

Appendix A

All-Staff Survey

APPENDIX A - SURVEY

CHWPHD - Health Equity Assessment

Coos Health and Wellness, Public Health Division HEA Survey.

This survey is part of an organizational assessment of CHWPHD's skills and capacities for addressing health inequities. We will identify strengths, improvement opportunities, and department-wide priorities for building health equity capacity. The assessment will inform a health equity plan for staff. CHWPHD has contracted with the Rede Group to conduct the assessment, planning, and training.

This survey will take approximately 15-20 minutes to complete. Please complete this survey by September 29th.

If you have any questions, please reach out to Makinna at makinna.miles@redegroup.co. Thank you!

Confidentiality: Before reporting on survey response themes, Rede will attempt to remove any identifying information (that may appear in your responses) whereby you could be identified based on context. De-identified survey responses will be stored and reviewed by both the CHWPHD leadership team and Rede Group for analytic purposes. Analysis of response data will be reported in aggregate form and when numbers are large enough, may be broken down by demographic characteristics (for example, staff vs manager responses). Response data will be used to inform a health equity plan for staff.

Key terms: For a list of key terms used in this project, please [click here](#).

* 1. In your opinion, how much does CHWPHD focus on addressing health inequities? Health inequities are differences in health and social status across population groups that are systemic, avoidable, unfair, and unjust. These differences are sustained over time and generations and are beyond the control of individuals.

- There is no focus on health inequities at all
- There is not enough of a focus on health inequities
- There is the right amount of focus on health inequities
- There is too much focus on health inequities
- I don't know

* 2. Please indicate how much you agree with the following statement: CHWPHD's programs are delivered in ways that are appropriate to the cultural, linguistic, and literacy needs of the community

- No
- Moving in that direction
- Yes
- I don't know

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* 3. Please indicate how much you agree with the following statement: CHWPHD collects and shares data and other information in a manner that is appropriate for the cultural, linguistic, and literacy needs of the community.

- No
- Moving in that direction
- Yes
- I don't know

* 4. Please indicate how much you agree with the following statement: CHWPHD periodically (every 3-5 years) conducts assessments on the cultural and linguistic needs of the community we serve.

- No
- Moving in that direction
- Yes
- I don't know

* 5. Does your work at CHWPHD involve any of the following? (please select all that apply)

- Monitoring health status and tracking the conditions that influence inequities.
- Diagnosing, investigating and protecting people from health problems that disproportionately impact vulnerable populations.
- Educating and empowering people from populations that disproportionately experience poor health outcomes to act collectively in improving their health.
- Developing policies and plans that support individual and community efforts to address the conditions that affect inequities.
- Applying the enforcement of laws and regulations that protect health and ensure safety in order to reduce inequities
- Linking people from populations experiencing health inequities to needed personal health services and assuring the provision of health care when otherwise unavailable.
- Assuring a competent, culturally sensitive and diverse workforce that can effectively address health inequities.
- Evaluating the effectiveness, accessibility, and quality of health services provided to populations experiencing health inequities.
- Contributing to and applying new insights, innovative solutions, and the evidence base to address health inequities and community conditions that influence health.

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* 6. Please indicate how comfortable ***staff*** you interact with at CHWPHD are when talking about the following issues:

	Very uncomfortable	Somewhat uncomfortable	Somewhat comfortable	Very comfortable	I don't know
Race and racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex/gender and sexism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Socioeconomic status and classism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities and ableism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 7. Please indicate how comfortable ***managers/leadership*** you interact with at CHWPHD are when talking about the following issues:

	Very uncomfortable	Somewhat uncomfortable	Somewhat comfortable	Very comfortable	I don't know
Race and racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex/gender and sexism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Socioeconomic status and classism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disabilities and ableism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Internal Collaboration

* 8. Please indicate how much you agree with the following statement: I know how the work of other parts of CHWPHD contributes to addressing health inequities in our community.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

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* 9. Please indicate how much you agree with the following statement: I collaborate with staff in other programs within CHWPHD to address the environmental, social, and economic conditions that impact health.

- A lot
- Occasionally
- Never
- I don't know

* 10. Please indicate how much you agree with the following statement: Staff are encouraged to learn from one another about ways to address the environmental, social, and economic conditions that impact health.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

* 11. Please indicate how much you agree with the following statement: I feel my work environment is supportive of many different cultural perspectives.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- Don't know

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Working with partners

* 12. How often do you work with community-based organizations and other partnering agencies in your role at CHWPHD?

- A lot
- Occasionally
- Never
- I don't know

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* 13. What kind of partners do you typically work with? (what is their focus?)

Select all that apply.

- Availability of quality affordable housing
- Community safety and violence prevention
- Recreation opportunities, parks and open space
- Land-use planning
- Quality public education
- Community economic development (e.g. job creation, business development, etc.)
- Racial justice
- Arts and culture
- Transportation planning and availability
- Environmental justice
- Food security
- Early childhood development and education
- Youth development and leadership
- Other (please specify):

* 14. Please indicate how much you agree with the following statement: I believe that CHWPHD has trusting relationships with external partners.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

* 15. Please indicate how much you agree with the following statement: I believe that CHWPHD's external partners really represent the interests and needs of local community residents.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

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Working with community members

* 16. In your role at CHWPHD, how often do you work directly with community groups (groups made up of community members rather than institutions or agencies)?

- A lot
- Occasionally
- Never
- I don't know

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* 17. What kind of community groups do you typically work with? (what is their focus?)
Select all that apply.

- Groups that advocate for improved living conditions
- Neighborhood groups
- Faith-based groups
- Youth development/leadership groups
- Community members not affiliated with an organization or group
- Other (please specify):

* 18. Please indicate how much you agree with the following statement: CHWPHD has strategies in place to support the work of community groups advocating for public policies that address health inequities.

- Yes
- Moving in that direction
- No
- I don't know

* 19. In your role at CHWPHD, how often do you work directly with community residents?

- A lot
- Occasionally
- Never
- I don't know

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* 20. Please tell us more about the work you do with community residents (the focus of your work, if there are specific populations you work with, etc.)

* 21. Please indicate how much you agree with the following statement: CHWPHD makes deliberate efforts to build the leadership capacity of community members to advocate on issues affecting the environmental, social, and economic conditions that impact health.

- Yes
- Moving in that direction
- No
- I don't know

* 22. Please indicate how much you agree with the following statement: CHWPHD has provided resources to community residents and groups to support their self-identified concerns and needs in respect to addressing the environmental, social, and economic conditions that impact health

- Yes
- Moving in that direction
- No
- I don't know

* 23. Please indicate how much you agree with the following statement: CHWPHD is open and responsive to community feedback on its work.

- Yes
- Moving in that direction
- No
- I don't know

* 24. Please indicate how much you agree with the following statement: There are strategies in place to minimize barriers to community participation (for example, providing money for child care and transportation to residents attending community meetings, etc.)

- Yes
- Moving in that direction
- No
- I don't know

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* 25. Please indicate how much you agree with the following statement: I am familiar with the major health and social inequities affecting residents in the community we serve.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

* 26. Please indicate how much you agree with the following statement: I am familiar with the strengths and resources of the community we serve.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

* 27. Please indicate how much you agree with the following statement: I am familiar with the demographic composition of the community we serve.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

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Workforce development (supporting staff)

* 28. Since you have been working at CHWPHD, have you ever received training about the different ways health and human services can address the environmental, social, and economic conditions that impact health?

- Yes
- No
- I don't remember

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* 29. Have you provided mentoring or coaching to other staff to support them in addressing health inequities?

- Yes
- No
- I don't remember

* 30. Since you have been working at CHWPHD, have you ever received training or any mentoring or guidance on any of the following topics? (Please check all that apply)

- 10 essential services of Public Health
- How to evaluate the work that you do
- How to understand and use data to further your work
- Program planning
- How to conduct an assessment of community needs and strengths
- How to research, understand, and develop policies that impact the environmental, social, and economic conditions that impact health
- How to advocate for and/or with external partners and community groups advocating for policies that address the environmental, social, and economic conditions that impact health
- How to organize communities to advocate on their own behalf to improve the environmental, social, and economic conditions of their neighborhoods

* 31. Please indicate how much you agree with the following statement: Staff at all levels have the opportunity to become leaders in the work CHWPHD is doing to address health inequities.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

* 32. Please indicate how much you agree with the following statement: I have opportunities to talk with my supervisor(s) about the impact of our work on the environmental, social, and economic conditions that impact health.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

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* 33. Please indicate how much you agree with the following statement: Within my team, we have engaged in group discussions about how our work could address one or more of the environmental, social, and economic conditions that impact health.

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

* 34. Please indicate how much you agree with the following statement: I subscribe to a listserv, online discussion group, e-mail list, or other web-based source for learning about developments on the topic of health inequities on an ongoing basis.

- Yes
- No
- I don't remember

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Understanding the SDoH

* 35. Please indicate how much you agree with the following statement: I understand what the environmental, social, and economic conditions that impact health are.

- Yes
- No

* 36. Please indicate how much you agree with the following statement: I have taken steps to enhance my own cultural humility, cultural competence, and/or cultural understanding (for example through trainings, self-reflection, personal relationships, etc).

- Yes
- No

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Demographic Questions for staff survey

Thank you for taking our survey! If you have a few more minutes, we would appreciate you answering some optional demographic questions. Your demographic information will NOT be attached to your individual responses in analysis or reporting. We will use this data to ensure that survey respondents represent CHWPHD.

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37. What is your current position at CHWPHD?

38. How long have you been in your current position?

Years

Months

39. What is your primary language?

- English
- Spanish
- Arabic
- Chinese
- Decline to share
- Not listed above (please specify below)

40. What is the race or ethnicity you primarily identify with?

- African American/Black
- Asian
- Caucasian/White
- Latino/Hispanic
- Middle Eastern
- Native American/Alaska Native
- Pacific Islander/Native Hawaiian
- Biracial/multiracial
- Decline to share
- Not Listed above (please specify below)

41. What is the gender you primarily identify with?

- Man
- Woman
- Decline to share
- Not listed above (please specify below)

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42. What is the sexual orientation you primarily identify with?

- Heterosexual or straight
- Gay
- Lesbian
- Bisexual/Pansexual
- Decline to share
- Not listed above (please specify below:

43. Have you ever served in the U.S. Armed Forces, Reserves, or National Guard?

- Yes
- No
- Decline to share

44. Do you consider yourself to have any sort of disability (e.g. having serious difficulty hearing, seeing, concentrating, or walking)?

- Yes
- No
- Decline to share

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End of Survey

Thanks for taking the Survey!

Appendix B

Management Interview Guide

CHWPHD HEA Manager Interview Guide

Introduction and Overview

Thank you for taking the time to meet with me today. My name is XXX, and I work for the Rede Group. As you know, this interview is a part of an organizational self-assessment that CHWPHD is undertaking to assess its capacity to address the environmental, social, and economic conditions that impact health in Coos County.

Interview Questions

First, I'm going to ask a little about you.

1. How long have you been in your current position?

____ Years and ____ Months

2. How long have you been working at Coos County?

____ Years and ____ Months

Institutional commitment to addressing health inequities

3. Do you think, at CHWPHD, there is a commitment to addressing health inequities?
 - a. *If yes* - How is that commitment demonstrated?
 - b. *If no* - why not? Do you think there should be a demonstrated commitment?

Strategic planning

4. Does CHWPHD engage in department-wide strategic planning? *Note for facilitators: In recent years, CHWPHD has done "annual goals" - responses may be around these.*
 - a. If so, on what schedule?
 - b. Who is involved?
 - c. Are staff of all levels involved?
 - d. Are community representatives formally (or informally) involved? How?
 - e. Does the strategic plan address health inequities explicitly? Are there specific strategies/objectives for addressing health inequities?
5. How does CHWPHD manage community input into planning processes? Can you share an example of a time when your program sought and used community input for decision making?
(Use prompts for example:)
 - a. How did you get community input (i.e., methods)
 - b. Who from the community was asked for input?

APPENDIX B - INTERVIEW GUIDE

- c. At what point(s) in the planning processes did you seek community input?
6. How does CHWPHD conduct community assessments about the conditions that influence health, such as housing, education, economic opportunity, systemic racism, food insecurity or trauma?
7. How does CHWPHD regularly evaluate or reflect on its capacity, commitment, and efforts to address health inequities? Is there a formal process for evaluation and reflection? Please describe the process.

Internal collaboration

8. How does CHWPHD provide opportunities for staff feedback about strategies and efforts to address inequities? In what ways is staff input encouraged or supported?
 - a. How is the feedback used?
 - b. Can you give me an example of what happened when a lower-level staff member submitted an idea in the past? What happens to that idea? Who else is it communicated to? How is it considered? What was the result? How was that result communicated back to the person who gave that input?
9. Can you share some ways that this multi-level involvement from staff has enhanced the department's ability to address health inequities?

Work with partners/community

10. Has CHWPHD established partnerships with community groups that are working to improve conditions that influence health status such as housing, economic development, or living wage?
 - a. Can you describe these partnerships?
 - b. What is the desired impact of this work?
11. Does CHWPHD seek feedback from community members about the barriers of community participation? How? Can you give me an example of how CHWPHD has responded to such feedback?
12. How do you and other staff stay aware of community issues, resources, and strengths?

Workforce development

13. Would you say CHWPHD has a culture that encourages learning, growth, and change? *If so,*
 - a. How are staff encouraged to challenge assumptions and the status quo? How does CHWPHD give positive incentives for feedback? How does CHWPHD leadership respond if an idea does not succeed?
 - b. Are there any other examples of how CHWPHD may or may not foster a learning culture?
14. What types of support (such as training and/or coaching, continuing education/conferences) does CHWPHD provide for staff to learn about health inequities and addressing the social determinants of health, etc.?

Possible prompts

APPENDIX B - INTERVIEW GUIDE

- a. What are some of the topics covered?
- b. How does CHWPHD relay its commitment to addressing health inequities to new employees?
(*Probe.*) Is this covered in a formal orientation?
- c. Does CHWPHD implement in-house trainings?
- d. Are these trainings required?
- e. What segments/levels of staff are involved?

Those are all my questions. Do you have anything else to add about CHWPHD capacity to address health inequities?

Thank you for your time!

Appendix C

Staff Focus Group Guide

CHWPHD HEA Staff Focus Group Guide

Introduction and overview

Thank you for joining us today to share about various aspects of CHWPHD related to health inequities. Data from this focus group will be combined with the staff survey and interviews with managers to help identify strengths and opportunities for growth to improve health equity practices at CHWPHD. Themes will be included in a report, which will help CHWPHD undergo a health equity planning process.

Questions

1. To start, can everyone go around and share your name and what you do here at CHWPHD?
2. Today we are meeting to discuss CHWPHD's capacity to address health inequities. As a reminder, health inequities are differences in health and social status across population groups that are systemic, avoidable, unfair, and unjust. These differences are sustained over time and generations, and are beyond the control of individuals.

Do you believe that health inequities should be an area of concern for your health department? If so, why? If not, why?

3. How do you feel about the work CHWPHD and you do to address health inequities?
Probes:
 - a. How important do you feel this work is? What priority does it take over other work CHWPHD does?

Work that CHWPHD is doing around health inequities

4. Can you describe some examples of when CHWPHD work to address health inequities has been successful?
Probes:
 - a. What challenges, barriers, strengths, and resources led to success? How has the work addressing health inequities been enriched by that experience?
5. Can you describe some examples of when CHWPHD work toward addressing health inequities that has failed?
Probes:
 - a. What challenges, barriers, strengths, and resources led to failure? How has the work addressing health inequities been enriched by that experience?

APPENDIX C - FOCUS GROUP GUIDE

How CHWPHD supports staff to be involved in addressing health inequities

6. What has CHWPHD done to help staff learn about and develop skills to address health inequities? What impact has that had on your work?
7. How has CHWPHD encouraged or discouraged staff to collaborate with other program units in their work to address health inequities?
8. How well-equipped are you and other staff to address health inequities?
Probes:
 - a. What are some skills and characteristics needed in staff and CHWPHD to address health inequities?
 - b. Can you share whether you've seen these skills in action? Maybe you have examples of how you have demonstrated these qualities, or you've seen them in co-workers.
 - c. What other training and help from CHWPHD is needed for staff to be more effective in addressing health inequities?

CHWPHD's work with the community

9. Describe your understanding of how CHWPHD works with community residents, community organizations, and community groups in addressing health inequities.
Probes:
 - a. What role does community play in addressing health inequities?
 - b. What is the impact when community is involved?
 - c. In what other ways do you think that community residents, organizations, and groups should be involved in this work?
 - d. What is challenging about working with community residents, organizations, and groups?

Suggestions for improvement

10. Given your knowledge of current and future program areas, do you have any suggestions for CHWPHD to improve and expand its work towards addressing health inequities?
11. What more can CHWPHD do to improve its ability to address health inequities?
Probe:
 - a. How can CHWPHD support staff at all levels to become leaders in addressing health inequities?

Thank you for your time today!