

Appendices

APPENDIX III: Roadmap to the Self-Assessment Framework: Linking the Matrix of Workforce Competencies and Organizational Characteristics to the Self-Assessment

The following document demonstrates the process by which the original matrix developed into assessment tools. It can assist in determining instruments and questions to include in your LHD's assessment process. Review the Domain and Element columns to prioritize those that your LHD wishes to assess. The table illustrates the question numbers from each of the instruments that correspond to a given element. Elements and questions considered to be the most pivotal have been **bolded**. It is recommended that these elements and/or questions minimally be included in your assessment.

Major Domain	Matrix Element	Instrument	Question Number
Institutional Commitment to Address Health Inequities	Integrate public health purpose and health equity into workforce and program development	Staff Survey	16; 23 ; 26–35 ; 100
		Staff Focus Group Protocol	3; 5
		Management Interview Protocol	6e–f ; 28–29
		Internal Document Review Guidelines	3
	Decision making is inclusive	Staff Survey	21–22 ; 24; 40–41
		Management Interview Protocol	5b, c, d; 6b, c, d; 7 ; 15; 17 ; 18
	Institutional commitment to primary prevention	Staff Survey	18
		Management Interview Protocol	5f; 6f; 8d
	Institutional commitment and practices address health inequities	Staff Survey	11–12; 13–14 ; 15–16; 17 ; 18–20
		Staff Focus Group Protocol	8; 9
		Collaborating Partner Survey	26–27
		Management Interview Protocol	4 ; 5e, f ; 6e, f ; 9 ; 10
	Clear vision, goals and benchmarks	Staff Survey	11 , 81–82
		Management Interview Protocol	4 ; 5e, f ; 6e, f ; 9–10
		Internal Document Review Guidelines	1–2
	Succession plan provides for continuity of vision and promotes new leadership	Management Interview Protocol	11
	Strategic plan addresses health inequities	Staff Survey	19 ; 21
		Management Interview Protocol	5e, f ; 6e, f
		Internal Document Review Guidelines	2
	Mission statement addresses health inequities	Staff Survey	12
		Management Interview Protocol	4
		Internal Document Review Guidelines	1

Major Domain	Matrix Element	Instrument	Question Number
Hiring to Address Health Inequities	HR develops and promotes job specifications and qualifications that reflect skills and characteristics needed to address health inequities	Staff Survey	121–122; 124–125
		Management Interview Protocol	12b
		Internal Document Review Guidelines	14; 16a
	HR policies incorporate social justice principles, seek diversity, reflect the populations served, expand language capacity, build workforce's capacity to address health inequities	Staff Survey	115–116; 117–118; 119–121; 124–125
		Management Interview Protocol	14; 16; 17
		Internal Document Review Guidelines	14b, d; 15; 16c, d, f, h; 17a, b, c, d
	HR operations provide living wages, flexible scheduling and continuing education	Staff Survey	90
		Management Interview Protocol	28; 29
		Internal Document Review Guidelines	13; 17b
	Diversity at all levels of organization	Staff Survey	114– 115 ; 116– 117 ; 119–120; 125
		Staff Focus Group Protocol	10
		Management Interview Protocol	13; 14
		Internal Document Review Guidelines	17 ; Human Resources Worksheet
Structure that supports true community partnerships	Community partnerships are welcome and supported	Staff Survey	22; 76–77 ; 78; 79– 80 ; 87
		Collaborating Partner Survey	41 ; 42–43; 50
		Management Interview Protocol	20– 21 ; 23–25
	Structured to act	Staff Survey	75–76
		Staff Focus Group Protocol	8; 9
		Management Interview Protocol	23–25
		Internal Document Review Guidelines	3; 5
	Collaborates with other agencies and stakeholders to amplify health equity	Staff Survey	47–59; 71
		Staff Focus Group Protocol	4a; 12
		Collaborating Partner Survey	11–24; 54
		Management Interview Protocol	21
	Addresses the needs of community residents (child care, food, meeting space, refreshments, etc.) to promote their participation	Staff Survey	77; 80
		Collaborating Partner Survey	33–35; 41
		Management Interview Protocol	23
		Internal Document Review Guidelines	13

Major Domain	Matrix Element	Instrument	Question Number
Support Staff to Address Health Inequities	Mentor staff	Staff Survey	91; 98
		Staff Focus Group Protocol	4d
		Management Interview Protocol	28
	Strong support for professional growth	Staff Survey	45; 89 ; 91–92; 93 ; 96; 101
		Staff Focus Group Protocol	3
		Management Interview Protocol	14d; 28–29
		Internal Document Review Guidelines	3 ; 10; 17d
	Consistent supervision to reinforce practice	Staff Survey	91; 98; 99
		Management Interview Protocol	27
	Required training for all permanent staff	Staff Survey	88–89
		Staff Focus Group Protocol	3 ; 4d, f
		Management Interview Protocol	29
		Internal Document Review Guidelines	3 ; 10
Transparent & Inclusive Communication (community, staff, partners, etc.)	Transparent communication	Staff Survey	42–43 ; 69 ; 79
		Management Interview Protocol	7g; 15
	Communication is multi-directional	Staff Survey	21; 24– 25 ; 36– 37 ; 38; 40–41; 44
		Staff Focus Group Protocol	6
		Collaborating Partner Survey	39 ; 40; 42– 44
		Management Interview Protocol	5 ; 6 ; 7 ; 15 ; 17
	Solicits and uses community input	Staff Survey	21–22 ; 25 ; 79
		Staff Focus Group Protocol	6, 12
		Collaborating Partner Survey	36–37; 42– 43 ; 44–45 ; 46
		Management Interview Protocol	5; 6; 7 ; 23; 25
	Decision making is shared with community partners	Staff Survey	21–22 ; 66
		Staff Focus Group Protocol	12
		Collaborating Partner Survey	43; 45
		Management Interview Protocol	7d
Institutional support for innovation	Support for innovation (think outside the box)	Staff Survey	46
		Staff Focus Group Protocol	7
		Management Interview Protocol	12
	Time for reflective thought	Staff Survey	99–100
		Management Interview Protocol	10
	Time to plan	Staff Survey	99–100
Creative use of categorical funds	Creative use of categorical funding	Management Interview Protocol	24
		Internal Document Review Guidelines	6
	Non-siloed ongoing/stable funding	Management Interview Protocol	24
		Internal Document Review Guidelines	7

Major Domain	Matrix Element	Instrument	Question Number
Community Accessible Data & Planning	Community Accessible Data	Staff Survey	85
		Collaborating Partner Survey	48
		Management Interview Protocol	8f
		Internal Document Review Guidelines	11
Streamlined Administrative Process	Administrative processes are flexible and promote ease of use	Staff Survey	77 ; 80
		Management Interview Protocol	23– 29
Personal Attributes	Wants to continuously learn	Staff Survey	101; 106
		Management Interview Protocol	9–10
	Ability to self reflect	Staff Survey	104; 106
		Management Interview Protocol	10
	Reflects the diversity of the population that is served	Staff Focus Group Protocol	10b
		Management Interview Protocol	14
		Internal Document Review Guidelines	17, Human Resources Worksheet
	Passionate	Staff Focus Group Protocol	5
	Humble, perseverant, listening skills	Staff Focus Group Protocol	4a
	Creative and innovative	Staff Focus Group Protocol	4a
		Management Interview Protocol	12
Knowledge of Public Health Framework	Prepares program plans	Staff Survey	30; 89
		Management Interview Protocol	6
	Understands and uses data (Data for program planning)	Staff Survey	8; 26; 89
		Management Interview Protocol	8
		Internal Document Review Guidelines	12b
	Takes a systems approach	Staff Survey	36; 47–59
		Staff Focus Group Protocol	4a
	Understands PH Core Functions and Essential Services and can adapt them to addressing health inequities Evaluation skills Assessment Policy Advocacy Community Organizing	Staff Survey	23; 26–35
		Staff Focus Group Protocol	4a
		Collaborating Partner Survey	49–52; 54
		Internal Document Review Guidelines	4
Understand the social environmental and structural determinants of health	Understands and applies social justice principles	Staff Survey	9; 102–103; 110–113
		Staff Focus Group Protocol	2 ; 11
	Understands underlying causes of health inequities	Staff Survey	9
		Staff Focus Group Protocol	2 ; 11
		Collaborating Partner Survey	7
		Internal Document Review Guidelines	3
	Understands connection between race, class, gender and health	Staff Survey	110–113; 123
		Staff Focus Group Protocol	2 ; 11

Major Domain	Matrix Element	Instrument	Question Number
Community Knowledge	Builds on strengths and assets of self and the community	Staff Survey	64; 68; 78
		Staff Focus Group Protocol	12
		Collaborating Partner Survey	30
		Management Interview Protocol	16; 27–28
		Internal Document Review Guidelines	12a
	Works well and is comfortable with diversity	Staff Survey	107
		Management Interview Protocol	14
		Internal Document Review Guidelines	8; 9; 10
	Comfortable working in communities	Staff Survey	60
		Staff Focus Group Protocol	12
	Knowledgeable about community issues and resources	Staff Survey	62–65
		Staff Focus Group Protocol	12
		Collaborating Partner Survey	28–30
		Management Interview Protocol	26–27
		Internal Document Review Guidelines	12
	Understands current immigration patterns and issues	Staff Survey	65; 86
		Internal Document Review Guidelines	12
Leadership	Works well within the LHD and in the community and serves as liaison between the two	Staff Survey	60; 66–68; 69
		Collaborating Partner Survey	31
	Can engage, mobilize, coach and mentor others	Staff Survey	28–29; 98
		Staff Focus Group Protocol	4a, b
	Understands and navigates power dynamics	Staff Survey	69
		Staff Focus Group Protocol	4a, b
	Politically astute	Staff Survey	69
		Staff Focus Group Protocol	4a, b
Collaboration Skills	Good interpersonal skills	Staff Survey	107
		Staff Focus Group Protocol	4a, b
	Team player	Staff Survey	37; 73
		Staff Focus Group Protocol	4a, b
		Collaborating Partner Survey	32; 39–40
	Knows how to share power	Staff Survey	68
		Staff Focus Group Protocol	4a, b
		Collaborating Partner Survey	41; 45
	Trusts in partners	Staff Survey	60; 73
	Cross disciplinary communication skills	Staff Survey	37
		Collaborating Partner Survey	39

Major Domain	Matrix Element	Instrument	Question Number
Community Organizing	Ability to inspire community involvement/ownership	Staff Survey	28–29; 78–79
		Staff Focus Group Protocol	4a, b; 12
		Collaborating Partner Survey	50–51
		Management Interview Protocol	20
	Ability to build trust	Staff Survey	60; 73
		Staff Focus Group Protocol	4a, b
		Collaborating Partner Survey	32
	Ability to develop and promote leadership of community	Staff Survey	78; 87
		Staff Focus Group Protocol	4a, b; 12
		Collaborating Partner Survey	49; 51–52
		Management Interview Protocol	20
	Ability to develop and promote community networks	Staff Survey	47–59; 75–76; 83
		Staff Focus Group Protocol	4a, b; 12
		Collaborating Partner Survey	50
		Management Interview Protocol	21
Problem Solving Ability	Negotiation and conflict resolution skills	Staff Survey	69
	Willing to take risks	Staff Focus Group Protocol	7
		Management Interview Protocol	11
	Able to learn from failures	Staff Focus Group Protocol	9
Cultural Competency Humility	Cultural respect and humility	Staff Survey	104–107; 110–111
		Management Interview Protocol	16
		Internal Document Review Guidelines	8–10
	Appreciates that diverse perspectives and roles are necessary to promote public health	Staff Survey	106; 123
		Staff Focus Group Protocol	11
		Management Interview Protocol	14; 16; 17
		Internal Document Review Guidelines	8–10; 17
	Effective cross cultural communication	Staff Survey	84; 107
		Collaborating Partner Survey	47
		Internal Document Review Guidelines	8–11
	Interprets data to diverse audiences	Staff Survey	84
		Collaborating Partner Survey	47; 48
		Internal Document Review Guidelines	11