

Supplementary File 4: Qualitative data – excerpts from interview transcripts supporting themes and subthemes that demonstrate the influence of context on psychological safety at different levels within the workplace.

Theme: Contextual Factors Influencing Psychological Safety		
Level	Subtheme	Supporting Quotations (with job role and interview code)
Individual	<i>Location to speak up</i>	<p>“it’s always on a big ward round with 20 people, and sometimes you don’t feel comfortable saying certain things in that environment.” JUNIOR STAFF NURSE 0007</p> <p>“others [<i>junior nurses</i>] are probably quite intimidated by having a consultant and five doctors and three nurses and everyone there” JUNIOR DOCTOR 0032</p> <p>“it is very hard if you’re standing there, because the consultants are rarely on their own saying something like that, usually they have a team of regs or SHOs or maybe another consultant or another team there, and you’re not usually just challenging that one decision, it’s usually been a collective decision maybe by that stage” STAFF NURSE 0010</p>
	<i>Personality</i>	<p>“But some, I think it’s personality, have that respect barrier that they [<i>senior doctors</i>] can’t get over, although I’m not putting it there” SENIOR NURSE 0011</p> <p>“But I do think sometimes that people within the medical team might have different opinions and they don’t always speak up, and that might be personality based or confidence based.” SENIOR PHYSIOTHERAPIST 0017</p> <p>“I think it’s a personality thing. I do think that you can... I don’t think there’s any reason why you can’t speak up and say.” JUNIOR DOCTOR 0006</p> <p>“The approachability of me as a manager. And some people say I am approachable and some people say I’m not. Because I’ve had to take that away and look at my personality” SENIOR NURSE 0011</p> <p>“It’s just my personality. I will only talk if it is really necessary. But I’m also a good team player. But most of the time, I have my personality that I will just keep quiet.” SENIOR STAFF NURSE 0012</p> <p>“I think it probably stems from our background personalities and acknowledge that a lot of the decisions that we make, that I make personally, are wrong. So, I want to make sure that there are people around me that can a, tell me I’m wrong, or b, come up with a better suggestion” SENIOR DOCTOR 0021</p>
	<i>Previous Experiences of speaking up</i>	<p>“I guess for a few days, I felt less inclined to volunteer my ideas as to why a patient had a thing, but I got over it. I think a degree of thick skin is necessary because you do have stupid ideas” JUNIOR DOCTOR 0018</p> <p>“I think if you’ve had your hand bitten off before when you’ve tried to say something then you’re a bit less likely to do it again” SENIOR PHYSIOTHERAPIST 0020</p>

	<i>Culture</i>	<p>“It’s a cultural thing. Definitely not a personality, definitely a culture.” SENIOR NURSE 0011</p> <p>“They [<i>nursing staff</i>] were very capable, but they were absolutely unable to say anything at all to the doctors because culturally, that just wasn’t acceptable” SENIOR DOCTOR 0024</p> <p>“And they’ll [<i>nursing staff</i>] be like, but I can’t say that, Doctor.” SENIOR DOCTOR 0024</p> <p>“sometimes it’s difficult for people to change the culture they have been in or brought up from to do that” SENIOR NURSE 0009</p>
	<i>Confidence in ability</i>	<p>“I think it’s hard for them because they’re [<i>junior physiotherapist</i>] obviously very under-experienced and they would question then going to speak to an ITU nurse who’s been there for ten years especially sometimes they get a bit nervous speaking to the medical team.” SENIOR PHYSIOTHERAPIST 0015</p> <p>“You’re quite mindful of some of the conversations that you’re having because you don’t want to show that you’re vulnerable and maybe that you’re not capable of doing the job” SENIOR STAFF NURSE 0022</p> <p>“they [<i>junior staff members</i>] probably lack confidence in their own knowledge and skill, which then makes it more scary to speak to someone who they perceive as having a lot more knowledge and skill” PHYSIOTHERAPIST 0020</p> <p>“So when I first started, obviously, it’s because you’re so nervous and then you think if I do say that then I can’t cope then I think they [<i>senior staff members</i>] will think bad of me.” SENIOR NURSE 0016</p> <p>“I think it’s difficult if you’re trying to escalate something and you don’t really know yourself how you’ve rationalised it or made that decision” SENIOR STAFF NURSE 0022</p>
Team	<i>Roles within team Clarity regarding role within team</i>	<p>“Everyone was talking to each other. Everyone kind of managed their roles. Because you all work together so much and because it’s something that relatively frequently happens, you know what your role is and you jump into the role, speak to each other.” JUNIOR DOCTOR 0019</p> <p>“That maybe with the nurse there’s an issue and they may tend to ignore it. In part, because maybe people don’t want to disrupt team-working. I think everybody realises it’s important and there’s a concern that if they raise it, it may disrupt that” SENIOR DOCTOR 0013</p>
	<i>Leadership</i>	<p>“Are they [<i>senior doctors</i>] going to challenge you and embarrass you in front of everyone on ward round if you speak up or say something wrong?” STAFF NURSE 0010</p> <p>“I’m aware that medicine is hierarchical so I try to actively encourage people to speak up” SENIOR DOCTOR 0013</p>

		<p>“I encourage them [<i>junior staff members</i>] to call by my first name to try and make it as a team. They still know I’m the boss as it were but call me by my first name so therefore they feel they can approach me but they won’t and no matter how many times I ask them” SENIOR DOCTOR 0013</p> <p>“Not all of the consultants are as open to everyone else. And again I don’t think that that person would shout you down, for example. I think they don’t really ask your opinion and they wouldn’t really listen to it if you gave it to them” SENIOR PHYSIO 0020</p> <p>“I think some consultants, I wouldn’t even be comfortable raising it at all because you just think I know you’re not going to be interested in this” JUNIOR DOCTOR 0027</p> <p>“That is how I love to do things. It’s teamwork. Everyone should speak up. Everyone should speak up. Everyone should say what they think. I have been criticised by my juniors before. And I thought it was a great thing. I always want to hear what they think, and I always want them to speak up” SENIOR DOCTOR 0029</p> <p>“I really make a point of making sure that they [<i>junior staff members</i>] have a voice on my ward round” SENIOR DOCTOR 0023</p> <p>“When I’m talking about a difficult decision, then I actively seek alternative views or the views of those present” SENIOR DOCTOR 0024</p> <p>“does, what do you think, or I don’t know what to do, what do you think? He’s [<i>senior doctor</i>] very good at that and he really makes you feel like you’re part of the team” JUNIOR DOCTOR 0025</p>
	<i>Personality</i>	<p>“even if you are the experienced one, if you meet someone who has a difficult personality, you will think twice before speaking up. Because they may get offended or defensive or personal. So, I think personality plays a big role there” SENIOR DOCTOR 0029</p>
Organisational	<i>Hierarchy</i>	<p>“if something bigger comes up, I don’t know how the management will react”. JUNIOR STAFF NURSE 0014</p> <p>“if you didn’t have that hierarchy, the even within the nursing world the junior nurses or junior doctors may feel, they may find it easier to speak up and be empowered to speak up, but I think everything’s a balance” JUNIOR DOCTOR 0008</p> <p>“I think that still a lot of people are operating an old school theory or perspective that they [<i>senior doctors</i>] don’t want to listen to what the junior bedside nurses saying” SENIOR STAFF NURSE 0022</p> <p>“Hopefully we’ve created an environment where even the most junior nurse quickly realises that this is very much an open forum. And some of the things I say at the end of every visit to the bed space is, are you happy with the plan? Is there anything else you’d like us to see to? Summarise what we’ve all said” SENIOR DOCTOR 0021</p>

		<p>“There are consultants who don’t want you to go straight to them, which is understandable because you have to go through the proper channel” STAFF NURSE 0012</p> <p>“I think the junior doctors would be less anxious to speak up to the consultant. The nurses would find it harder” SENIOR DOCTOR 0028</p> <p>“with the medical staff, it is very much, I am the consultant. You have been here six months. You will do as I say. Even though that nurse might have some information which they have been there 12 hours. I think sometimes it is a, sort of, barrier. Not to explain to them why they have made that decision” SENIOR STAFF NURSE 0031</p> <p>“I think nurses will have a higher threshold to speak up if it is against a consultant’s decision” SENIOR DOCTOR 0029</p>
	<i>Alternative routes for voicing concerns</i>	<p>“I feel like we were given multiple opportunities to speak up because if you didn’t want to in the ward round, then you could perfectly, easily later in the day or the second ward round or the reg ward round or you could speak to a nurse. There were multiple avenues for raising a concern as long as it’s not an emergency”. JUNIOR DOCTOR 0018</p> <p>“but there isn’t a forum to bring up difficult... It depends what a difficult issue is. There’s not really the forum to discuss any interpersonal issues we have with each other in the wider MDT” PHYSIOTHERAPIST 0017</p> <p>“you would try and voice it to your nurse in charge and then if they can try and voice it to the consultant” STAFF NURSE 0010</p> <p>“If you want to talk to somebody, you talk to anybody that you feel comfortable talking to. And that issue or problem will get through to where it needs to” STAFF NURSE 0010</p> <p>“I say why don’t we go speak to them [<i>senior staff members</i>] together and then you can try and learn from that way as well? But often they would probably come to their senior rather than another member of the MDT in the first instance I would say” SENIOR PHYSIOTHERAPIST 0015</p> <p>“So, a senior nurse will just talk to you directly, whereas a very, very junior nurse just doesn’t have the balls to do that. They think that consultants are like oh my god, I can’t challenge the consultant. So, they’ll either keep quiet, or they’ll talk to a colleague, or the best thing for them to do is go to the senior nurse.” SENIOR DOCTOR 0023</p> <p>“If is a difficult consultant I will ask my nurse in charge first, what do you think about this? We’ll go together to the consultant.” JUNIOR STAFF NURSE 0033</p> <p>“I think even if a nurse that’s more junior doesn’t feel they can speak up, if they then go and tell one of the matrons they will come and say to us, look, actually someone’s concerned about this.” SENIOR DOCTOR 0026</p>
	<i>Organisational Culture</i>	<p>“It is safe but I think the culture has been not to. So you have to be fairly strong willed to actually come up and say it.” SENIOR STAFF NURSE 0009</p>

		<p>“There is the risk of speaking up having a negative impact on your career and on your assessments. There is also a culture of not questioning people with authority, I think, clearly, in medicine.” SENIOR DOCTOR 0028</p> <p>“from a nursing perspective nurses have always been more reticent in coming forward and saying things” SENIOR STAFF NURSE 0009</p> <p>“So, I think spreading a culture of comfort and a culture of freedom and trying to make everyone feel that they are okay, it is okay to speak and say, I don’t like. Or I don’t understand this. That is definitely safer for patients.” SENIOR DOCTOR 0029</p> <p>“probably people will think it really doesn’t matter whether we say it out loud or not or whether we bring it up or not or we tend to help each other out and it’s like, oh, it’s fine it’s just like this.” SENIOR STAFF NURSE 0016</p>
	<i>Organisational Support</i>	<p>“They escalated it all the way through silver to gold and I said, what did they [<i>management</i>] say? And they said, they’re aware.” SENIOR DOCTOR 0026</p> <p>“I disagree because I think it’s when you ask a bit too much. I don’t know. I feel that they’re okay, but if something bigger comes up, I don’t know how the management will react” JUNIOR STAFF NURSE 0014</p> <p>“I felt very stressed because I didn’t know if I would be backed by my managers that I was doing the right thing” SENIOR STAFF NURSE 0022</p>