-44 years | 0.809 [0.187; 3.499] |
| 45-54 years | 0.920 [0.213; 3.976] |
| >54 years | 0.659 [0.139; 3.118] |
| Female (<i>Male = reference</i>) | 1.313 [0.655; 2.635] |
| Care aide (Reg. provider= reference) | 0.845 [0.445; 1.607] |
| Years worked in current role | 1.017 [0.980; 1.057] |
| Years worked on unit | 1.000 [0.958; 1.045] |
| Time | 0.697 [0.600; 0.810] |
| Study group (Non-interv. = reference) | 0.720 [0.226; 2.292] |
| Time by study group | 1.357 [1.002; 1.837] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.005 [1.001; 1.009] |
| Public (Voluntary = reference) | 2.247 [0.433; 11.673] |
| SCOPEout rank (Low = reference) | |
| High | 1.923 [0.878; 4.211] |
| Medium | 3.046 [1.331; 6.973] |



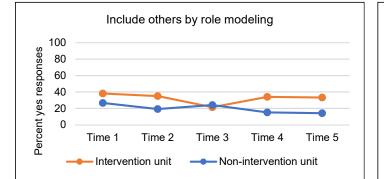
| Parameter | OR [95% CI] |
|---------------------------------------|-----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.859 [0.170; 4.346] |
| 35-44 years | 0.571 [0.124; 2.624] |
| 45-54 years | 0.829 [0.182; 3.786] |
| >54 years | 0.591 [0.120; 2.907] |
| Female (Male = reference) | 1.224 [0.638; 2.349] |
| Care aide (Reg. provider= reference) | 0.690 [0.416; 1.146] |
| Years worked in current role | 1.025 [0.997; 1.055] |
| Years worked on unit | 1.017 [0.982; 1.053] |
| Time | 0.931 [0.815; 1.062] |
| Study group (Non-interv. = reference) | 0.986 [0.408; 2.384] |
| Time by study group | 1.301 [1.003; 1.689] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.004 [0.999; 1.009] |
| Public (Voluntary = reference) | 3.087 [0.531; 17.949] |
| SCOPEout rank (Low = reference) | |
| High | 5.030 [1.890; 13.391] |
| Medium | 5.499 [2.164; 13.976] |



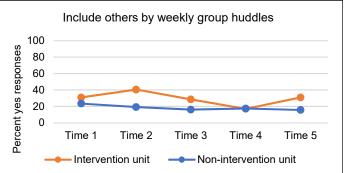
| Parameter | OR [95% CI] |
|---------------------------------------|-----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.579 [0.095; 3.521] |
| 35-44 years | 0.586 [0.109; 3.147] |
| 45-54 years | 0.603 [0.113; 3.229] |
| >54 years | 0.277 [0.045; 1.728] |
| Female (Male = reference) | 1.300 [0.451; 3.745] |
| Care aide (Reg. provider= reference) | 0.817 [0.432; 1.547] |
| Years worked in current role | 0.989 [0.954; 1.025] |
| Years worked on unit | 1.057 [1.013; 1.103] |
| Time | 0.944 [0.806; 1.107] |
| Study group (Non-interv. = reference) | 1.917 [0.669; 5.493] |
| Time by study group | 0.979 [0.711; 1.348] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.007 [1.000; 1.015] |
| Public (Voluntary = reference) | 7.147 [0.528; 96.697] |
| SCOPEout rank (Low = reference) | |
| High | 7.431 [1.557; 35.461] |
| Medium | 4.452 [1.049; 18.895] |



| Parameter | OR [95% CI] |
|---------------------------------------|-----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.194 [0.033; 1.136] |
| 35-44 years | 0.171 [0.032; 0.914] |
| 45-54 years | 0.300 [0.057; 1.561] |
| >54 years | 0.239 [0.040; 1.413] |
| Female (Male = reference) | 1.287 [0.431; 3.843] |
| Care aide (Reg. provider= reference) | 1.124 [0.573; 2.205] |
| Years worked in current role | 0.991 [0.957; 1.027] |
| Years worked on unit | 1.015 [0.972; 1.059] |
| Time | 1.032 [0.871; 1.222] |
| Study group (Non-interv. = reference) | 2.839 [0.861; 9.364] |
| Time by study group | 0.966 [0.679; 1.375] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.006 [0.999; 1.014] |
| Public (Voluntary = reference) | 4.014 [0.270; 59.737] |
| SCOPEout rank (Low = reference) | |
| High | 3.879 [0.765; 19.660] |
| Medium | 5.730 [1.326; 24.767] |

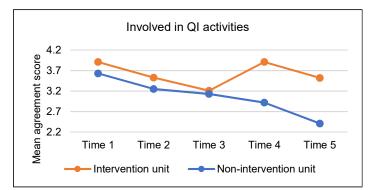


| Parameter | OR [95% CI] |
|---------------------------------------|-----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.390 [0.056; 2.727] |
| 35-44 years | 1.300 [0.257; 6.592] |
| 45-54 years | 1.655 [0.327; 8.385] |
| >54 years | 1.412 [0.260; 7.680] |
| Female (Male = reference) | 1.476 [0.641; 3.402] |
| Care aide (Reg. provider= reference) | 0.426 [0.247; 0.732] |
| Years worked in current role | 0.999 [0.969; 1.029] |
| Years worked on unit | 0.996 [0.959; 1.035] |
| Time | 0.950 [0.833; 1.082] |
| Study group (Non-interv. = reference) | 1.631 [0.644; 4.133] |
| Time by study group | 1.059 [0.817; 1.373] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.006 [1.001; 1.011] |
| Public (Voluntary = reference) | 4.161 [0.533; 32.459] |
| SCOPEout rank (Low = reference) | |
| High | 3.540 [1.046; 11.983] |
| Medium | 2.190 [0.678; 7.075] |

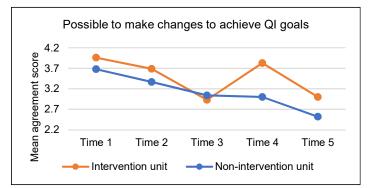


| Parameter | OR [95% CI] |
|---------------------------------------|-----------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 1.974 [0.229; 17.010] |
| 35-44 years | 1.844 [0.239; 14.214] |
| 45-54 years | 1.734 [0.223; 13.454] |
| >54 years | 1.917 [0.229; 16.028] |
| Female (Male = reference) | 1.621 [0.677; 3.884] |
| Care aide (Reg. provider= reference) | 0.458 [0.266; 0.790] |
| Years worked in current role | 1.018 [0.983; 1.055] |
| Years worked on unit | 1.019 [0.979; 1.060] |
| Time | 0.884 [0.753; 1.037] |
| Study group (Non-interv. = reference) | 1.606 [0.538; 4.800] |
| Time by study group | 1.034 [0.749; 1.426] |
| (Time by non-interv. = reference) | |
| Number of beds | 1.007 [1.001; 1.013] |
| Public (Voluntary = reference) | 3.782 [0.424; 33.714] |
| SCOPEout rank (Low = reference) | |
| High | 8.388 [2.404; 29.273] |
| Medium | 2.547 [0.743; 8.732] |

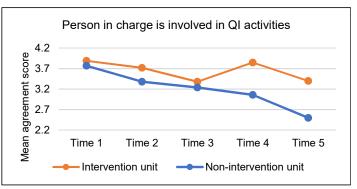
Empowerment and Satisfaction with Quality of Worklife



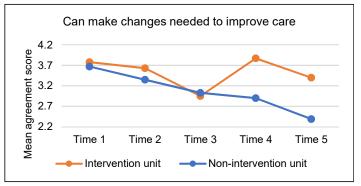
| Parameter | OR [95% CI] |
|--|-------------------------|
| Age (< 25 years = reference) | |
| 25-34 years | 0.064 [-0.772; 0.900] |
| 35-44 years | 0.351 [-0.435; 1.137] |
| 45-54 years | 0.341 [-0.444; 1.126] |
| >54 years | 0.192 [-0.648; 1.033] |
| Female (Male = reference) | 0.170 [-0.199; 0.540] |
| Care aide (Reg. provider= reference) | -0.247 [-0.537; 0.042] |
| Years worked in current role | 0.00 [-0.018; 0.018] |
| Years worked on unit | 0.025 [0.003; 0.047] |
| Time | -0.276 [-0.373; -0.179] |
| Study group (Non-interv. = reference) | -0.400 [-0.847; 0.048] |
| Time by study group | 0.271 [0.138; 0.405] |
| (Time by non-interv. = reference) | |
| Alberta (British Columbia = reference) | 6.115 [2.035; 10.195] |
| Number of beds | -0.024 [-0.043; -0.005] |
| Public (Voluntary = reference) | -2.726 [-5.449; -0.004] |
| SCOPEout rank (Low = reference) | |
| High | 0.468 [0.023; 0.914] |
| Medium | 1.075 [0.616; 1.535] |



| Parameter | OR [95% CI] |
|--|-------------------------|
| Age (< 25 years = reference) | |
| 25-34 years | -0.208 [-0.923; 0.508] |
| 35-44 years | -0.020 [-0.688; 0.649] |
| 45-54 years | -0.127 [-0.785; 0.530] |
| >54 years | -0.189 [-0.904; 0.526] |
| Female (Male = reference) | 0.045 [-0.345; 0.435] |
| Care aide (Reg. provider= reference) | -0.268 [-0.570; 0.033] |
| Years worked in current role | 0.006 [-0.011; 0.024] |
| Years worked on unit | 0.021 [-0.001; 0.043] |
| Time | -0.278 [-0.377; -0.180] |
| Study group (Non-interv. = reference) | -0.386 [-0.836; 0.064] |
| Time by study group | 0.240 [0.102; 0.379] |
| (Time by non-interv. = reference) | |
| Alberta (British Columbia = reference) | 5.120 [1.289; 8.951] |
| Number of beds | -0.020 [-0.037; -0.002] |
| Public (Voluntary = reference) | -2.033 [-4.635; 0.569] |
| SCOPEout rank (Low = reference) | |
| High | 0.558 [0.095; 1.021] |
| Medium | 1.074 [0.619; 1.529] |



| Parameter | OR [95% CI] |
|--|-------------------------|
| Age (< 25 years = reference) | |
| 25-34 years | -0.357 [-1.139; 0.425] |
| 35-44 years | -0.223 [-0.955; 0.510] |
| 45-54 years | -0.250 [-0.970; 0.470] |
| >54 years | -0.477 [-1.250; 0.297] |
| Female (Male = reference) | 0.131 [-0.239; 0.500] |
| Care aide (Reg. provider= reference) | -0.375 [-0.698; -0.052] |
| Years worked in current role | 0.009 [-0.010; 0.028] |
| Years worked on unit | 0.016 [-0.007; 0.038] |
| Time | -0.273 [-0.375; -0.170] |
| Study group (Non-interv. = reference) | -0.305 [-0.760; 0.150] |
| Time by study group | 0.209 [0.066; 0.351] |
| (Time by non-interv. = reference) | |
| Alberta (British Columbia = reference) | 6.195 [2.539; 9.852] |
| Number of beds | -0.025 [-0.041; -0.008] |
| Public (Voluntary = reference) | -2.989 [-5.501; -0.477] |
| SCOPEout rank (Low = reference) | |
| High | 0.409 [-0.053; 0.871] |
| Medium | 1.097 [0.642; 1.553] |



| Parameter | OR [95% CI] |
|--|-------------------------|
| Age (< 25 years = reference) | |
| 25-34 years | -0.079 [-0.807; 0.650] |
| 35-44 years | -0.058 [-0.727; 0.612] |
| 45-54 years | -0.028 [-0.694; 0.638] |
| >54 years | -0.241 [-0.968; 0.485] |
| Female (Male = reference) | 0.014 [-0.407; 0.434] |
| Care aide (Reg. provider= reference) | -0.377 [-0.686; -0.069] |
| Years worked in current role | 0.002 [-0.017; 0.021] |
| Years worked on unit | 0.022 [-0.001; 0.045] |
| Time | -0.304 [-0.401; -0.208] |
| Study group (Non-interv. = reference) | -0.453 [-0.911; 0.006] |
| Time by study group | 0.275 [0.138; 0.412] |
| (Time by non-interv. = reference) | |
| Alberta (British Columbia = reference) | 4.308 [0.457; 8.159] |
| Number of beds | -0.016 [-0.034; 0.001] |
| Public (Voluntary = reference) | -1.703 [-4.308; 0.902] |
| SCOPEout rank (Low = reference) | |
| High | 0.458 [-0.018; 0.934] |
| Medium | 0.876 [0.403; 1.348] |