DATE: 22. 09.2026

BY: PNYTC

INITIAL NVIVO CODE THEMES

HOW WORKPLACE CULTURE IS DESCRIBED AS

1. Friendly and supportive:

I. The workplace culture is generally friendly and supportive. It is an environment where colleagues not only assist with work-related matters but also extend their support to personal issues that might impact your performance. Specifically, in my department, there is an understanding and compassionate atmosphere that helps in navigating challenges both at and outside of work. [R27]

II. The overall workplace culture is supportive and collaborative. It's a friendly environment where colleagues are generally approachable and willing to help each other. However, the work can be demanding, as it's a teaching hospital, which adds extra pressure. Despite the busy nature of the environment, the culture emphasizes learning and growth, which I believe is crucial for our development. The experience gained here is directly contributing to our training, making us better doctors. In this sense, the workplace culture promotes not just teamwork but also personal and professional growth. [R30]

III. It varies depending on the department you're in, as some are more supportive than others. However, we have overall policies that guide how things are done. I think the workplace is trying its best, but there's definitely room for improvement in terms of communication, support, and inclusivity. [R9]

IV. The workplace culture is largely centered on teamwork. It operates in a hierarchical structure, with junior and senior members working together. Most decisions are made collaboratively, with cases being discussed across

the team and decisions taken collectively. This creates an inclusive environment where everyone's input is valued. [R34]

2. Good place for mental health

To be honest, I worked at hospital for many years before moving here to this particular facility. I have been here for more than 2 years, and this place is good for my mental health. It's not perfect, but it's okay. [R28]

3. Strained

The workplace culture feels strained and often lacks cohesion. There's a strong focus on productivity, but little emphasis on teamwork or emotional well-being. People are often too busy to check in with each other, and communication isn't always smooth. It can feel like a race to the finish line each day. [R31]

4. Needs Improvement

In my opinion, the workplace culture in this facility needs significant improvement. I feel that as things are functioning, no one seems to actively look for ways to enhance or improve the culture. That's one aspect I believe is lacking in terms of organisational culture [R1]

Causes of work-life balance

1. Balancing work and family

a. Being married and having a family, especially children, is a major factor for me. Balancing a career with family responsibilities is demanding, particularly when your spouse is also working. Managing these aspects simultaneously creates significant challenges. [R27]

b. Balancing caregiving responsibilities at home, work demands, and unmet needs contribute to challenges. Women often carry guilt, feeling it's their responsibility to care for children, even when a partner can assist. [R28]

c. On a typical day, I wake up early to get the kids ready for school, make breakfast, and ensure they're prepared for their day. Once they're off, I head to work. After my shift, I come home to handle household chores and spend time with my kids. [R9]

2. Emergencies

a. The unpredictable nature of emergencies significantly impacts my work-life balance. Emergencies such as trauma or sudden infections demand immediate attention, which can lead to extended hours. As a nurse in this department, I am often called upon outside of normal working hours to handle these situations. [R11]

b. Additionally, the unpredictable nature of healthcare work, such as emergencies or shifts running over time, further complicates maintaining a balanced routine. [R10]

c. It's supposed to be 12 hours, but it can often go beyond that, sometimes reaching 15 hours or more. Emergencies and patient demands don't adhere to schedules, so we have to stay until all urgent tasks are completed. [R5]

3. Human Resource Shortage or challenges

a. If I were to assess this on a scale, I would lean slightly towards not having enough human resources. While it's not an extreme shortage, the situation is concerning because there's a constant turnover—people join today and leave tomorrow. This frequent movement makes it challenging to maintain a stable workforce. [R1]

b. No, there is a shortage of both. Staffing is inadequate, with nurses often managing more patients than recommended. [R2]

c. The hours are grueling, and the disparity between the number of doctors and the patient load is exhausting. We are stretched so thin that it feels like we're constantly chasing an impossible standard. It's not just about the work hours—although they are relentless, it's also about the lack of support, particularly with human resources. We could achieve so much more if the hospital prioritized hiring additional staff. [R3].

d. As for human resources, there is a critical shortage. Nurses are leaving the country, and there are no replacements. Government employment policies and delays in the hiring process are contributing to this issue. Such teaching hospitals train critical care nurses every year, but we still don't have enough to cover all the needs. [R4].

e. It's a lot of work, but I am doing my best to meet the expectations. The workload is demanding, especially with the staff shortages and the nature of the cases we handle. [R5]

f. My low rating mainly comes from the lack of formal support structures for staff-bell-being. Theres no clear policy on work-life balance, and the demanding nature of our schedules makes it difficult to disconnect from work. Staff shortages make it difficult to disconnect from work. Staff shortages mean we are often overworked and there is no flexibility in scheduling to accommodate personal responsibilities. [R5]

g. The main factor contributing to the challenges is the fact that there are only a few specialists in the entire hospital. The high patient load combined with administrative tasks leaves little room for time off. Sometimes, we are

forced to work through breaks or stay later than our scheduled hours to keep up with demand. [R13]

h. It's because people don't understand the pressure, we are under. We are understaffed, overworked, and lack basic resources, while there are privately trained nurses sitting at home without jobs. I think the Ministry of Health must structure the human resources of the health sector properly. Most patients and their families expect us to be available immediately or show more patience, but it's hard to do so when you're dealing with so many challenges at once. It's not that we don't care; it's just that we are working under very stressful conditions. [R9]

4. Insufficient Resting days

a. Unfortunately, the 40-hour workweek requirement limits flexibility, giving us only two days off. These two days are often insufficient to manage personal responsibilities, but this is something beyond the hospital's control. [R2]

b. The challenges include waking up early, leaving my children in the care of a nanny, and returning home late when my children are already asleep. This reduces the bond I have with them, and someone else ends up training my children. Additionally, I don't remember the last time I went to church or even spent quality time with my husband or family. My life has become a routine: I sleep, wake up, and go to work. [R4].

5. Work interfering with personal time.

a. This department does not always promote a healthy work-life balance. Emergencies, such as trauma or sudden infections, can require immediate action, leading to longer shifts or being on call. While the team works well together, the demands of handling urgent health issues can interfere with personal time. [R11].

b. Balancing work and personal life can be challenging, especially because our work is so unpredictable. Sometimes I've been away from home for 24 hours or more because of the demands of the job. It can be hard, especially if there are things I'm supposed to do at home, but I try to make up for it when I can. [R24].

6. Lack of innovative scheduling.

a. Practicing healthcare is very demanding, and individual choices play a big role in balancing work and life. However, appropriate scheduling could help a lot. Sometimes, there are many staff members available, but their utilization isn't efficient. Better structuring of human resources could reduce stress. For example, instead of having all staff on the same shift, staggering schedules might improve efficiency and lessen the workload. [R8]

7. Lack of medical resources

a. We could always use more resources. To be fair, we do our best with what we have, and I believe we work hard to make it work. However, there are certain basic necessities that shouldn't be an issue but often are. For instance, something as simple as tissue for drying hands after washing can sometimes be a challenge to access. If these basic items are a problem, you can imagine the challenges with more critical resources. For example, obtaining an oropharyngeal airway, a small device used to keep a patient's airway open when they are unconscious or unable to breathe independently—can be difficult. Ideally, such items should be disposable, as they go into a patient's mouth, but due to shortages, we sometimes have to reuse them, which is not ideal. Additionally, we lack sufficient mechanical ventilators, forcing us to make difficult decisions about care. ICU capacity is limited, and while we try our best to provide excellent patient care, the lack of resources often forces us to work under less-than-ideal conditions. It can be frustrating, as we're often forced to go above and beyond to compensate for these gaps. [R1]

b. In our hospital, we face a constant struggle with insufficient resources, and it deeply affects our work. Many times, we simply have to make do with what is available. For example, we often work without basic equipment like terminal or cardinal syringes, and even some of the medical supplies, like plaster, don't function properly. These shortages force us to find creative solutions, but they also create extra work and stress. The issue arises from procurement decisions, where the cheapest options are selected without considering their effectiveness in clinical settings. This leads to subpar tools that hinder our ability to provide the best care. For instance, some equipment, like flow regulators, don't function as needed, causing delays in treatment. It's frustrating because these choices are often driven by budget constraints and not by the quality required for patient care. It's crucial for the hospital to prioritize the quality and reliability of medical supplies. A shift away from focusing solely on cost towards considering functionality would improve patient care and ease the workload on healthcare professionals. Regular reviews of the supplies and gathering feedback from staff could help identify recurring issues and ensure more efficient, patient-centered [R3]

c. No, resources are never enough. For example, I had to borrow a hairnet from another facility because we don't have enough at our own hospital. There are many shortages of medical supplies. For instance, ventilators rely on medical air to function. If the air pressure is low, the ventilator won't work, and there's no backup plan. When the system fails, we are the ones who need to stabilize the patient manually. [R4].

d. Yes, there's always pressure to perform perfectly despite resource limitations. It adds to stress and makes the role exhausting. Sometimes our monitors break down so we write a petition, and it takes time before we get it. We have to buy gloves and nose masks with our own money. [R6]

e. For ourselves, we often resolve minor workplace issues on our own, such as fixing fans or purchasing small supplies like gloves when unavailable. [R8].

f. Beyond family, systemic issues within the workplace, like inadequate resources and support, also play a role. Securities are needed because nurses have to double as security to have some order during clinics, as nurses' clean floors and take care of patients. These are not their main jobs. Elevators don't work and you have to push patients around and that takes a lot of time. So basically, there are no resources to support the work. Logistics and resources must be provided to make work easier and faster. Look, there are times when we have to purchase our own face masks, gloves, and other necessary items using our personal funds and although the amount I spend on these items may be small, having to buy them sometimes before a busy day begins adds unnecessary stress to my routine. Somehow, this financial burden, even if minor, weighs on me and contributes to the overall pressure I feel. While there are few resources available, they are not the most pressing or impactful in helping us achieve balance. Overall, I would say there are no significant resources in the workplace or society that support our efforts to maintain a healthy work-life balance. [R10].

g. As healthcare professionals, we lack motivation in our roles; we work out of obligation rather than passion or dedication. There's little attachment to the work beyond fulfilling basic responsibilities because there are no monetary incentives, insufficient resources, appreciation for our work and other essential supports that would make us feel valued. Without this, it's challenging to put forth the level of care and commitment that patients and the profession truly deserve. [R12]

8. Long working hours.

a. Long working hours are the biggest factor. The unpredictable nature of healthcare means we often extend shifts, which reduces the time available for personal and family responsibilities. At this facility, particularly in my department, we run 12-hour shifts, but sometimes we go overboard, working for up to 15 hours or more. The cases here are complex, and the workload is overwhelming, so you can imagine how busy we are. It's supposed to be 12 hours, but it can often go beyond that, sometimes reaching 15 hours or more. Emergencies and patient demands don't adhere to schedules, so we have to stay until all urgent tasks are completed. [R5]

b. Long working hours, heavy patient loads, and societal expectations contribute to challenges. As I mentioned, I often sacrifice personal time for professional obligations. [R25].

9. Long Hours to commute to work

a. Long working hours, weekend shifts, and commuting over long distances make balancing work and personal life difficult. For example, I spend about three hours commuting daily, which leaves little time for other responsibilities. [R8].

10. Low Salary

a. Then there's the issue of pay, which doesn't reflect the effort, skill, or emotional toll of the job. It's incredibly frustrating because better compensation would make a huge difference. Doctors could focus on their work without having to worry about the chaos at home. When you're paid well, you can afford reliable help to take care of the house and family in your absence. Without that support, you're left scrambling to patch things together, calling on relatives and juggling responsibilities—which creates an inconsistent and stressful home life. It's hard not to feel disheartened. If they truly understood how these factors pile up, they'd see that fair pay and adequate staffing are not luxuries, they're essential. No one would complain about long hours if the conditions were fair and sustainable. Right now, it just feels like money and profit matter more than the well-being of the people keeping the system running. That's the hardest part to swallow. [R3].

11. No priority for health workers' wellbeing

a. This facility does not seem to prioritize it effectively. While there is access to doctors and colleagues if you encounter health issues, this availability seems to stem more from professional courtesy rather than a structured initiative to support physical well-being. Despite there being a

budget, no substantial measures are implemented to enhance physical health as a form of self-improvement for employees. [R3]

12. Certain Healthcare not doing their responsibility

a. There are certain individuals in the team who don't follow through on their responsibilities, which leads to a greater workload for those of us who do. This sometimes creates tension and makes work-life balance harder to achieve, as you're constantly picking up others' slack. [R13]

13. Poor working conditions

a. Most people leave for places with better working conditions, where they feel valued for their work and efforts. These environments offer a sense of appreciation and the ability to build a better life. Many want to avoid being stuck in a situation where they work tirelessly but have nothing to show for it. Often, people move out of the country in search of these improved opportunities. [R1]

14. Prioritisation of senior staff's opinion

a. It (the hospital) lacks clear policies or support systems to help staff balance work and personal life. For example, workplace culture often gives more importance to the opinions of senior staff, which can make it hard to openly discuss personal or work-related challenges. [R10]

Effects of Worklife Balance

1. Physical Wellbeing:

a. Too tired to do anything:

i. It's exhausting. Working these long hours leaves little time for personal or family life. By the time I get home, I'm often too tired to focus on anything other than resting for the next day. The inconsistency in workload

distribution and the lack of proper breaks also make it difficult to maintain energy levels and stay motivated. [R15]

2. Tension at home and ability to manage the family

i. Sometimes, I have to choose work over personal responsibilities, which creates tension at home. It's hard to balance both, and work often takes precedence. [R25].

ii. These challenges have taken a toll on my personal relationships as well. For instance, maintaining a stable relationship with my husband is harder because of the long hours and responsibilities I juggle at work, which often leaves little time or energy for my personal life. I'm always feeling torn between my professional obligations and the responsibilities I have at home. This constant pressure means I can't always be the present partner or parent I wish I could be. [R3]

iii. It has severely strained my relationships. I'm often too tired to interact meaningfully with my family, and I've had to forgo social engagements because I just don't have the energy after work. I try my best, but it's difficult. Family and society expect a lot from me, and sometimes it feels like I can't give enough time to both my job and my family. [R6].

iv. Because I spend most of my time at work, especially when I'm on duty. This makes it difficult to meet with family and friends or attend social events. I often miss out on family gatherings, birthdays, and other significant occasions, which sometimes leads to feelings of isolation. [R7].

3. Reduced social relationships:

i. Yes, I've encountered numerous obstacles in maintaining a healthy lifestyle while juggling work and community involvement. One major challenge is time management. The demands of my profession often leave me

with very little time to focus on myself, and community involvement adds another layer of responsibility. [R1].

ii. The challenges of balancing work and life significantly affect my ability to meet personal responsibilities. Long hours and the unpredictable nature of my work often mean I have to sacrifice personal time and postpone important tasks. For example, caregiving responsibilities or attending family events sometimes take a back seat because work demands are so immediate and non-negotiable. This creates a constant tension between fulfilling professional obligations and being present for my personal responsibilities. [R1].

iii. Oh, definitely, I have friends, and I'd love to spend time with them if it wasn't for work. They're really nice, and I miss being able to just hang out with them. But work always gets in the way. [R3].

iv. I don't prioritize socializing due to work commitments. Working back-to-back 12-hour shifts leaves little to no time for social activities. [R5].

v. It is difficult to prioritize social activities due to my unpredictable work hours, particularly when emergency care is required. [R11].

vi. Spending time with friends is important to me; however, I often struggle to find enough time for it. After a long day at work, I pick my kids up from school and return home feeling exhausted. Once I'm home, I need to prepare dinner for the family, which further limits my social time. I make it a priority to engage with my family during these moments, which has led to a reduction in the time I can spend with friends and at social gatherings. While I try to honor all invitations from friends when I'm off duty, there are times when I plan to attend but end up canceling at the last minute due to other responsibilities. Fortunately, I feel that my friends understand my situation, and they appreciate the little time I can spend with them. [R10].

vii. I'm unable to prioritize social activities anymore. I can't even remember the last time I went out with friends or participated in any social events because my work schedule leaves me with little to no time for that. [R15].

viii. Spending time with friends and participating in social activities is not a priority for me at the moment, though I do have friends. My focus is on my kids, at least until they grow up a bit more and become more independent. I'm also working on completing my residency, which, for doctors, is like schooling. I think once I'm done with that, I might have more time for socializing—if I don't get even busier. For now, my priority is to be present for my family and take care of them. [R30].

ix. I must admit I am not very good at socializing, and I think my work contributes significantly to this. Any free time I have, I prefer to spend at home resting and regaining my energy rather than hanging out with friends or engaging in social activities. I do have friends and when I do go out, I enjoy myself and can communicate well, but the problem is getting myself to that place. I often lack the energy and time to make it happen [R34].

x. Yes, it does. I sometimes feel disconnected from my friends because I don't get to spend enough time with them. Maintaining these relationships is hard when there's so much else to manage. [R9].

xi. There have been times when I plan to attend something like a friend's wedding, but work gets in the way, and I have to cancel. It's disappointing, but I just communicate with my friends and move on. It's tough sometimes, but I try not to let it affect my relationships too much. [R24].

4. Impacts career progression of women

I. Yes, they have. As I mentioned, I've seen women leave residency programs because they couldn't handle the pressure and intensity of the workload while juggling other responsibilities. This clearly shows how the lack of support can negatively impact career progress. [R1].

II. These values have had a significant impact on my career progress. I made a deliberate effort to advance my career before starting a family. I then took five years off to raise my children, which paused my career growth. Currently, I juggle raising my children and seeking career advancement, which is stressful [R4]

III. The challenges of balancing emergency care with family responsibilities have made it difficult to take on additional career development opportunities. For example, working late into the evening on trauma cases or being on call for emergency procedures can limit the time I have to pursue professional training or certifications. [R11]

IV. The above values have definitely impacted my career progress to some extent. For me, I focus on doing the little things that I can manage, and consistency plays a big role. Since I have kids to take care of when I get home, I make the most of the limited time available. I try to balance my work and personal responsibilities by breaking tasks into small parts. I know I can't sit down for hours at a time if there are other things to handle at home, so I work in bits and pieces. For example, when the kids are asleep, I take that opportunity to work on tasks and then get some rest. That's how I approach my work-life balance, which in turn influences my career progression. [R27]

V. Being a female, my career progress has been affected by my responsibilities. Balancing work and personal obligations have posed challenges that have impacted my ability to focus fully on career advancement. [R29]

VI. One big difference is maternity leave. Women take time off for pregnancy and maternity leave, which can delay their career progress compared to men. [R25]

5. Impacts educational progression of women

i. I don't know where to start from, It's honestly so frustrating. I've been specializing for years, and I should have started my PhD studies about two years ago. But here I am, stuck. I don't even know where to start anymore. There have been so many obstacles, and I've had to put my career on hold because of personal things. My partner left to another country; he just can't stay in Ghana for long—nothing here works for him.

But let's be real—at my age, I should already be a specialist by now. Instead, I'm starting over. I feel like I've wasted so much time, and every time I think I'm getting closer, another obstacle knocks me back down. If it wasn't for all these setbacks, I'd be much further in my career. It's annoying. [R3]

ii. It has affected my career because I have my master's degree, and I don't know why I should go for a doctorate degree when it's difficult to work in this country with a doctorate degree. Even with my master's, I gain all my promotions with experience. It's difficult to understand why our system does not acknowledge our certificates and the knowledge we've gained. [R6]

iii. These challenges have slowed my career progression. I wanted to pursue a PhD after completing my master's degree but managing my professional and personal responsibilities left me with little time or energy for further studies. Balancing everything has been difficult, and while I am passionate about advancing my career, the circumstances have made it hard to take that next step. [R13]

iv. I would say balancing work and home has indeed delayed my career progress. For example, when I wanted to start my postgraduate studies, I had to put it on hold to ensure my kids were at a certain stage. After finishing my

initial membership, I planned to start my fellowship, but I had to delay it again to settle a few things at home. I needed to make sure that everything would be fine at home before I left. So, yes, balancing my work and home life has affected my career, and I probably would have advanced further by now if I didn't have to put these things on hold. [R34]

Current strategies to promote work-life balance

1. By health professionals themselves:

b. Attending to patient's quickly:

We prioritize punctuality and aim to attend to patients quickly, reducing wait times as much as possible. [R25]

c. Breaking tasks into smaller roles:

(We) break down workload into smaller, more manageable tasks so that we can handle everything. It is definitely more challenging to balance a career and family, but being efficient and sticking to a schedule helps me meet both work and family needs. [R13].

d. Celebrating recoveries of patients

Aside from the healthcare we provide, we sometimes celebrate birthdays or client recoveries. For instance, a patient recently requested to celebrate with some of the staff, and we accepted. These small gestures help create a positive environment. [R4]

e. Helping others to cover their shifts

There are no formal policies, but swapping shifts and peer support help, and this is what most people do. Informal support from older colleagues who understand personal situations has also made a difference, though this isn't always consistent. [R25].

f. Creating an enabling environment:

In our department, one of the key things we focus on is maintaining a conducive environment. This plays a significant role in creating a positive experience for both patients and staff. Additionally, we prioritize effective communication. Given the nature of the patients we work with, we understand that how we communicate can either help or worsen their situation. We are always mindful of this and make an effort to engage patients in ways that are supportive and respectful, ensuring we do not unintentionally escalate their concerns. These practices help us create a space that is not only welcoming and safe for patients but also fosters collaboration and teamwork among colleagues. [R27].

g. Organising multi-clinic dates:

Despite the challenges, we the workers make several efforts to improve the hospital environment. One example is the organization of multi-clinic dates, where staff collaborate to reduce patient wait times by scheduling and seeing multiple patients in a single day. This helps ease congestion and provides quicker access to care for patients. [R14].

h. Communication:

When it comes to addressing these challenges, I primarily seek support from two key sources: my friends and myself. My friends are a vital part of my support system. They provide a listening ear and a safe space to share my thoughts, challenges, and frustrations. Just talking things through with someone who understands or offers a fresh perspective can be incredibly helpful in navigating difficult situations. [R1]

i. Good interpersonal relationships:

j. One of the key things we do is foster relationships and friendships outside of work, which helps build trust and collaboration among colleagues.

These connections make it easier to communicate and work together effectively, which benefits both the staff and patients. On a day-to-day basis, we support each other in handling difficult cases, sharing knowledge, and ensuring that patients receive the best care possible. While these behaviors might seem like the "usual stuff," they are essential for creating a supportive and harmonious environment that positively impacts both patient outcomes and workplace morale. [R3].

ii. We foster strong relationships among colleagues and effective communication. We share information freely with one another and with patients, educating them about their medications, procedures, and potential side effects. This fosters trust, builds rapport, and improves teamwork, even in a high-stress environment. [R2]

i. Time Management:

i. I use time management strategies to ensure I can fulfill both my professional and personal responsibilities. When I am on-call or have late shifts, I make arrangements for my children and try to communicate clearly with my family to avoid misunderstandings. [R11].

ii. I plan my day in advance and minimize distractions, such as phone use, to stay focused. Delegating tasks to family members and setting realistic goals for each day also help me manage responsibilities more effectively. [R2].

iii. I would like to plan ahead for the upcoming month. I'll set aside time for a few social engagements I want to attend and make sure I don't schedule work on those days. It helps me stay organized and ensures I don't miss out on important personal activities. [R24].

DATE: 22. 09.2026

BY: PNYTC

Proposed strategies to promote worklife balance

By the healthcare facility:

a. A place for meditation:

Spiritually, there could be spaces for quiet reflection or prayer to help us reconnect with ourselves. [R15]

b. Daycare facilities:

i. When we consider innovative approaches, we can begin to introduce facilities like on-site daycare services for working parents. For example, healthcare facilities could create daycare rooms where staff can bring their children. This would allow mothers to take short breaks to check on or breastfeed their children, giving them peace of mind while working. [R1].

ii. Additionally, introducing on-site childcare facilities or daycare services for working parents could improve work-life balance significantly. [R2].

iv. Childcare facilities are another crucial need. Offering policies that support pregnancy and childcare would help many women in healthcare balance their roles effectively. [R3]

iv. Additionally, offering childcare facilities on-site or at least having a partnership with nearby daycare centers would allow working mothers like myself to focus better on both our careers and children. These changes would help support working women significantly. [R13]

v. Additionally, onsite or nearby daycare centers would ease the burden on working mothers by providing safe and accessible childcare solutions. [R14].

vi. Additionally, the introduction of childcare facilities in the hospital or paid family leave for both men and women could significantly improve work-life balance. [R16].

vi. There should be a daycare center for breastfeeding mothers who are nurses since we can't do anything about the closing time. [R9].

c. Don't Know

It's been incredibly challenging to balance everything. The workload at this hospital, combined with the nature of my profession, leaves very little room for personal life. I've struggled particularly with finding enough time for my child and husband, and this has had a huge impact on me emotionally and mentally. I feel like I don't have any real control over my personal life, and my family responsibilities often take a backseat because my work consumes so much of my time and energy. When it comes to addressing these challenges, I honestly haven't found a perfect solution yet. I try to delegate as much as possible, relying on my support system when I can, but even that doesn't always feel sufficient. [R3].

d. Improving the shift system:

i. More structured support for after-hours care and on-call shifts would help. For example, having additional nursing staff or rotating shifts for emergencies could reduce the burden on individuals and improve work-life balance, particularly for women balancing family and career responsibilities. [R11].

ii. Flexible scheduling options, such as adjusted shifts for parents with young children, would also make a substantial difference. [R14].

iii. Physically, we need systems like flexible schedules, proper breaks during shifts, and shifts that aren't so long and draining. [R15].

iv. Yes, I have observed that scheduling can help in certain cases. For example, if you are done with work by 2 pm, you can be done for the day and have time for other things, such as picking up kids for those who have them. Additionally, if you are not on the ward, you are free on weekends. One innovative approach could be to introduce more comprehensive flexible working hours, where healthcare professionals can choose shift patterns that better align with their personal and family needs. [R16].

v. I believe that offering more flexible working hours and creating a supportive environment for maternity and childcare needs would significantly improve work-life balance for female healthcare professionals. [R33].

vi. I think formalized interventions could really help. For instance, creating structured schedules where staff are given designated rest days or access to mental health resources like psychologists would make a big difference. There could also be wellness initiatives, such as group relaxation activities or designated time off for recovery from stressful shifts. [R31]

e. Free or Subsidized transportation:

i. There are also issues of transportation, where people who leave far would have to join long queues just to board their vehicles home. It would be good to have buses pick us at a resealable fee. Last year, they introduced shuttles, but prior to that, we relied on the Ayalolo buses, a public transport service that picked up staff after work and dropped us at key locations. The fare was reasonable compared to regular transport costs, making it accessible for us. Then management introduced a new staff shuttle, which initially seemed promising because it had air conditioning and comfortable seating. However, the fare was extremely high, making it unaffordable for most of us. I can't justify paying a higher fare when I can take public transport for a fraction of the cost. Since many of my colleagues also couldn't afford the new shuttle, they eventually stopped it due to low ridership. We're still able to use the Ayalolo buses, but these are public transport buses that were introduced during the previous government's administration, not by the hospital. While they are helpful, a more affordable staff shuttle from the hospital would have

made a meaningful difference in supporting staff well-being and making commutes easier. [R14]

f. Recreational facilities:

I believe there should be a recreational center, a gym, and a place where we can meet up monthly to exercise and unwind. [R15]

g. Policy against sexual harassment:

Additionally, clear and formal policies against sexual harassment must be established. [R3].

h. Health and mental screening:

I. I think several changes could significantly improve work-life balance for female healthcare professionals. First, implementing mandatory health and well-being programs would be crucial. For instance, regular health check-ups should be offered, and basic necessities like sanitary materials and pain medications should be readily available in washrooms. [R1]

II. For instance, regular health check-ups should be offered, and basic necessities like sanitary materials and pain medications should be readily available in washrooms. I've had experiences where I needed a simple painkiller at work but had to pay for it out of pocket. As a hospital, these basic provisions should be easily accessible to female staff. Second, healthcare for hospital employees should be more affordable and accessible. I've seen colleagues come to work while dealing with serious health conditions because healthcare costs are high, and they have to pay for everything themselves. While there are processes for reimbursement in some cases, they can be so long and cumbersome that they're impractical in emergencies. For example, if a healthcare worker has a heart attack and needs immediate medication but cannot afford it upfront, that delay could result in tragic consequences. Finally, mental health support is essential. Female healthcare workers often

face immense stress and emotional burdens. Providing structured mental health resources, such as counseling services or stress management programs, would go a long way in supporting their overall well-being. [R1].

III. Emotionally, counseling services and peer-support groups would help. [R15].

IV. Implementing mental health support programs and ensuring adequate staffing to prevent burnout could also make a big difference. [R33].

V. Yes, positively, at one point, they arranged for a therapist to help staff learn relaxation techniques. It was a great initiative, but unfortunately, it only happened once. It would be helpful if such programs were brought back regularly. On the negative side, the hospital doesn't consistently support staff well-being beyond such isolated initiatives. [R9]

i. Shift system

I believe running shifts for all departments would better support work-life balance. Currently, not all departments run shifts, and special clinics are just daycare services. Those working on wards do run shifts. However, in departments like ours with special clinics, we work more hours due to the workload. [R17]

j. Improved security

Yes, one innovative approach that could greatly enhance work-life balance in the healthcare industry is the implementation of enhanced security measures, especially in facilities where nurses work late shifts. Providing security personnel to assist with tasks such as opening doors and ensuring safety can relieve some of the burdens we face. [R10]

By the government:

a. Adequate compensation:

iv. This leads to the larger issue of government budget constraints, which often prevents these individuals from being hired. Second, good remuneration is essential. When staff are paid well and provided with adequate incentives, they can achieve a better standard of living, which supports their families and alleviates stress. This financial stability gives employees peace of mind, allowing them to focus on their work and perform more effectively. However, when salaries are insufficient or delayed, staff are forced to take on side jobs to meet societal expectations, achieve personal goals, and manage their homes. This juggling of multiple responsibilities reduces work-life balance. Fair pay and incentives are not innovative, they're basic requirements. Addressing these basics is essential before exploring more ambitious ideas. [R1]

v. Addressing pay disparities and improving compensation would also enhance morale and well-being. [R3].

vi. better pay, and more support for family responsibilities would help a lot. These changes would make a big difference in work-life balance. [R6]

vii. Yes, by "economic" I mean various aspects of our financial compensation, such as monthly salaries, incentives, and overtime pay. These factors significantly affect how we manage our responsibilities and personal time outside of work. [R15].

viii. First, there should be more financial motivation, [R26].

viii. Streamlining the staff medical care program to reduce reimbursement delays would greatly help. [R2]

b. Employing more health workers:

i. In terms of human resources, there are several measures that could enhance work-life balance. First, we need to address staffing shortages. There's no reason why we should have staffing issues when there are trained professionals at home who are simply waiting to be employed. [R1].

c. Extended Maternity Leave:

I. I believe extending maternity leave from three to six months would greatly help female healthcare workers. [R13].

II. Extending the maternity leave period would greatly help female healthcare professionals. The current three-month duration is often insufficient and lengthening it would allow women to better recover and care for their newborns. Additionally, enhancing paternity leave policies is vital to enable men to provide more substantial support at home, which benefits work-life balance for both parents. Six months allows mothers to recover fully from childbirth while establishing a stable routine with their newborns. This timeframe aligns better with the physical and emotional demands of early motherhood and fosters healthier work-life integration upon return to work. [R27].

III. Policies supporting maternity leave and caregiving responsibilities need to be standardized and widely implemented. [R31].

d. Housing for healthcare workers

i. Providing nearby housing facilities would be a significant improvement, particularly for healthcare workers with critical schedules. Currently, on-site accommodation is mainly reserved for senior staff, leaving others to deal with long commutes like my own—two hours daily in heavy traffic. Having housing close to work would reduce stress and help with time management. [R3]

ii. To address these issues, proximity of facilities would help. There is limited accommodation available, and it is often occupied by staff who have worked for many years. [R17].

e. Working from home

I believe we can adopt more innovative approaches within healthcare programs. For example, I came across a company initiative that supports women by enabling them to work from home. [R1].

By co-workers or peers:

a. Empathy

i. Emotional support is also essential—sometimes, it's not just about completing the work but having someone recognize our challenges. Often, if you're absent for a day, your supervisor will call with work concerns without asking if you're okay. Small gestures of empathy could help us cope with the stress of this profession. [R12].

b. Supporting co-workers:

i. In situations where women give birth, their capability levels drop and they need support. Other colleagues should try and stand in for such people. [R10]

By healthcare workers themselves:

I. Make a deliberate attempt to seek help:

i. I've found that being intentional, prioritizing, and seeking support when needed are the best ways to navigate these challenges. [R1]

ii. My advice would be to prioritize self-care and not feel guilty about taking time for yourself. It's essential to establish boundaries and communicate openly with your support system. Being flexible with your expectations of yourself; perfection isn't necessary, but finding a balance that works for you is. Don't hesitate to seek support from others and remember that it's okay to ask for help when needed. [R13]

II. Setting personal boundaries:

Work commitments often demand long hours and focus, leaving little time for family or social life. This can sometimes create a sense of guilt, especially when I feel I'm not giving enough attention to my family or missing out on social connections. To address this, I've learned to set priorities and accept that I can't do everything all the time. I focus on what's most important in the moment, whether that's work, family, or self-care. For example, if a family member needs my attention, I'll ensure my work commitments are managed ahead of time so I can be fully present for them.

Core values in the healthcare setting

1. Compassion

i. Compassion and dedication are highly regarded in our workplace. We often go beyond our professional duties to ensure patients receive care, even under challenging circumstances. [R1]

iii. Yes, empathy and humanity are key values here. [R8]

2. Documentation

Documentation is also critical to ensuring a positive patient experience. [R8]

3. Hard work

I. This hospital values ideals such as discipline, hard work, and diligence. These ideals foster a culture of professionalism and accountability, particularly in patient care. However, these values are often applied rigidly, with limited consideration for the personal sacrifices required to uphold them. [R14]

II. In our workplace, the ideals are similar to those priority hard work, patience, and showing regard for everyone in the hospital. It's all about taking care of people's needs, whether it's patients or staff. [R24].

4. Mutual respect

I. Yes, some of the core beliefs, such as respect, are very important in my workplace. Mutual respect among colleagues is particularly strong, especially in my department. [R1].

II. Yes, respect for colleagues and teamwork are core beliefs. Smooth collaboration creates a supportive and efficient work environment. [R28]

III. Yes, it does. I think we respect each other, we give each other the space to work and respect our values, and we also work as a team because we are always put in teams to work, we don't work as individuals. [R30]

IV. I think everyone does their best to respect their colleague's views and belief systems and our leaders have a way of communicating their concerns in a as not to disrespect and demotivate anyone moreover, we are a lot so obviously we will have some issues here and there but it's manageable [R33].

V. They also emphasize respecting patients' rights and being mindful of our responsibilities. Overall, it's about taking the time to care for the patients, especially the children, with attention and dedication. [R24].

VI. Yes, there is respect among colleagues, and it's quite friendly at that level. The interactions with colleagues at my level are different from how we interact with our superiors, often due to prestige. [R25]

5. Precision

We call ourselves "the witches with the third eye" because we need to be able to detect issues early, often without clear signs. This is particularly vital during emergency situations where every team member must work cohesively to ensure the best possible outcome for the patient. [R4]

6. Professional Integrity

I. Professional integrities are emphasized, particularly in the context of urgent procedures and emergency care. [R11].

7. Punctuality

I. Punctuality, hard work, and mutual respect are highly valued, alongside delivering quality patient care. [R5]

II. I think the priorities that are regarded as necessary are punctuality, sincerity, focus and skill and living up to the task [R10]

III. Timeliness and meeting deadlines consistently are regarded as critical. This includes delivering reports and managing patient care

responsibilities efficiently, ensuring all tasks are completed within designated timeframes. [R30]

8. Support for one another

I. For colleagues, we support each other, communicate effectively, and work as a team to manage the workload and stress. [R5]

II. Yes, peer support has been really helpful. Having colleagues to talk to and share ways of managing things outside of work is important. It helps a lot in maintaining balance and reducing stress [R24].

9. Teamwork

I. Teamwork is another significant value that we uphold. I think this is largely because we work in an emergency setting where timely outcomes are crucial. We rely on strong collaboration to achieve these outcomes, so teamwork is a core value that truly works well here. [R1].

II. Additionally, teamwork is central to how we collaborate across various disciplines to provide the best care possible. We respect and value the diverse skills and perspectives that each team member brings. Respect is also a key value, fostering an inclusive environment where everyone is treated with dignity, and diversity is embraced. [R4].

IV. Teamwork here is very important, and teamwork here is very good. [R6]

V. The culture in this department is generally supportive, particularly when responding to emergencies. There is a strong emphasis on teamwork, but due to the nature of emergency care, there can be

times when communication or preparation could be better organized to ensure optimal patient care. [R11]

VI. I would rate the culture an 8 out of 10. The hospital encourages teamwork, which is great for collaboration and helping each other out, but it also places a lot of pressure to meet high expectations. [R13]

VII. Positively, this hospital environment fosters teamwork, and interactions with colleagues help to ease stress [R14].

VIII. I would describe the overall workplace culture as team oriented. We work as a team, and there is a lot of teamwork and collaboration because it is not possible to work alone throughout the week or month. [R17]

IX. Teamwork is a significant part of my role, and its always a plus. We consistently work together as a team to achieve our goals. Collaboration allows us to support one another, share knowledge, and provide the best care to patients. By working as a team, we ensure that tasks are completed efficiently and that everyone contributes their expertise to the benefit of the department and the clients we serve. [R12]

X. There is good teamwork in my unit. But for the hospital in general, there are a lot of things that are not in place, such as adequate staffing and resources. However, we try to manage and support each other as best as we can. [R26]

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X. In my workplace, core beliefs such as respect, teamwork, and collaboration are very important. Doctors and nurses rely on each other, especially in my department, where respect is present. As Ghanaians, we are taught to respect others, so that value is ingrained in us. [R25]

Expectations

1. **Cultural expectations**
   - Balancing work and life
   - Starting a family

2. Workplace expectations
3. Society's view of health professionals
4. Gendered expectations
5. **Family expectations**

Gendered expectations

1. Pressure to meet both family and professional expectations
2. Role of gender in choosing specialties
3. Societal judgement
4. Breaking the gendered barrier
5. More domestic work for women
6. Performing the same task

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Issues faced by female health workers

1. Bringing babies to work
2. Juggling work and family responsibilities
3. No priority for nursing mothers
4. Sexual harassment

Workplace organisational priorities

1. Taking care of more patients
2. People-focused culture
3. Patient-focused culture

How to prioritise one's self

1. **Emotional**
2. **Physical**

Public service motivation

1. **No motivation**
2. **Intangible rewards**
3. **Plaques and appreciation**

The role of superiors

1. Emotional support
2. Aiding in handling issues
3. Advisory role
4. Mentorship

Social responsibility

1. Community
2. Individual

Perception of health profession

1. Female doctors are nurses
2. Respect
3. Without emotions

Strategies for promoting work-life balance by workers

1. Creating enabling environment
2. Multi-clinic dates
3. Organising internal events
4. Attending patients quickly
5. Breaking down task into smaller units
6. Celebrating recoveries

7. Covering shifts for colleagues

Strategies to improve workplace balance

1. Individual strategies

- Setting personal boundaries
- Setting priorities
- Time management
- Personal resilience
- Making intentional effort to seek support
- Neglecting my own well-being

2. Colleagues and family

- Supporting nursing mothers
- Empathy
- Fostering great relationships
- Communication to loved ones

3. Supervisors

- Communication to superiors

4. Healthcare facility

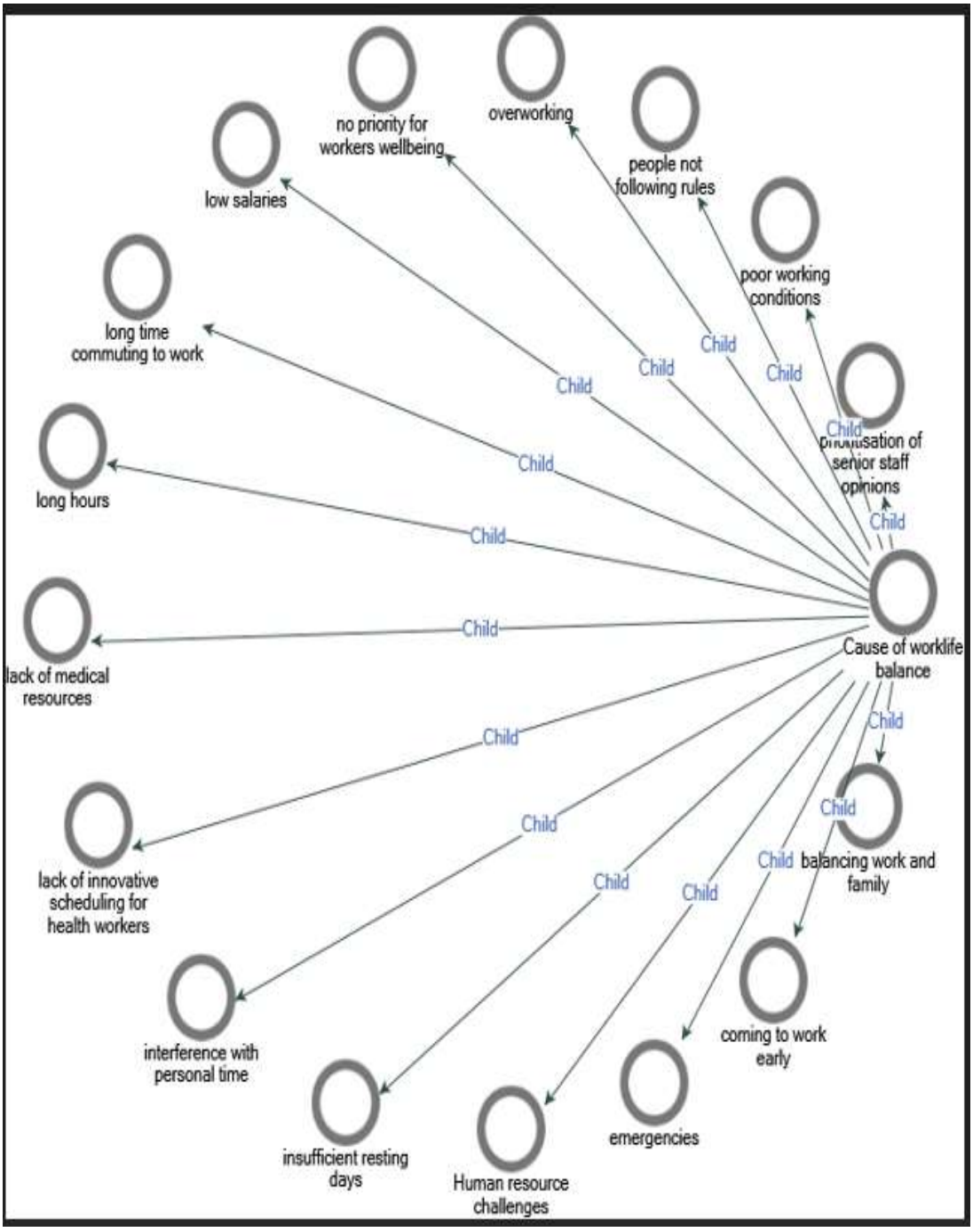
- Running a shift system
- Daycare facilities
- Gym and recreational facilities
- A place for meditation
- Therapeutic services
- Mental health assessment
- Provision of medical support and assistance
- Provision of housing facilities
- Free or subsidised transportation
- Security for late workers
- Policies against sexual harassment
- Flexible schedules
- Adequate compensation

5. Government and wider policy

- Employing more workers
- Extended maternity and breastfeeding leave
- Study leave
- Making maternity leave count in residency
- Work from home or consultancy
- SWIP compensation

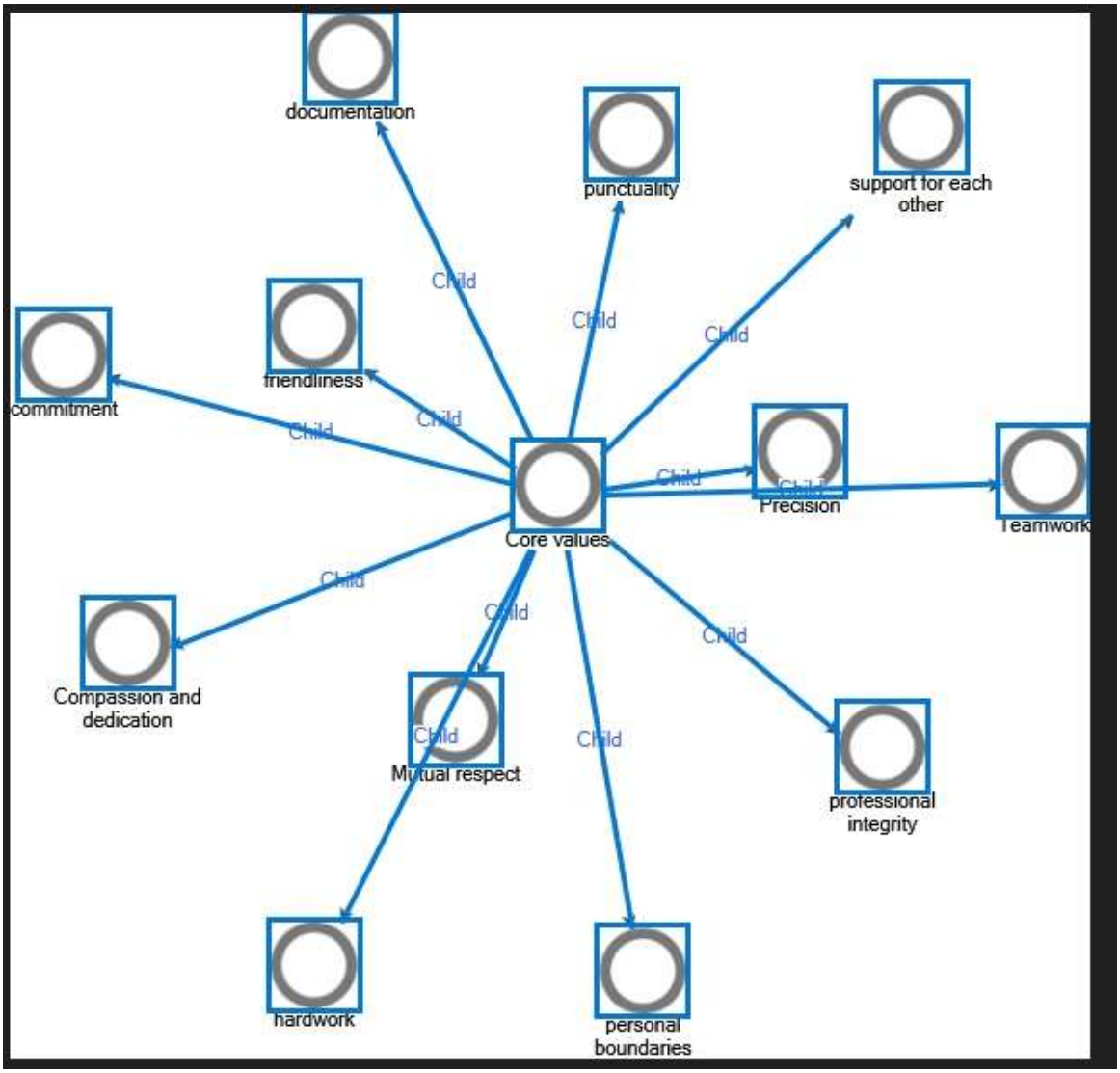
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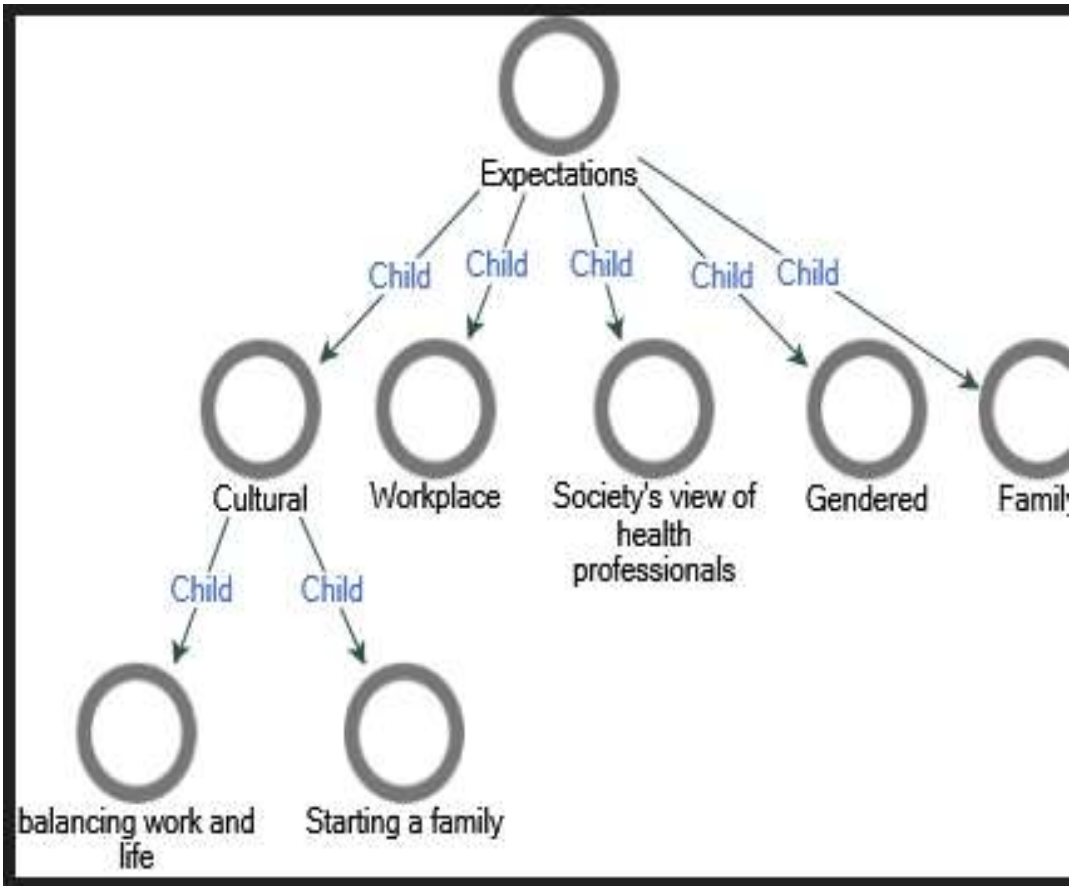
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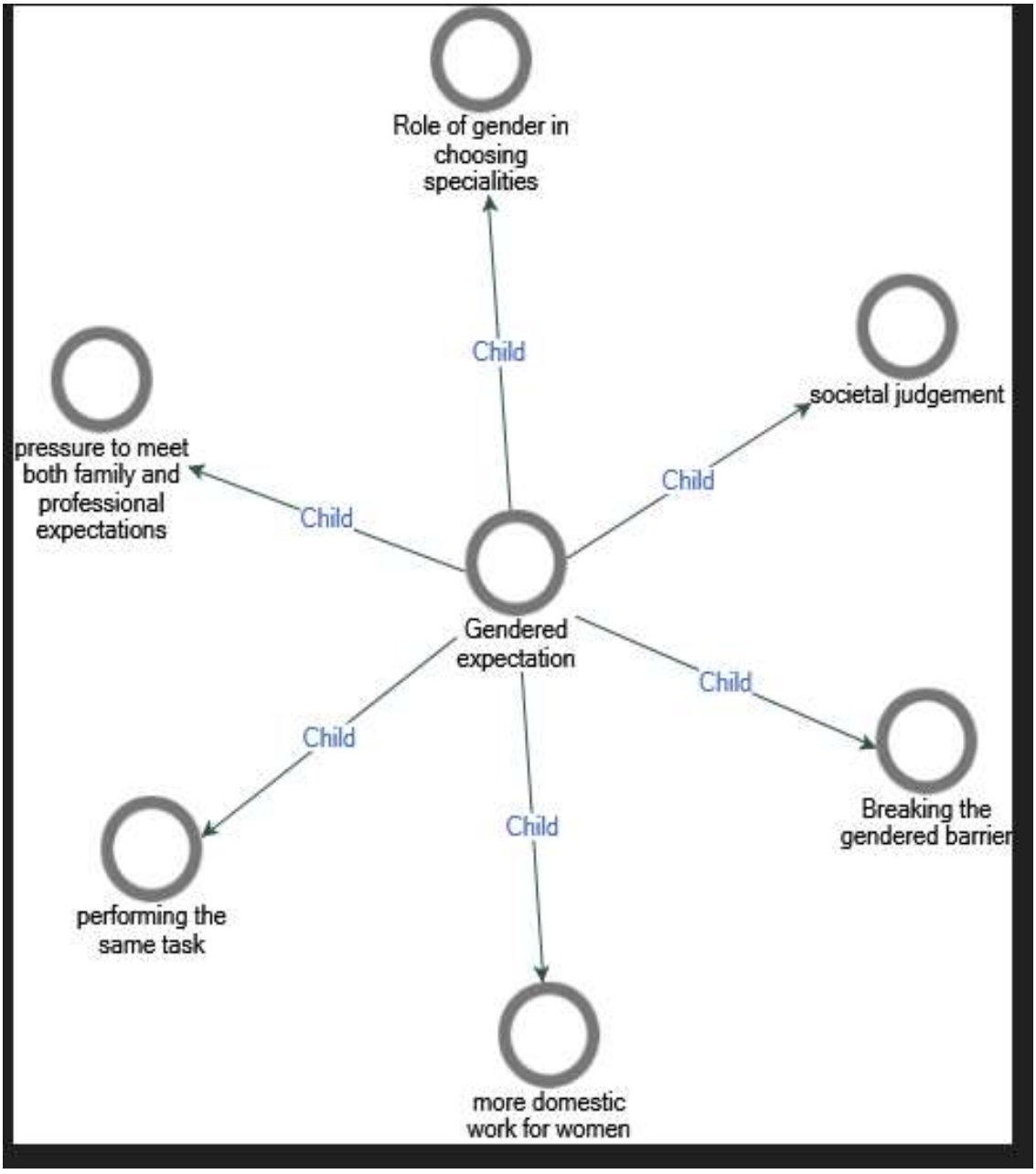
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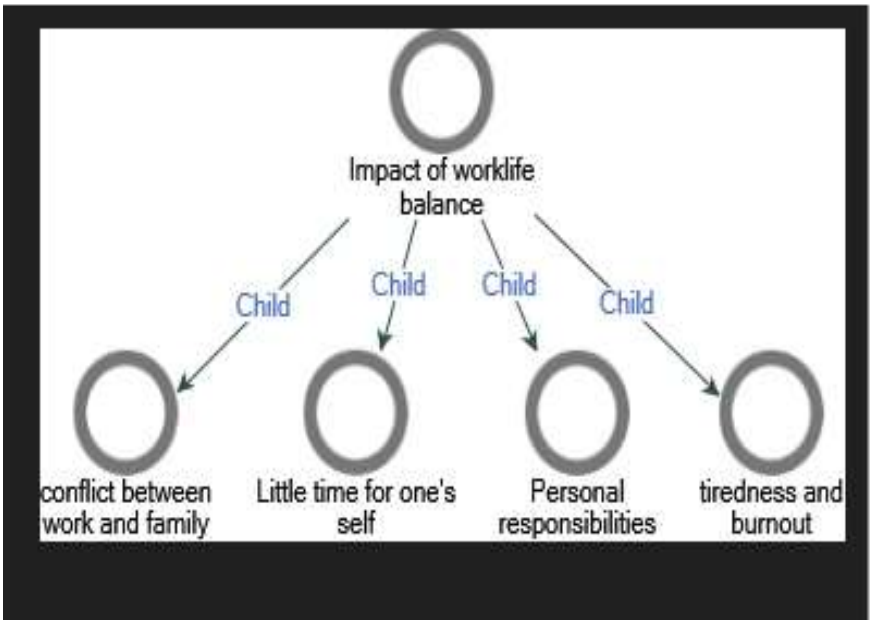
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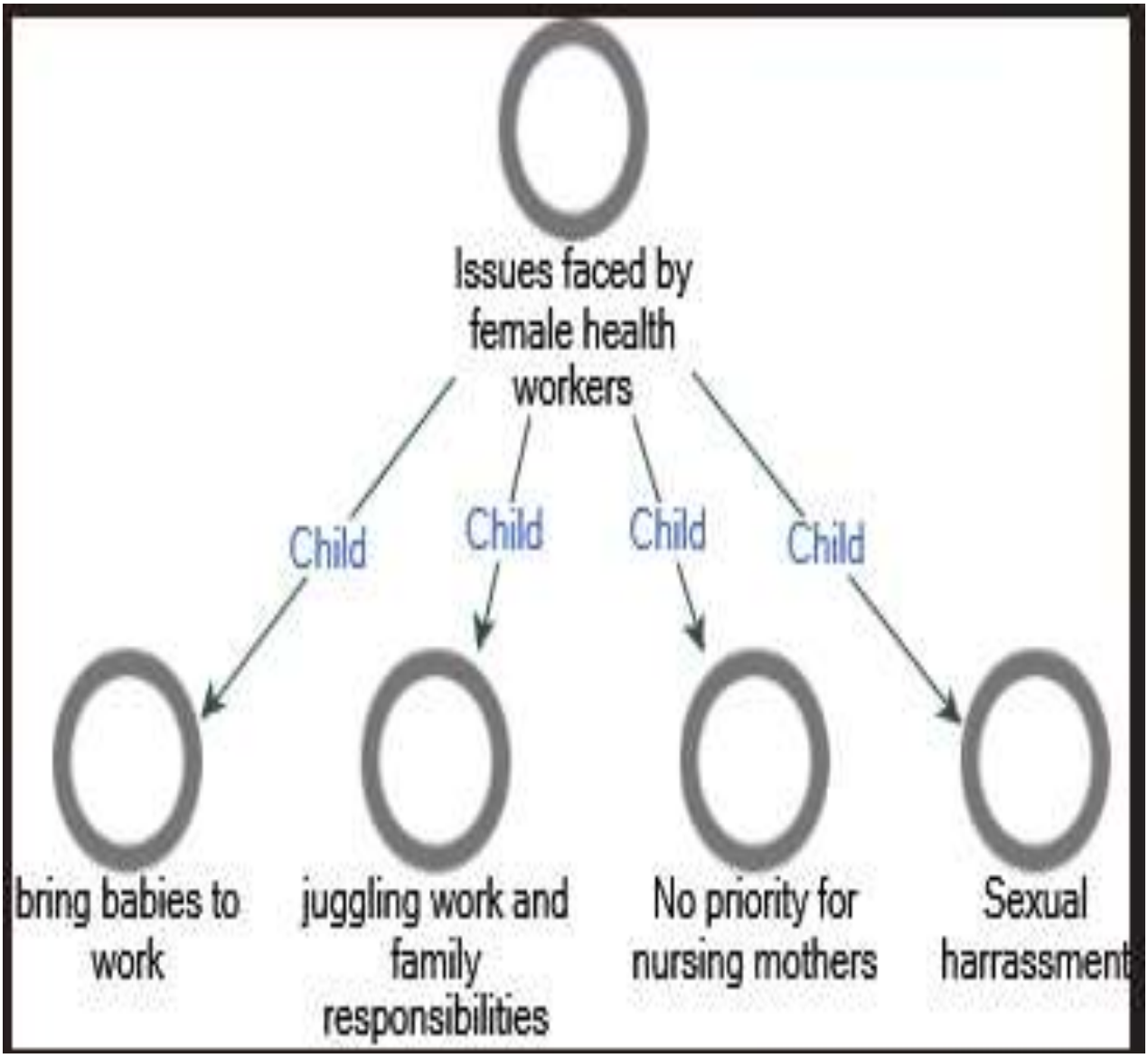
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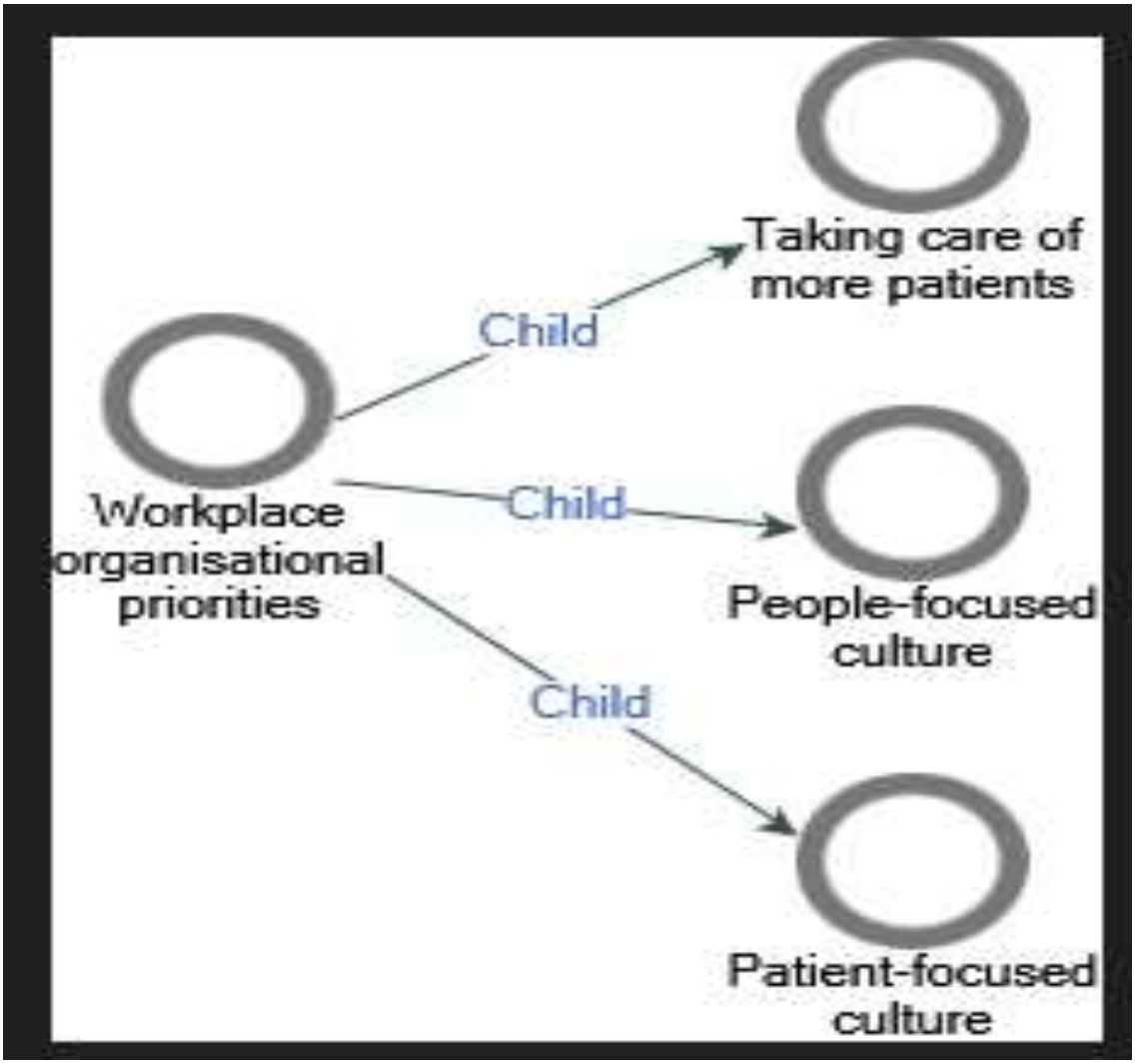
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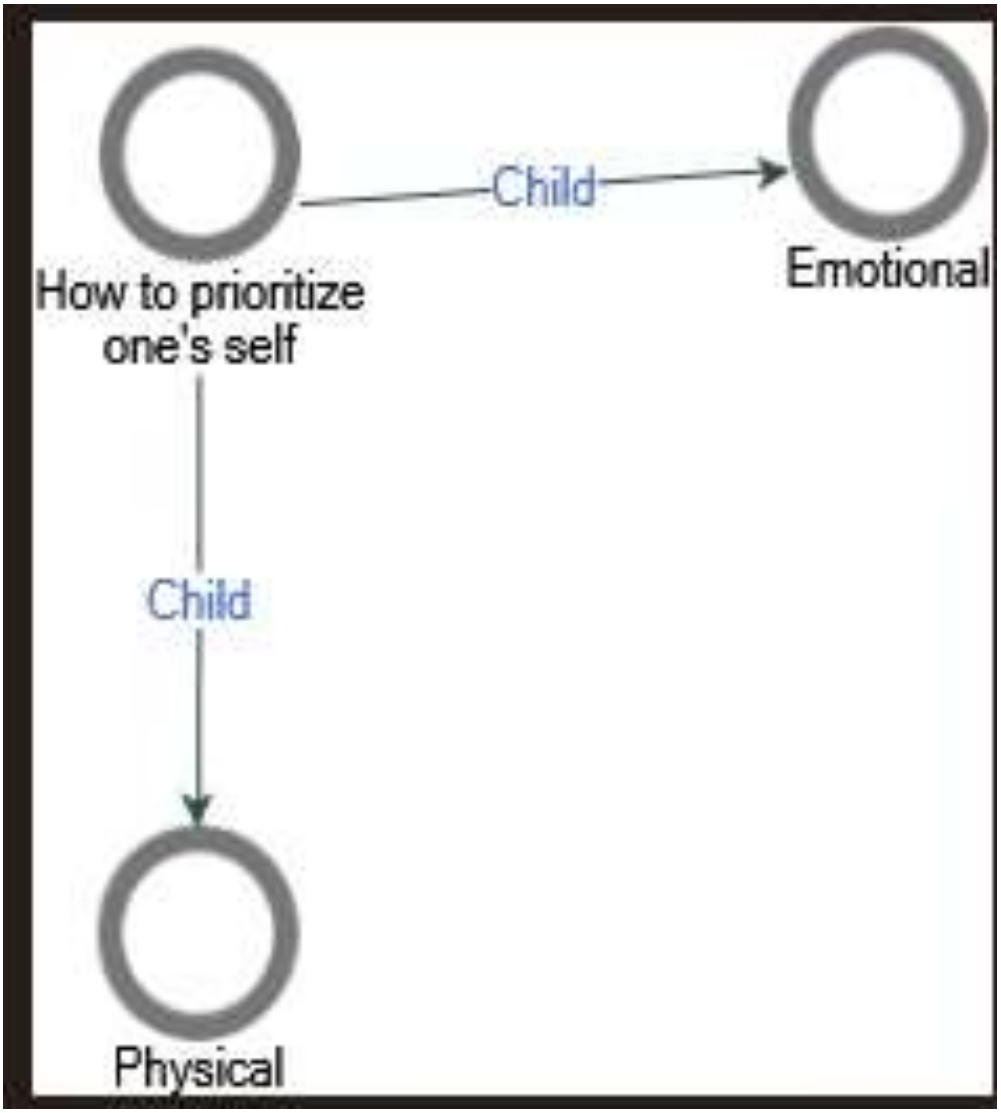
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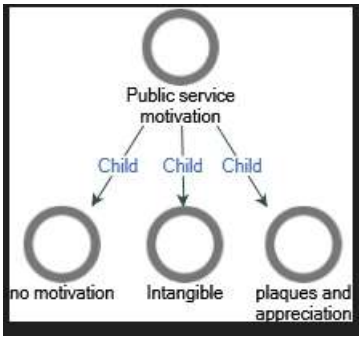
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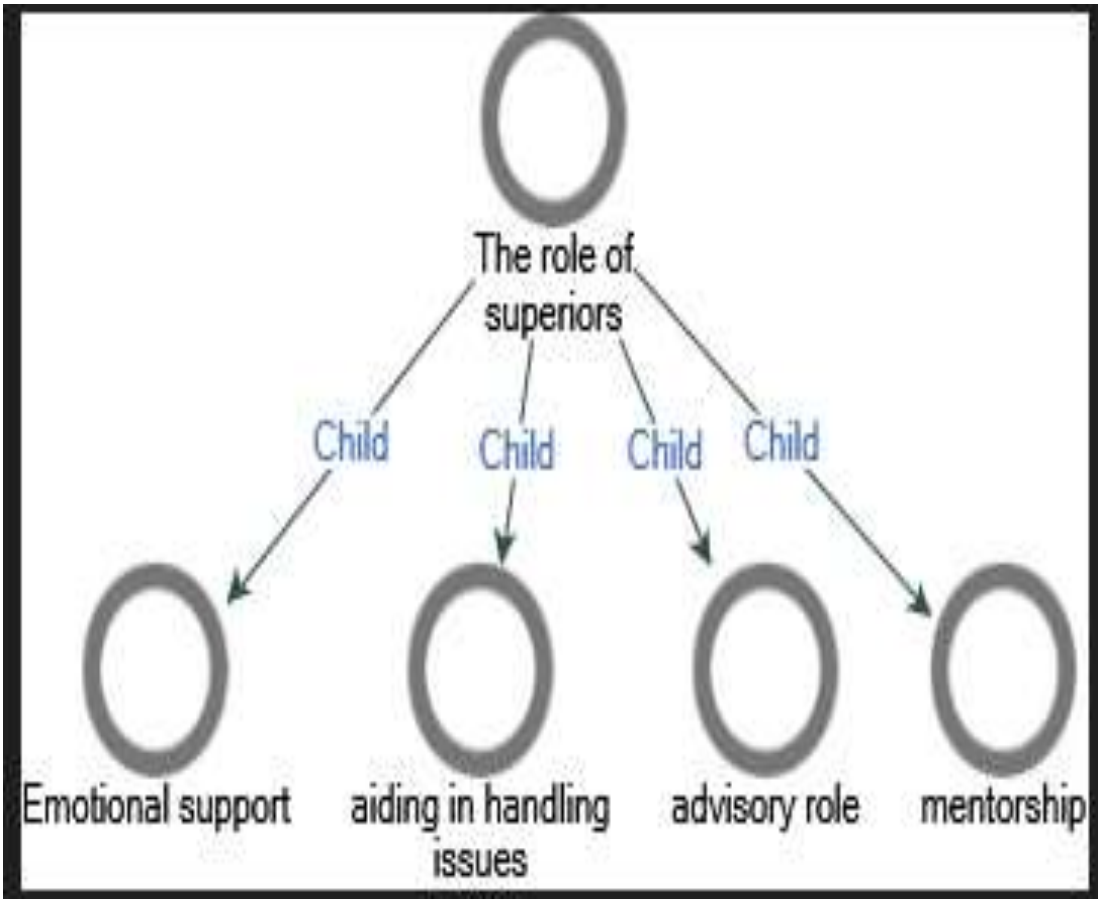
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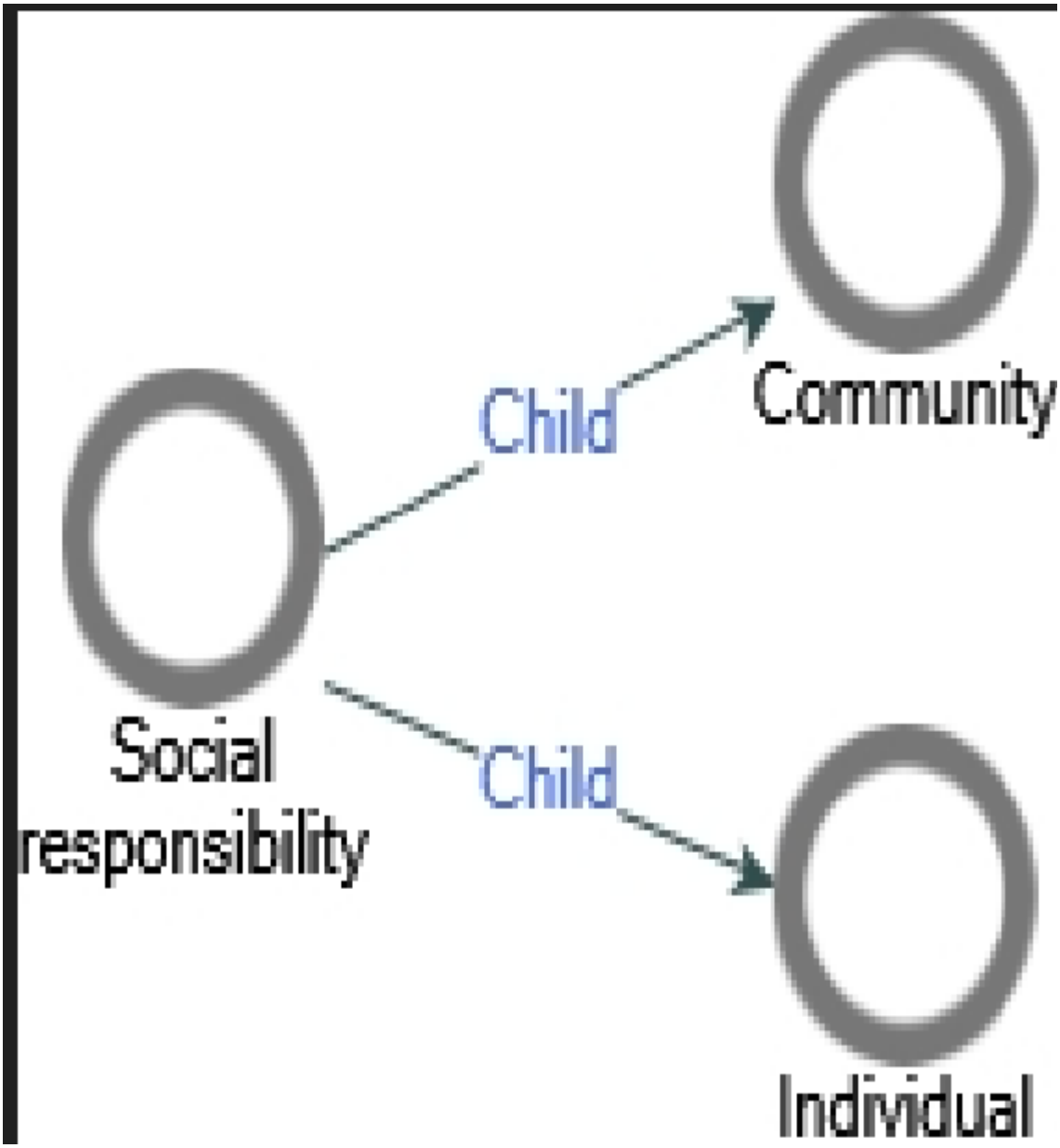
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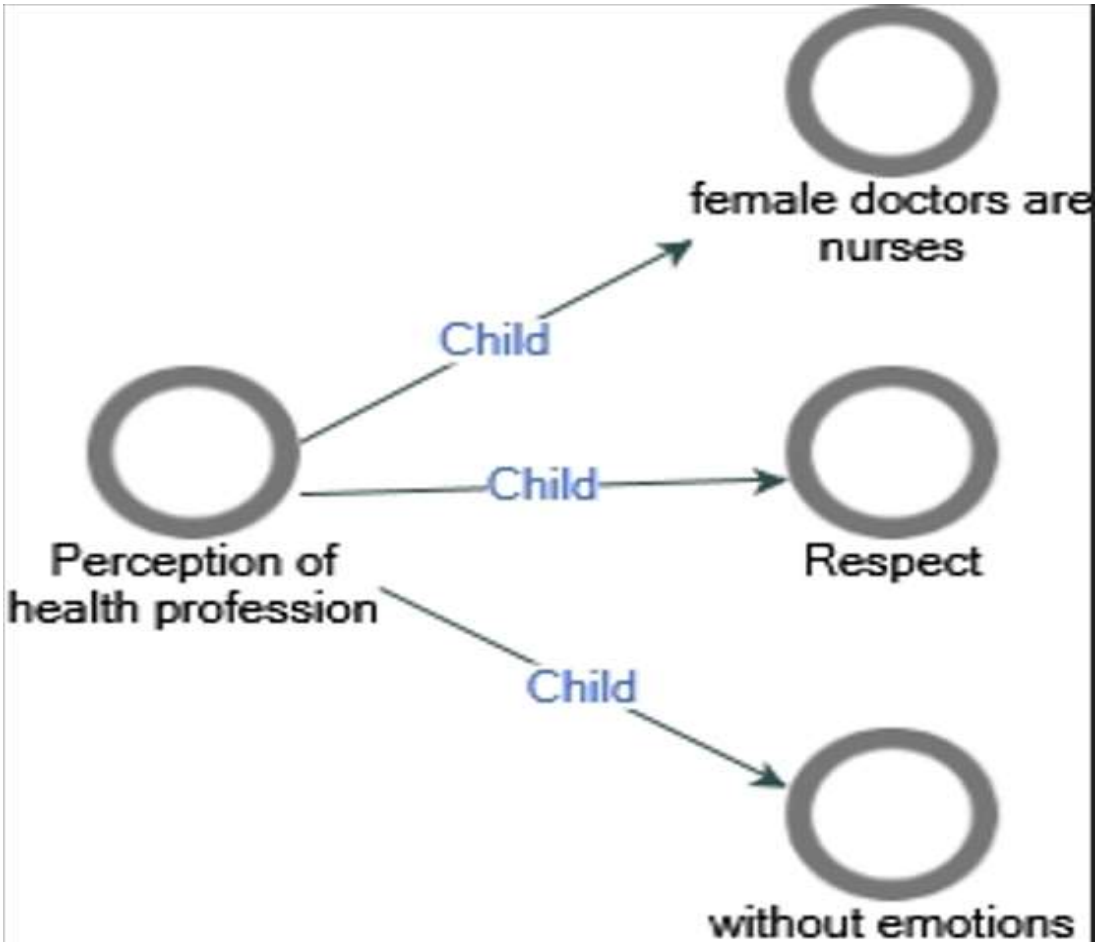
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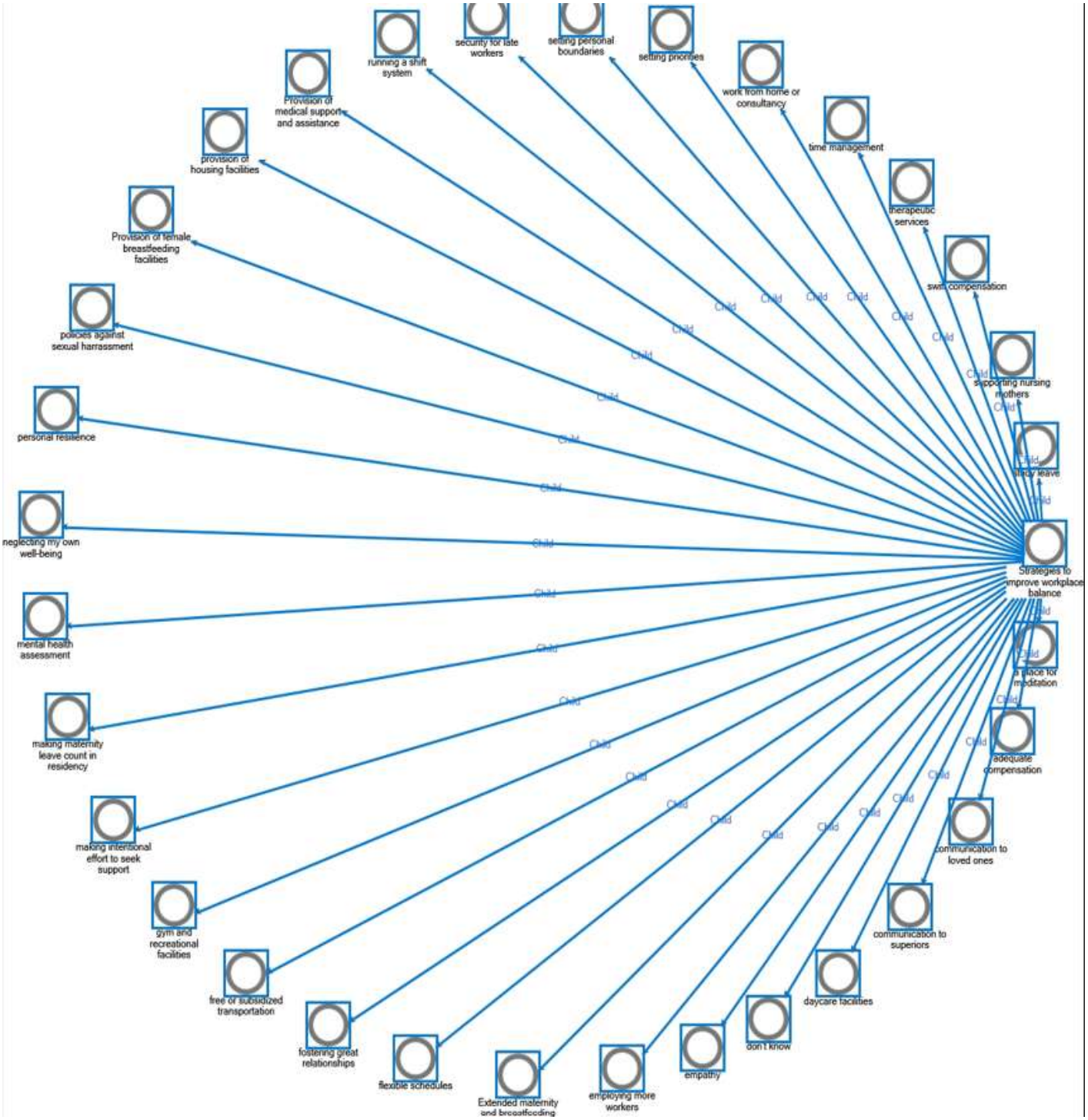
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