

Table 2. Associations of respondent gender with each respondent and leadership team characteristic with psychological safety.

Respondent and leadership characteristics	Model with gender and each characteristic	Model with gender and all characteristics
	Adjusted Odds Ratio (95% CI)	Adjusted Odds Ratio (95% CI)
Male Gender	*3.28 (1.77, 6.06)	2.62 (1.29, 5.31)
Role		
Nurse	Reference	Reference
Respiratory therapist	0.57 (0.36, 0.89)	0.57 (0.35, 0.92)
Advanced practice practitioner	1.82 (0.96, 3.50)	2.00 (1.01, 3.96)
Physician	2.43 (1.45, 4.07)	2.58 (1.49, 4.47)
Other	0.68 (0.24, 1.96)	0.78 (0.27, 2.27)
Age		
<25	Reference	Reference
25-35	1.23 (0.57, 2.68)	1.31 (0.58, 2.99)
36-45	1.64 (0.74, 3.63)	1.44 (0.59, 3.51)
46-55	2.05 (0.92, 4.57)	1.53 (0.58, 3.97)
>55	2.16 (0.96, 4.88)	1.52 (0.56, 4.09)
Time in Role		
<1 year	Reference	Reference
1-5	1.01 (0.55, 1.86)	1.03 (0.50, 2.13)
6-10	0.81 (0.42, 1.56)	0.78 (0.35, 1.73)
11-15	1.46 (0.76, 2.79)	1.34 (0.56, 3.18)
16-20	1.62 (0.80, 3.26)	1.24 (0.50, 3.06)
>21	1.67 (0.91, 3.08) [#]	0.81 (0.33, 1.99)
Time at Institution		
<1 year	Reference	Reference
1-5	0.76 (0.43, 1.34)	0.64 (0.33, 1.25)
6-10	0.69 (0.38, 1.25)	0.59 (0.29, 1.21)
11-15	0.83 (0.44, 1.59)	0.62 (0.27, 1.40)
16-20	0.79 (0.38, 1.64)	0.54 (0.23, 1.29)
>21	1.92 (1.03, 3.61)	1.77 (0.77, 4.08)
Unit Medical Director Gender		
Medical Director Gender Female	Reference	Reference
Medical Director Gender Male	0.65 (0.48, 0.88)	0.74 (0.53, 1.02)
Unit Multidisciplinary Leadership Team Gender Composition		
Leadership Team <25% Male	Reference	Reference
Leadership Team ≥25% Male	0.72 (0.53, 0.98)	0.98 (0.70, 1.37)

Models reference respondents who identified as female.

*The odds ratio reflects male gender alone (unadjusted), prior to adding each individual characteristic.

[#]Among all interactions tested between male gender and each characteristic only male gender and time in role >21 years was significant.