

Introduction

Thank you for taking the time to participate in this survey. The purpose of this survey is to gain an understanding of some of the forces that are affecting change in local health departments (LHDs).

This year's Forces of Change survey includes questions about:

- Budget and staff cuts
- LHD activities related to Zika
- LHD involvement in multi-sectoral partnerships
- Challenges in recruiting qualified LHD staff

If it is more appropriate for someone else to respond to some of these sections, you can forward the survey link to another person or persons to complete that section. Responses are saved for each page, and you (and they) can move forward and backward in the survey as needed.

NACCHO will analyze data from this survey and anticipates releasing the results in the summer of 2017. NACCHO will notify survey respondents when publications are released; all publications will be available on <http://nacchoprofilestudy.org/forces-of-change>. Findings from the 2014 and 2015 Forces of Change survey can also be found at <http://nacchoprofilestudy.org/forces-of-change>. Data will be reported in aggregate only; reports will not identify specific LHDs.

Consistent with the manner in which data from NACCHO's National Profile of Local Health Departments (Profile) survey are shared with public health researchers, NACCHO will make these data available to researchers who agree to NACCHO's data use policy. For more information about the data use policy, go to <http://nacchoprofilestudy.org/data-requests>.

Economic Surveillance

1. My LHD's current fiscal year budget is ... (Select only one)

- Less than the previous year's budget
- Approximately the same (within plus or minus one percent) as the previous year's budget
- Greater than the previous year's budget
- Do not know

2. I expect my LHD's budget in the next fiscal year will be... (Select only one)

- Less than the current year's budget
- Approximately the same (within plus or minus one percent) as the current year's budget
- Greater than the current year's budget
- Do not know

The following question ask about changes to your LHD workforce between January 1 and December 31, 2016. Please provide your response in terms of number of employees—whether full- or part-time—rather than full-time equivalents (FTEs).

3. How many employees were affected by each of the following workforce reductions between January 1 and December 31, 2016? Enter "0" if no employees were affected. (Numeric responses only, please. Do not include spaces or any punctuation.)

Number of employees laid off: _____

Number of employees lost through attrition and not replaced because of hiring freezes or budget cuts: _____

Role in Zika Prevention and Response

4. Are either of the mosquito species that carry Zika virus (i.e., *A. aegypti* or *A. albopictus*) typically present in your jurisdiction during mosquito season?

- Yes
- No
- Do not know

5. Since January 2016, have there been any confirmed travel-associated Zika cases in your jurisdiction?

- Yes
- No
- Do not know

6. Indicate your LHD's level of engagement (currently or during your most recent mosquito season) in the following activities for Zika prevention and response.

Engagement is defined as "working individually and/or with vector control partners to prepare for or respond to Zika virus transmission."

	Are or have been engaged	Planning to engage	Neither engaged nor planning to engage	Not sure
Vector control to suppress Zika virus transmission				
Public health surveillance and epidemiological investigation				
Conducting and/or coordinating lab testing				
Prevention of sexually transmitted Zika virus infections by educating the public and clinicians				
Prevention of blood transfusion-transmitted Zika virus infections by testing blood products for Zika and investigating possible blood transfusion-transmitted Zika virus infections				
Maternal and child health surveillance and response to prevent and control Zika virus infections				
Rapid detection and follow-up of birth defects associated with Zika virus				
Providing information to travelers about Zika risks and protection measures				
Clinician outreach and communication on Zika clinical care guidelines				
Risk communication/community education to inform the public about Zika virus and related illnesses				

LHD Participation in Multi-Sectoral Partnerships

Working in multi-sectoral partnerships is becoming an increasingly important strategy for improving community health. Multi-sectoral partnerships include representatives or organizations from multiple sectors, such as government, healthcare, business, non-profits, consumers, or philanthropy.

7. Is your LHD involved in a multi-sectoral partnership to address any of the four issues listed below?

	Yes	No	Not sure
Tobacco use			
Opioid abuse			
Improving K-12 education			
Safe and healthy housing			

If “Yes” is selected for tobacco use, answer questions 8 through 12 in section A.

If “Yes” is selected for opioid abuse, answer questions 8 through 12 in section B.

If “Yes” is selected for improving K-12 education, answer questions 8 through 12 in section C.

If “Yes” is selected for safe and healthy housing, answer questions 8 through 12 in section D.

If “No” or “Not sure” is selected for all topics, skip to question 13.

Section A: Tobacco use

If “Yes” is selected for tobacco use in question 7, answer the following questions (8-12) in Section A.

8. Does your LHD lead or convene the multi-sectoral partnership to address tobacco use?

- Yes
- No

9. Which of the following sectors are represented in the multi-sectoral partnership to address tobacco use? Select all that apply.

- Local or state government → If checked, answer question 10
- Healthcare → If checked, answer question 11
- Education
- Business/employers
- Faith communities
- Secular non-profits or community organizations
- Consumers or community members
- Media
- Philanthropy

For those who selected local or state government

10. Check each area of government that participates in your partnership to address tobacco use.

Select all that apply.

- Elected officials (or their staff)
- Law enforcement
- Criminal justice system
- Housing
- Education
- Economic or community development
- Other (please specify): _____

For those who selected healthcare

11. Check each type of healthcare organization that participates in your partnership to address tobacco use. Select all that apply.

- Hospitals
- Community health centers
- Physician practices
- Mental health/substance abuse providers
- Health insurers
- Emergency medical service (first responders)
- Other (please specify): _____

12. What has your health department contributed to the multi-sectoral partnership to address tobacco use? Select all that apply.

- Attended partnership meetings
- Helped to engage stakeholders
- Provided or analyzed data relevant to the issue
- Identified evidence-informed practices to address the issue
- Participated in planning and priority setting with the partnership
- Dedicated LHD staff time to implement partnership priority activities
- Provided or helped to secure resources (other than LHD staff time) for partnership priority activities
- Evaluated partnership activities

Section B: Opioid abuse

If “Yes” is selected for opioid abuse in question 7, answer the following questions (8-12) in Section B.

8. Does your LHD lead or convene the multi-sectoral partnership to address opioid abuse?

- Yes
- No

9. Which of the following sectors are represented in the multi-sectoral partnership to address opioid abuse? Select all that apply.

- Local or state government → If checked, answer question 10
- Healthcare → If checked, answer question 11
- Education
- Business/employers
- Faith communities
- Secular non-profits or community organizations
- Consumers or community members
- Media
- Philanthropy

For those who selected local or state government

10. Check each area of government that participates in your partnership to address opioid abuse.

Select all that apply.

- Elected officials (or their staff)
- Law enforcement
- Criminal justice system
- Housing
- Education
- Economic or community development
- Other (please specify): _____

For those who selected healthcare

11. Check each type of healthcare organization that participates in your partnership to address opioid abuse. Select all that apply.

- Hospitals
- Community health centers
- Physician practices
- Mental health/substance abuse providers
- Health insurers
- Emergency medical service (first responders)
- Other (please specify): _____

12. What has your health department contributed to the multi-sectoral partnership to address opioid abuse? Select all that apply.

- Attended partnership meetings
- Helped to engage stakeholders
- Provided or analyzed data relevant to the issue
- Identified evidence-informed practices to address the issue
- Participated in planning and priority setting with the partnership
- Dedicated LHD staff time to implement partnership priority activities
- Provided or helped to secure resources (other than LHD staff time) for partnership priority activities
- Evaluated partnership activities

Section C: Improving K-12 education

If “Yes” is selected for improving K-12 education in question 7, answer the following questions (8-12) in Section C.

8. Does your LHD lead or convene the multi-sectoral partnership to address improving K-12 education?

- Yes
- No

9. Which of the following sectors are represented in the multi-sectoral partnership to address improving K-12 education? Select all that apply.

- Local or state government → If checked, answer question 10
- Healthcare → If checked, answer question 11
- Education
- Business/employers
- Faith communities
- Secular non-profits or community organizations
- Consumers or community members
- Media
- Philanthropy

For those who selected local or state government

10. Check each area of government that participates in your partnership to address improving K-12 education. Select all that apply.

- Elected officials (or their staff)
- Law enforcement
- Criminal justice system
- Housing
- Education
- Economic or community development
- Other (please specify): _____

For those who selected healthcare

11. Check each type of healthcare organization that participates in your partnership to address improving K-12 education. Select all that apply.

- Hospitals
- Community health centers
- Physician practices
- Mental health/substance abuse providers
- Health insurers
- Emergency medical service (first responders)
- Other (please specify): _____

12. What has your health department contributed to the multi-sectoral partnership to address improving K-12 education? Select all that apply.

- Attended partnership meetings
- Helped to engage stakeholders
- Provided or analyzed data relevant to the issue
- Identified evidence-informed practices to address the issue
- Participated in planning and priority setting with the partnership
- Dedicated LHD staff time to implement partnership priority activities
- Provided or helped to secure resources (other than LHD staff time) for partnership priority activities
- Evaluated partnership activities

Section D: Safe and healthy housing

If “Yes” is selected for safe and healthy housing in question 7, answer the following questions (8-12) in Section D.

8. Does your LHD lead or convene the multi-sectoral partnership to address safe and healthy housing?

- Yes
- No

9. Which of the following sectors are represented in the multi-sectoral partnership to address safe and healthy housing? Select all that apply.

- Local or state government → If checked, answer question 10
- Healthcare → If checked, answer question 11
- Education
- Business/employers
- Faith communities
- Secular non-profits or community organizations
- Consumers or community members
- Media
- Philanthropy

For those who selected local or state government

10. Check each area of government that participates in your partnership to address safe and healthy housing. Select all that apply.

- Elected officials (or their staff)
- Law enforcement
- Criminal justice system
- Housing
- Education
- Economic or community development
- Other (please specify): _____

For those who selected healthcare

11. Check each type of healthcare organization that participates in your partnership to address safe and healthy housing. Select all that apply.

- Hospitals
- Community health centers
- Physician practices
- Mental health/substance abuse providers
- Health insurers
- Emergency medical service (first responders)
- Other (please specify): _____

12. What has your health department contributed to the multi-sectoral partnership to address safe and healthy housing? Select all that apply.

- Attended partnership meetings
- Helped to engage stakeholders
- Provided or analyzed data relevant to the issue
- Identified evidence-informed practices to address the issue
- Participated in planning and priority setting with the partnership
- Dedicated LHD staff time to implement partnership priority activities
- Provided or helped to secure resources (other than LHD staff time) for partnership priority activities
- Evaluated partnership activities

For all LHDs

13. Thinking generally about multi-sectoral partnerships in which your LHD has participated in the recent past, indicate the extent to which each of these potential barriers limited the partnership’s ability to meet its goals.

A “major barrier” is one that required considerable time and energy to address or is not fully addressed.

A “minor barrier” is one that required some time and energy to address but was overcome.

	Major barrier	Minor barrier	Not a barrier
Disagreement on mission or direction of partnership			
Lack of clarity in partnership’s mission or priorities			
Competition or “turf” issues among organizations			
Issues related to data sharing			
Negative history (past or present) between organizations involved in the partnership			
Dominance by certain partnership members			
Poor connections to the community members affected by the issue			
Insufficient skills among partnership members			
Insufficient funding to sustain partnership efforts			
Inadequate leadership for partnership			
Perception that costs of working together outweigh benefits			
Low priority of partnership activities for some organizations			

Workforce Recruitment

14. Thinking about the past 12 months, in general, how difficult is it to fill open positions with qualified staff (internal or external) for each of the following occupations?

For occupations your LHD does not employ, select “Not applicable.”

	Not at all difficult	Slightly difficult	Moderately difficult	Very difficult	Extremely difficult	Not applicable
Top executives and upper management						
Mid-level manager						
Physician						
Advanced practice nurse (e.g., nurse practitioner)						
Public health nurse						
Epidemiologist						
Environmental health specialist (sanitarian)						
Health educator						
Nutritionist						
Community health worker						

15. For each of the possible reasons listed below, indicate the extent to which it is a barrier to hiring qualified staff for your health department.

A “major barrier” is one that required considerable time and energy to address or is not fully addressed.

A “minor barrier” is one that required some time and energy to address but was overcome.

	Major barrier	Minor barrier	Not a barrier
Agency’s recruiting process and channels do not reach enough qualified candidates			
Candidates have insufficient position-specific (subject matter) knowledge or skills			
Candidates have insufficient general knowledge or skills (e.g., communication, teamwork, project management, supervision)			
Candidates have insufficient position-related work experience			
Difficult to attract qualified candidates to this geographic area			
Pay is not competitive			
Benefits are not competitive			
Agency hiring process is cumbersome or too slow			