

Appendix E: Qualitative Focus Group Guides

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Local Public Health Authority Group Interviews

1. Discussion topic: specific public health workforce challenges
 - a. What were the most significant challenges to recruiting, onboarding, and retaining public health staff during the pandemic?
 - b. What were the skill sets that were hardest to recruit for?
 - c. What were some best or promising practices you employed to recruit, onboard and retain staff during this period?

2. Discussion topic: Partnering with CBOs
 - a. We would like to know if any of you worked directly with CBOs on COVID-19 response? Please chat in yes, if you have have.
 - b. For those who did, what are the lessons learned from the LPHA and CBO partnerships that should be applied in the future?

Principals

1. To start, please introduce yourself using your first name, pronouns if you would like, and tell us your role and the school you represent.
2. Can you please describe your role in supporting the public health response to the COVID-19 pandemic?
 - a. Probe: How has your role in Oregon's COVID-19 response changed during the pandemic, if at all?
 - b. Probe: role in implementing public health protection requirements in your school such as masking, vaccine mandates/clinics, social distancing, exclusion measures
3. What types of resources did you receive to support your school's public health response to the COVID-19 pandemic?
 - a. Probe for resources that are needed to ensure your school is well-equipped to respond to future public health emergencies
4. Who did you partner with to support COVID-19 response in your school and describe how you partnered?
 - a. Probe for ODE, LPHAs, OHA, CBOs
5. Describe how you were involved in making decisions about your school's response to COVID-19?
 - a. Follow-up: How did your involvement change as the pandemic progressed?
6. What was your role in communicating COVID-19 information to your school community?
 - a. Probe for successes and challenges
7. Looking back, what is one thing, if anything, you would change about how your school responded to the COVID-19 pandemic?

- a. Probe for public health protections
- b. Enforcement
- c. Virtual instruction

8. How did your school enforce public health protections among faculty, staff and students

- a. Probe for vaccine mandate, mask mandate, social distancing, exclusion measures
- b. Probe for faculty and staff and students

9. What strategies or approaches did your school use that were successful in improving adherence to public health mandates in your school?

- a. Prompt for teachers/faculty/staff and students

10. What strategies do you think would be effective in improving adherence to public health mandates in your school?

11. What is the greatest challenges you experienced as a principal during the COVID-19 pandemic?

12. What is the greatest success you experienced as a principal during the COVID-19 pandemic?

13. Do you have any final thoughts you'd like to share with us today?

School Nurses

1. To start, please introduce yourself using your first name, pronouns if you would like, and tell us your role and the organization you represent.
2. Can you please describe your role in supporting the public health response to the COVID-19 pandemic?
 - a. Probe: How has your role in Oregon's COVID-19 response changed during the pandemic, if at all?
 - i. Probe for: implementing masking, testing, social distancing, exclusion measures
3. What types of resources did you receive to support your school's public health response to the COVID-19 pandemic?
4. Who did you partner with to support COVID-19 response in your school and describe how you partnered?
 - a. Probe for ODE, LPHAs, OHA, CBOs
5. Describe how you were involved in making decisions about your school's response to COVID-19.
 - a. Follow-up: How did your involvement change as the pandemic progressed?
6. What was your role in communicating COVID-19 information to your school community?
 - a. Probe for successes and challenges
7. Please describe the process of school-based vaccine clinics, including facilitators and challenges.
 - a. Probe for vaccines for staff and students
8. Looking back, what is one thing, if anything, you would you change about how your school responded to the COVID-19 pandemic?

- a. Probe for:
 - i. Public health protections
 - ii. Enforcement
 - iii. Virtual instruction

9. Describe the role you played in enforcing public health protections at your school.
 - a. Probe for vaccine mandate, mask mandate, social distancing, exclusion measures

10. What strategies or approaches did your school use that were successful in improving adherence to public health mandates in your school?
 - a. Prompt for teachers/faculty/staff and students

11. What strategies do you think would be effective in improving adherence to public health mandates in your school?

12. What were the greatest challenges you experienced as a school nurse during the COVID-19 pandemic?

13. What is the greatest success you experienced as a school nurse during the COVID-19 pandemic?

14. What improvements or resources, if any, do you think are needed to ensure your school is well-equipped to respond to future public health emergencies?

15. Do you have any final thoughts you'd like to share with us today?

