

2017 Forces of Change Survey

Economic Surveillance

1. My LHD's **current fiscal year budget** is ... (Select only one) (s1_q1)

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

2. I expect my LHD's budget in the **next fiscal year** will be... (Select only one) (s1_q2)

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

The following question asks 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:	(s1_q3a)
Number of employees lost through attrition and not replaced because of hiring freezes or budget cuts:	(s1_q3b)

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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? (s11_q1)

- [1] Yes
- [0] No
- [2] Do not know

5. Since January 2016, have there been any confirmed travel-associated Zika cases in your jurisdiction? (s11_q2)

- [1] Yes
- [0] No
- [2] Do not know

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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 (s11_q3a)	[1]	[2]	[3]	[4]
Public health surveillance and epidemiological investigation (s11_q3b)	[1]	[2]	[3]	[4]
Conducting and/or coordinating lab testing (s11_q3c)	[1]	[2]	[3]	[4]
Prevention of sexually transmitted Zika virus infections by educating the public and clinicians (s11_q3d)	[1]	[2]	[3]	[4]
Prevention of blood transfusion-transmitted Zika virus infections by testing blood products for Zika and investigating possible blood transfusion-transmitted Zika virus infections (s11_q3e)	[1]	[2]	[3]	[4]
Maternal and child health surveillance and response to prevent and control Zika virus infections (s11_q3f)	[1]	[2]	[3]	[4]
Rapid detection and follow-up of birth defects associated with Zika virus (s11_q3g)	[1]	[2]	[3]	[4]
Providing information to travelers about Zika risks and protection measures (s11_q3h)	[1]	[2]	[3]	[4]
Clinician outreach and communication on Zika clinical care guidelines (s11_q3i)	[1]	[2]	[3]	[4]
Risk communication/community education to inform the public about Zika virus and related illnesses (s11_q3j)	[1]	[2]	[3]	[4]

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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 (s12_q1a)	[1]	[0]	[2]
Opioid abuse (s12_q2a)	[1]	[0]	[2]
Improving K-12 education (s12_q3a)	[1]	[0]	[2]
Safe and healthy housing (s12_q4a)	[1]	[0]	[2]

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 in Section A

8. Does your LHD lead or convene the multi-sectoral partnership to address tobacco use? (s12_q1b)

- [1] Yes
- [0] No

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

[Variable values: 0=unchecked; 1=checked]

- (s12_q1c1) Local or state government → If checked, answer question 10
- (s12_q1c2) Healthcare → If checked, answer question 11
- (s12_q1c3) Education
- (s12_q1c4) Business/employers
- (s12_q1c5) Faith communities
- (s12_q1c6) Secular non-profits or community organizations
- (s12_q1c7) Consumers or community members
- (s12_q1c8) Media
- (s12_q1c9) Philanthropy

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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.

[Variable values: 0=unchecked; 1=checked]

- (s12_q1d1) Elected officials (or their staff)
- (s12_q1d2) Law enforcement
- (s12_q1d3) Criminal justice system
- (s12_q1d4) Housing
- (s12_q1d5) Education
- (s12_q1d6) Economic or community development
- (s12_q1d7) Other (please specify): (s12_q1d7text)

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.

[Variable values: 0=unchecked; 1=checked]

- (s12_q1e1) Hospitals
- (s12_q1e2) Community health centers
- (s12_q1e3) Physician practices
- (s12_q1e4) Mental health/substance abuse providers
- (s12_q1e5) Health insurers
- (s12_q1e6) Emergency medical service (first responders)
- (s12_q1e7) Other (please specify): (s12_q1e7text)

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

[Variable values: 0=unchecked; 1=checked]

- (s12_q1f1) Attended partnership meetings
- (s12_q1f2) Helped to engage stakeholders
- (s12_q1f3) Provided or analyzed data relevant to the issue
- (s12_q1f4) Identified evidence-informed practices to address the issue
- (s12_q1f5) Participated in planning and priority setting with the partnership
- (s12_q1f6) Dedicated LHD staff time to implement partnership priority activities
- (s12_q1f7) Provided or helped to secure resources (other than LHD staff time) for partnership priority activities
- (s12_q1f8) Evaluated partnership activities

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Section B: Opioid abuse

If “Yes” is selected for opioid abuse in question 7, answer the following questions in Section B

8. Does your LHD lead or convene the multi-sectoral partnership to address opioid abuse?
(s12_q2b)

- [1] Yes
- [0] No

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

[Variable values: 0=unchecked; 1=checked]

- (s12_q2c1) Local or state government → If checked, answer question 10
- (s12_q2c2) Healthcare → If checked, answer question 11
- (s12_q2c3) Education
- (s12_q2c4) Business/employers
- (s12_q2c5) Faith communities
- (s12_q2c6) Secular non-profits or community organizations
- (s12_q2c7) Consumers or community members
- (s12_q2c8) Media
- (s12_q2c9) 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.

[Variable values: 0=unchecked; 1=checked]

- (s12_q2d1) Elected officials (or their staff)
- (s12_q2d2) Law enforcement
- (s12_q2d3) Criminal justice system
- (s12_q2d4) Housing
- (s12_q2d5) Education
- (s12_q2d6) Economic or community development
- (s12_q2d7) Other (please specify): (s12_q2d7text)

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.

[Variable values: 0=unchecked; 1=checked]

- (s12_q2e1) Hospitals
- (s12_q2e2) Community health centers
- (s12_q2e3) Physician practices
- (s12_q2e4) Mental health/substance abuse providers
- (s12_q2e5) Health insurers
- (s12_q2e6) Emergency medical service (first responders)
- (s12_q2e7) Other (please specify): (s12_q2e7text)

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

[Variable values: 0=unchecked; 1=checked]

- (s12_q2f1) Attended partnership meetings
- (s12_q2f2) Helped to engage stakeholders
- (s12_q2f3) Provided or analyzed data relevant to the issue
- (s12_q2f4) Identified evidence-informed practices to address the issue
- (s12_q2f5) Participated in planning and priority setting with the partnership
- (s12_q2f6) Dedicated LHD staff time to implement partnership priority activities
- (s12_q2f7) Provided or helped to secure resources (other than LHD staff time) for partnership priority activities
- (s12_q2f8) 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 in Section C

8. Does your LHD lead or convene the multi-sectoral partnership to address improving K-12 education? (s12_q3b)

- [1] Yes
- [0] No

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

[Variable values: 0=unchecked; 1=checked]

- (s12_q3c1) Local or state government → If checked, answer question 10
- (s12_q3c2) Healthcare → If checked, answer question 11
- (s12_q3c3) Education
- (s12_q3c4) Business/employers
- (s12_q3c5) Faith communities
- (s12_q3c6) Secular non-profits or community organizations
- (s12_q3c7) Consumers or community members
- (s12_q3c8) Media
- (s12_q3c9) Philanthropy

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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.

[Variable values: 0=unchecked; 1=checked]

- (s12_q3d1) Elected officials (or their staff)
- (s12_q3d2) Law enforcement
- (s12_q3d3) Criminal justice system
- (s12_q3d4) Housing
- (s12_q3d5) Education
- (s12_q3d6) Economic or community development
- (s12_q3d7) Other (please specify): (s12_q3d7text)

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.

[Variable values: 0=unchecked; 1=checked]

- (s12_q3e1) Hospitals
- (s12_q3e2) Community health centers
- (s12_q3e3) Physician practices
- (s12_q3e4) Mental health/substance abuse providers
- (s12_q3e5) Health insurers
- (s12_q3e6) Emergency medical service (first responders)
- (s12_q3e7) Other (please specify): (s12_q3e7text)

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

[Variable values: 0=unchecked; 1=checked]

- (s12_q3f1) Attended partnership meetings
- (s12_q3f2) Helped to engage stakeholders
- (s12_q3f3) Provided or analyzed data relevant to the issue
- (s12_q3f4) Identified evidence-informed practices to address the issue
- (s12_q3f5) Participated in planning and priority setting with the partnership
- (s12_q3f6) Dedicated LHD staff time to implement partnership priority activities
- (s12_q3f7) Provided or helped to secure resources (other than LHD staff time) for partnership priority activities
- (s12_q3f8) Evaluated partnership activities

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Section D: Safe and healthy housing

If “Yes” is selected for safe and healthy housing in question 7, answer the following questions in Section D

8. Does your LHD lead or convene the multi-sectoral partnership to address safe and healthy housing? (s12_q4b)

- [1] Yes
- [0] No

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

[Variable values: 0=unchecked; 1=checked]

- (s12_q4c1) Local or state government → If checked, answer question 10
- (s12_q4c2) Healthcare → If checked, answer question 11
- (s12_q4c3) Education
- (s12_q4c4) Business/employers
- (s12_q4c5) Faith communities
- (s12_q4c6) Secular non-profits or community organizations
- (s12_q4c7) Consumers or community members
- (s12_q4c8) Media
- (s12_q4c9) 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.

[Variable values: 0=unchecked; 1=checked]

- (s12_q4d1) Elected officials (or their staff)
- (s12_q4d2) Law enforcement
- (s12_q4d3) Criminal justice system
- (s12_q4d4) Housing
- (s12_q4d5) Education
- (s12_q4d6) Economic or community development
- (s12_q4d7) Other (please specify): (s12_q4d7text)

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.

[Variable values: 0=unchecked; 1=checked]

- (s12_q4e1) Hospitals
- (s12_q4e2) Community health centers
- (s12_q4e3) Physician practices
- (s12_q4e4) Mental health/substance abuse providers
- (s12_q4e5) Health insurers
- (s12_q4e6) Emergency medical service (first responders)
- (s12_q4e7) Other (please specify): (s12_q4e7text)

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

- (s12_q4f1) Attended partnership meetings
- (s12_q4f2) Helped to engage stakeholders
- (s12_q4f3) Provided or analyzed data relevant to the issue
- (s12_q4f4) Identified evidence-informed practices to address the issue
- (s12_q4f5) Participated in planning and priority setting with the partnership
- (s12_q4f6) Dedicated LHD staff time to implement partnership priority activities
- (s12_q4f7) Provided or helped to secure resources (other than LHD staff time) for partnership priority activities
- (s12_q4f8) Evaluated partnership activities

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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 (s12_q5a)	[1]	[2]	[3]
Lack of clarity in partnership’s mission or priorities (s12_q5b)	[1]	[2]	[3]
Competition or “turf” issues among organizations (s12_q5c)	[1]	[2]	[3]
Issues related to data sharing (s12_q5d)	[1]	[2]	[3]
Negative history (past or present) between organizations involved in the partnership (s12_q5e)	[1]	[2]	[3]
Dominance by certain partnership members (s12_q5f)	[1]	[2]	[3]
Poor connections to the community members affected by the issue (s12_q5g)	[1]	[2]	[3]
Insufficient skills among partnership members (s12_q5h)	[1]	[2]	[3]
Insufficient funding to sustain partnership efforts (s12_q5i)	[1]	[2]	[3]
Inadequate leadership for partnership (s12_q5j)	[1]	[2]	[3]
Perception that costs of working together outweigh benefits (s12_q5k)	[1]	[2]	[3]
Low priority of partnership activities for some organizations (s12_q5l)	[1]	[2]	[3]

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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 (s10_q2a)	[1]	[2]	[3]	[4]	[5]	[6]
Mid-level manager (s10_q2b)	[1]	[2]	[3]	[4]	[5]	[6]
Physician (s10_q2c)	[1]	[2]	[3]	[4]	[5]	[6]
Advanced practice nurse (e.g., nurse practitioner) (s10_q2d)	[1]	[2]	[3]	[4]	[5]	[6]
Public health nurse (s10_q2e)	[1]	[2]	[3]	[4]	[5]	[6]
Epidemiologist (s10_q2f)	[1]	[2]	[3]	[4]	[5]	[6]
Environmental health specialist (sanitarian) (s10_q2g)	[1]	[2]	[3]	[4]	[5]	[6]
Health educator (s10_q2h)	[1]	[2]	[3]	[4]	[5]	[6]
Nutritionist (s10_q2i)	[1]	[2]	[3]	[4]	[5]	[6]
Community health worker (s10_q2j)	[1]	[2]	[3]	[4]	[5]	[6]

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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 (s10_q3a)	[1]	[2]	[3]
Candidates have insufficient position-specific (subject matter) knowledge or skills (s10_q3b)	[1]	[2]	[3]
Candidates have insufficient general knowledge or skills (e.g., communication, teamwork, project management, supervision) (s10_q3c)	[1]	[2]	[3]
Candidates have insufficient position-related work experience (s10_q3d)	[1]	[2]	[3]
Difficult to attract qualified candidates to this geographic area (s10_q3e)	[1]	[2]	[3]
Pay is not competitive (s10_q3f)	[1]	[2]	[3]
Benefits are not competitive (s10_q3g)	[1]	[2]	[3]
Agency hiring process is cumbersome or too slow (s10_q3h)	[1]	[2]	[3]