

Appendix E: Qualitative Focus Group Guides

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[City, County, and Tribal Emergency Management](#)

[Community-based Organizations](#)

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City, County, and Tribal Emergency Management

1. To start, please introduce yourself using your first name and pronouns if you would like.
2. Can you please share, at a high level, what your role is/was in responding to the COVID-19 pandemic.
3. How were command structures for Emergency Management and Public Health initially set up in your jurisdiction?
 - a. Did you establish a unified command structure with Public Health?
 - b. Probe: How did these structures change as the pandemic continued?
 - c. What were the challenges? What worked well?
4. How did your local emergency management program/office coordinate with tribal and local public health authorities for **information sharing**?
 - a. What were the challenges? What worked well?
5. In what ways did your local emergency management program/office coordinate with or provide support to tribal and local public health authorities for **public information dissemination**?
 - a. What were the challenges? What worked well?
6. In what ways did your local emergency management program/office coordinate with or provide support to tribal and local public health authorities in the **distribution of personal protective equipment**?
 - a. What were the challenges? What worked well?
7. In what ways did your local emergency management program/office coordinate with or provide support to tribal and local public health authorities for **distributing and administering vaccines**?
 - a. What were the challenges? What worked well?

8. How were equity officers/managers integrated into the incident command structure?
 - a. If they were not integrated, how was the issue of equity and access for specific populations addressed?
 - b. What were the challenges? What worked well?

9. Can you tell us about your EM office/program's role in **implementing** public health protection requirements?
 - a. Probe: Shutdown orders, masking, public gathering restrictions, isolation and quarantine, etc.

10. What was your EM office/program's role in **enforcing** public health protection requirements?
 - a. Probe: Shutdown orders, masking, public gathering restrictions, isolation and quarantine, etc.

11. Overall, what was your agency's greatest challenge during responding to the pandemic?

12. Overall, what was your EM office/program's greatest contribution to the public health response to COVID-19?

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

Community-based Organizations

1. To start, please introduce yourself using your first name, pronouns if you would like, and tell us the organization you represent and the populations served by your organization.

Facilitator and notetaker start.

2. Can you please describe your organization's role in supporting the public health response to the COVID-19 pandemic?
3. How has your organization's role in Oregon's COVID-19 response changed during the pandemic, if at all?
4. What types of resources did your organization receive to support the community your organization served during the COVID-19 pandemic?
 - a. Prompt for:
 - i. Resources from government agencies
 - ii. Resources from other community organizations
 - iii. Resources from health care organizations
5. Please describe any new partnerships that your organization has built during the pandemic.
6. What challenges has your organization experienced related to your work on the public health response to COVID-19?
7. What was your organization's greatest contribution to the public health response to COVID-19?

If needed: Public health response includes how CBOs, Tribes, government organizations like OHA, and others across Oregon worked on the COVID-19 pandemic.

8. What strategies or approaches did your CBO use that were successful in improving adherence to public health mandates in the community your CBO serves?
 - a. Probe for: What strategies or approaches do you think could have improved adherence in the community your CBO serves to public health mandates intended to slow the transmission of COVID-19?
9. What do you think could have improved the roll out of COVID-19 vaccinations in the community your CBO serves?
10. What do you think could have increased the number of people getting the COVID-19 vaccinations in the community your CBO serves?
11. If you could share one thing with Oregon state legislators about your experience in supporting the community your CBO serves through the pandemic, what would that be?
12. Do you have any final thoughts you'd like to share with us today?

Tribal Organizations

INTRODUCTION

1. Please use the chat function to include your name, tribe, pronouns, and the organization you represent and one thing you're looking forward to.

THEME: **Organizational Response to COVID-19**

2. What **was the role** of your organization?
 - a. How has your organization's role changed during the pandemic, if at all?
 - b. What did it take for your organization to shift focus and roles to meet the urgent needs during the pandemic?
 - c. In what ways did this role and/or service address gaps in the services needed for your community?
 - d. Why was taking this role and offering these services important?

THEME: **Resources and Challenges for COVID-19 Response (organizational/individual)**

Supports

3. What types of resources did your organization receive or not receive during the COVID-19 pandemic? Please share about them and how they were helpful or unhelpful – and the implication to meeting community needs.
 - a. In what ways did entities like the state or county public health support your organization to offer these services?
 - b. What about this support was helpful?
 - c. What about this support was unhelpful
 - i. Funding
 - ii. Data
 - iii. Staffing
 - iv. Other (mental/spiritual health)

Challenges

4. What were the **organizational challenges of offering these services**?
 - i. Funding
 - ii. Data
 - iii. Staffing
 - iv. Other
 - b. How did your organization overcome or go around these challenges?
 - c. In what ways did these challenges hinder, stop, or burden your organization's ability to respond to COVID?
 - i. What is the impact these challenges had on safeguarding your community and staff-team?
 - ii. Do these challenges still exist and how do they have implications for responding to future crises?
 - iii. How can these challenges be addressed for future planning for crisis response?
5. Can you please describe any new partnerships that you have built due to your role during the pandemic?
6. What was your organization's greatest contribution to the public health response to COVID-19?
7. What would you tell the Oregon state legislators the changes, policies, practices, funding needed to be in place now to prepare us for safeguarding the people in ongoing COVID, and public health crisis? What are the crises of today? What are the needs of tomorrow?
8. Do you have any final thoughts you'd like to share with us today?