

# **DIGITAL APPENDIX**

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### **National Demographic Data**

| Variable                                       | % of Respondents | 95% Confidence Interval |
|--|------------------|-------------------------|
| Gender   |                  |                         |
| Male   | 21%              | [19%-23%]               |
| Female   | 78%              | [77%-80%]               |
| Non-Binary                                     | 1%               | [.45%68%]               |
| Bassa  |                  |                         |
| Race   | 40/              | [ 220/ 50/]             |
| American Indian/Alaska Native                  | .4%              | [.32%5%]                |
| Asian  | 6%               | [4%-7%]                 |
| Black or African American                      | 15%              | [14%-17%]               |
| Hispanic or Latino                             | 13%              | [11%-15%]               |
| Native Hawaiian or other Pacific Islander      | .42%             | [.31%57%]               |
| White  | 59%              | [55%-62%]               |
| Two or More Races                              | 6%               | [6%-8%]                 |
| Position Type                                  |                  |                         |
| Administrative                                 | 40%              | [37%-40%]               |
| Clinical and Lab                               | 24%              | [22%-25%]               |
| Public Health Science                          | 33%              | [30%-35%]               |
| Social Services and All Other                  | 2%               | [5%-6%]                 |
| Tanura in Current Health Danartment            |                  |                         |
| Tenure in Current Health Department  0-5 Years | 43%              | [440/ 440/]             |
|  |                  | [41%-44%]               |
| 6-10 Years                                     | 17%              | [17%-18%]               |
| 11-15 Years                                    | 14%              | [13%-15%]               |
| 16-20 Years                                    | 12%              | [10%-14%]               |
| 21+ Years                                      | 14%              | [13%-16%]               |
| Tenure in Public Health                        |                  |                         |
| 0-5 Years                                      | 30%              | [29%-32%]               |
| 6-10 Years                                     | 18%              | [17%-19%]               |
| 11-15 Years                                    | 15%              | [15%-16%]               |
| 16-20 Years                                    | 14%              | [12%-16%]               |

| 21+ Years               | 22%  | [20%-24%]   |
|-------------------------|------|-------------|
|                         |      |             |
| Age                     |      |             |
| 20 or below             | .21% | [.15%3%]    |
| 21-25                   | 2%   | [2%-3%]     |
| 26-30                   | 8%   | [7%-9%]     |
| 31-35                   | 10%  | [9%-10%]    |
| 36-40                   | 13%  | [11%-15%]   |
| 41-45                   | 11%  | [10%-12%]   |
| 46-50                   | 13%  | [13%-14%]   |
| 51-55                   | 15%  | [14%-16%]   |
| 56-60                   | 15%  | [14%-16%]   |
| 61-65                   | 10%  | [9%-10%]    |
| 66-70                   | 2%   | [2%-3%]     |
| 71-75                   | .58% | [.44%77%]   |
| 76 or above             | .2%  | [.13%3%]    |
| Highest Degree Attained |      |             |
| No College Degree       | 18%  | [17%-20%]   |
| Associates              | 15%  | [13%-16%]   |
| Bachelors               | 37%  | [35%-40%]   |
| Masters                 | 25%  | [24%-26%]   |
| Doctoral                | 5%   | [4%-5%]     |
| Public Health Degree    |      |             |
| Yes                     | 14%  | [13%-15%]   |
| No                      | 86%  | [85%-87%]   |
| 110                     | 0070 | [0070-0770] |
| Annualized Salary       |      |             |
| Less than \$25,000      | 4%   | [4%-5%]     |
| \$25,000-\$34,999       | 16%  | [14%-17%]   |
| \$35,000-\$44,999       | 18%  | [17%-20%]   |
| \$45,000-\$54,999       | 18%  | [18%-19%]   |
| \$55,000-\$64,999       | 14%  | [13%-14%]   |
| \$65,000-\$74,999       | 10%  | [9%-11%]    |
| \$75,000-\$84,999       | 7%   | [6%-8%]     |
| \$85,000-\$94,999       | 5%   | [4%-5%]     |
| \$95,000-\$104,999      | 4%   | [3%-6%]     |
| \$105,000-\$114,999     | 2%   | [1%-2%]     |
| \$115,000-\$124,999     | 1%   | [.71%-1%]   |
| \$125,000-\$134,999     | .55% | [.41%74%]   |
| \$135,000-\$144,999     | .5%  | [.28%9%]    |
| \$145,000 or more       | .84% | [.72%-1%]   |

|                    | SHA  |         |      | ВСНС     | LHD |          |  |
|--------------------|------|---------|------|----------|-----|----------|--|
| Race               | %    | 95% CI  | %    | 95% CI   | %   | 95% CI   |  |
| American Indian or | .39% | [.28%-  | .28% | [.14%-   | .4% | [.3%57%] |  |
| Alaska Native      |      | .54%]   |      | .57%]    |     |          |  |
| Asian              | 7%   | [6%-7%] | 13%  | [8%-20%] | 5%  | [3%-8%]  |  |

| Black or African         | 14%  | [13%-14%] | 23%  | [17%-29%] | 16%  | [14%-18%] |
|--------------------------|------|-----------|------|-----------|------|-----------|
| American                 |      |           |      |           |      |           |
| Hispanic or Latino       | 9%   | [8%-9%]   | 25%  | [20%-31%] | 15%  | [12%-18%] |
| Native Hawaiian or other | .56% | [.41%-    | .74% | [.46%-1%] | .36% | [.23%-    |
| Pacific Islander         |      | .76%]     |      |           |      | .57%]     |
| White                    | 64%  | [63%-65%] | 32%  | [23%-43%] | 56%  | [51%-62%] |
| Two or More Races        | 6%   | [6%-6%]   | 7%   | [6%-7%]   | 7%   | [5%-8%]   |

# Workforce Satisfaction

### **National Satisfaction Data**

| Variable                           | % of        | 95% CI    |
|------------------------------------|-------------|-----------|
|                                    | respondents |           |
| Job Satisfaction                   |             |           |
| Very dissatisfied                  | 3%          | [3%-3%]   |
| Somewhat dissatisfied              | 8%          | [7%-9%]   |
| Neither dissatisfied nor satisfied | 7%          | [6%-8%]   |
| Somewhat satisfied                 | 36%         | [35%-37%] |
| Very satisfied                     | 45%         | [44%-46%] |
| Organization Satisfaction          |             |           |
| Very dissatisfied                  | 6%          | [5%-6%]   |
| Somewhat dissatisfied              | 12%         | [11%-13%] |
| Neither dissatisfied nor satisfied | 12%         | [11%-13%] |
| Somewhat satisfied                 | 38%         | [37%-40%] |
| Very satisfied                     | 32%         | [31%-33%] |
| Pay Satisfaction                   |             |           |
| Very dissatisfied                  | 16%         | [14%-17%] |
| Somewhat dissatisfied              | 22%         | [21%-24%] |
| Neither dissatisfied nor satisfied | 14%         | [12%-16%] |
| Somewhat satisfied                 | 34%         | [33%-36%] |
| Very satisfied                     | 14%         | [13%-16%] |

| Variable                           |     | SHA      | E   | BCHC     |     | LHD     |
|------------------------------------|-----|----------|-----|----------|-----|---------|
| Job Satisfaction                   | %   | 95% CI   | %   | 95% CI   | %   | 95% CI  |
| Very dissatisfied                  | 4%  | [3%-4%]  | 3%  | [3%-4%]  | 3%  | [2%-3%] |
| Somewhat dissatisfied              | 10% | [9%-10%] | 8%  | [7%-10%] | 7%  | [6%-8%] |
| Neither dissatisfied nor satisfied | 7%  | [7%-8%]  | 7%  | [6%-8%]  | 7%  | [6%-9%] |
| Somewhat satisfied                 | 37% | [37%-    | 38% | [36%-    | 36% | [35%-   |
|                                    |     | 38%]     |     | 39%]     |     | 37%]    |
| Very satisfied                     | 42% | [41%-    | 44% | [42%-    | 47% | [45%-   |
| -                                  |     | 43%]     |     | 46%]     |     | 48%]    |
|                                    |     | -        |     | -        |     |         |

| Organization Satisfaction          |     |         |     |          |     |         |
|------------------------------------|-----|---------|-----|----------|-----|---------|
| Very dissatisfied                  | 7%  | [6%-7%] | 6%  | [5%-8%]  | 5%  | [5%-6%] |
| Somewhat dissatisfied              | 13% | [13%-   | 12% | [10%-    | 11% | [10%-   |
|                                    |     | 13%]    |     | 14%]     |     | 13%]    |
| Neither dissatisfied nor satisfied | 12% | [11%-   | 11% | [10%-    | 12% | [11%-   |
|                                    |     | 12%]    |     | 13%]     |     | 13%]    |
| Somewhat satisfied                 | 39% | [38%-   | 40% | [37%-    | 38% | [36%-   |
|                                    |     | 40%]    |     | 42%]     |     | 40%]    |
| Very satisfied                     | 29% | [28%-   | 31% | [29%-    | 33% | [32%-   |
|                                    |     | 30%]    |     | 35%]     |     | 34%]    |
|                                    |     |         |     |          |     |         |
| Pay Satisfaction                   |     |         |     |          |     |         |
| Very dissatisfied                  | 16% | [15%-   | 11% | [8%-14%] | 16% | [14%-   |
|                                    |     | 16%]    |     |          |     | 18%]    |
| Somewhat dissatisfied              | 23% | [23%-   | 18% | [15%-    | 22% | [20%-   |
|                                    |     | 24%]    |     | 22%]     |     | 24%]    |
| Neither dissatisfied nor satisfied | 13% | [12%-   | 12% | [11%-    | 14% | [11%-   |
|                                    |     | 13%]    |     | 13%]     |     | 17%]    |
| Somewhat satisfied                 | 34% | [33%-   | 40% | [37%-    | 35% | [33%-   |
|                                    |     | 35%]    |     | 43%]     |     | 37%]    |
| Very satisfied                     | 14% | [14%-   | 20% | [17%-    | 14% | [12%-   |
|                                    |     | 15%]    |     | 23%]     |     | 16%]    |

| Engagement Item   | Estimate | 95% CI    |
|---|----------|-----------|
| I am determined to give my best effort at work every day        | 95%      | [94%-95%] |
| The work I do is important                                      | 95%      | [94%-95%] |
| I know how my work relates to the agency's goals and priorities | 89%      | [88%-90%] |

| Engagement Item  | Estimate | 95%CI     |
|--|----------|-----------|
| Creativity and innovation are rewarded   | 44%      | [42%-45%] |
| Communication between senior leadership and employees is good in my organization     | 49%      | [47%-51%] |
| Employees have sufficient training to fully utilize technology needed for their work | 57%      | [54%-58%] |

### Intent to Leave

### **National Data**

|   | % of respondents   | 95% CI        |
|---|--------------------|---------------|
| Intent to Leave                                       |                    |               |
| Not planning to leave or retire                       | 71%                | [70%-<br>73%] |
| Leaving for another job not in public health          | 6%                 | [5%-6%]       |
| Leaving for another job in public health              | 7%                 | [6%-8%]       |
| Planning to retire                                    | 5%                 | [5%-6%]       |
| Yes - other   | 11%                | [10%-<br>11%] |
| If you are considering leaving, how long have you bee | en considerina it? |               |
| Less than 3 months                                    | 20%                | [18%-<br>21%] |
| 3-6 months  | 24%                | [23%-<br>25%] |
| More than 6 months                                    | 57%                | [55%-<br>58%] |
| Top Reasons for Leaving                               | % of respondents   | 95% CI        |
| Pay   | 46%                | [44%-<br>49%] |
| Lack of Opportunities for Advancement                 | 40%                | [39%-<br>42%] |
| Workplace Environment                                 | 31%                | [30%-<br>33%] |
| Job Satisfaction                                      | 26%                | [25%-<br>27%] |
| Lack of Support                                       | 26%                | [24%-<br>27%] |
| Work Overload/Burnout                                 | 24%                | [23%-<br>24%] |
| Lack of acknowledgement                               | 24%                | [22%-<br>26%] |
| Stress  | 23%                | [22%-<br>24%] |
| Satisfaction w/ Supervisor                            | 19%                | [18%-<br>20%] |
| Other   | 18%                | [17%-<br>20%] |
| Other Opportunities Outside Agency                    | 17%                | [16%-<br>18%] |
| Leadership Changeover                                 | 14%                | [13%-<br>16%] |
| Lack of Training                                      | 12%                | [11%-<br>14%] |
| Lack of Flexibility                                   | 13%                | [12%-<br>14%] |

| Weakening of Benefits    | 11% | [10%-   |
|--------------------------|-----|---------|
|                          |     | 13%]    |
| Retirement               | 3%  | [2%-3%] |
|                          |     |         |
| Intent to Retire by 2023 |     |         |
| Yes                      | 22% | [21%-   |
|                          |     | 23%]    |
| No                       | 78% | [77%-   |
|                          |     | 79%]    |

Frame-specific data for comparisons

| Variable                            |           | SHA         | E       | BCHC      |     | LHD      |
|-------------------------------------|-----------|-------------|---------|-----------|-----|----------|
|                                     | %         | 95% CI      | %       | 95% CI    | %   | 95% CI   |
| Intent to Leave                     |           |             |         |           |     |          |
| Not planning to leave or retire     | 66%       | [65%-       | 70%     | [68%-     | 74% | [71%-    |
|                                     |           | 67%]        |         | 72%]      |     | 76%]     |
| Leaving for another job not in      | 8%        | [7%-8%]     | 6%      | [4%-8%]   | 5%  | [4%-6%]  |
| public health                       |           |             |         |           |     |          |
| Leaving for another job in public   | 9%        | [8%-10%]    | 9%      | [6%-13%]  | 6%  | [5%-7%]  |
| health                              |           |             |         |           |     |          |
| Planning to retire                  | 5%        | [5%-6%]     | 4%      | [4%-5%]   | 5%  | [5%-7%]  |
| Yes - other                         | 12%       | [11%-       | 11%     | [9%-12%]  | 10% | [9%-11%] |
|                                     |           | 13%]        |         | _         |     |          |
|                                     |           |             |         |           |     |          |
| If you are considering leaving, how | v long ha | ve you been | conside | ering it? |     |          |
| Less than 3 months                  | 20%       | [18%-       | 21%     | [18%-     | 20% | [18%-    |
|                                     |           | 21%]        |         | 23%]      |     | 22%]     |
| 3-6 months                          | 23%       | [22%-       | 23%     | [21%-     | 24% | [22%-    |
|                                     |           | 25%]        |         | 25%]      |     | 26%]     |
| More than 6 months                  | 57%       | [56%-       | 56%     | [53%-     | 57% | [54%-    |
|                                     |           | 58%]        |         | 59%]      |     | 59%]     |
|                                     |           |             |         |           |     |          |
| Intent to Retire by 2023            |           |             |         |           |     |          |
| Yes                                 | 23%       | [22%-       | 20%     | [19%-     | 22% | [21%-    |
|                                     |           | 24%]        |         | 21%]      |     | 23%]     |
| No                                  | 77%       | [76%-       | 80%     | [79%-     | 78% | [77%-    |
|                                     |           | 78%]        |         | 81%]      |     | 79%]     |

# Emerging Concepts in Public Health

National Awareness of and Perceived Impact of Emerging Concepts in Public Health

|  | %   | 95% CI    |
|--|-----|-----------|
| Fostering a culture of quality improvement |     |           |
| Awareness                                  | 67% | [65%-68%] |
| Impact                                     | 69% | [68%-70%] |
|  |     |           |
| Evidence-Based Public Health Practice      |     |           |

| Awareness                                     | 62% | [60%-64%] |
|---|-----|-----------|
| Impact  | 64% | [63%-65%] |
|   |     |           |
| Public health and primary care integration    |     |           |
| Awareness                                     | 55% | [53%-58%] |
| Impact  | 53% | [52%-55%] |
|   |     |           |
| Cross-jurisdictional sharing of public health |     |           |
| services                                      |     |           |
| Awareness                                     | 48% | [46%-50%] |
| Impact  | 53% | [52%-54%] |
|   |     |           |
| Multi-Sectoral Collaboration                  |     |           |
| Awareness                                     | 43% | [41%-46%] |
| Impact  | 59% | [57%-60%] |
|   |     |           |
| Health in All Policies                        |     |           |
| Awareness                                     | 35% | [33%-37%] |
| Impact  | 51% | [47%-55%] |

Frame-specific variations

|  | SHA |               | BCHC |               | LHD |               |
|--|-----|---------------|------|---------------|-----|---------------|
|  | %   | 95% CI        | %    | 95% CI        | %   | 95% CI        |
| Fostering a culture of quality improvement             |     |               |      |               |     |               |
| Awareness  | 68% | [67%-<br>69%] | 70%  | [62%-<br>77%] | 66% | [64%-<br>68%] |
| Impact   | 68% | [67%-<br>69%] | 72%  | [69%-<br>75%] | 70% | [68%-<br>71%] |
| Evidence-Based Public Health<br>Practice               |     |               |      |               |     |               |
| Awareness  | 62% | [61%-<br>63%] | 69%  | [65%-<br>73%] | 62% | [59%-<br>65%] |
| Impact   | 60% | [60%-<br>61%] | 68%  | [66%-<br>70%] | 65% | [64%-<br>67%] |
| Public health and primary care integration             |     |               |      |               |     |               |
| Awareness  | 53% | [53%-<br>54%] | 62%  | [59%-<br>65%] | 56% | [53%-<br>59%] |
| Impact   | 46% | [44%-<br>48%] | 57%  | [54%-<br>60%] | 56% | [54%-<br>58%] |
|  |     |               |      |               |     |               |
| Cross-jurisdictional sharing of public health services |     |               |      |               |     |               |
| Awareness  | 46% | [45%-<br>47%] | 54%  | [50%-<br>59%] | 49% | [46%-<br>52%] |

| Impact                       | 49% | [48%- | 57% | [54%- | 55% | [53%- |
|------------------------------|-----|-------|-----|-------|-----|-------|
|                              |     | 50%]  |     | 60%]  |     | 56%]  |
|                              |     |       |     |       |     |       |
| Multi-Sectoral Collaboration |     |       |     |       |     |       |
| Awareness                    | 44% | [43%- | 53% | [49%- | 43% | [39%- |
|                              |     | 45%]  |     | 57%]  |     | 47%]  |
| Impact                       | 57% | [56%- | 64% | [61%- | 59% | [57%- |
|                              |     | 58%]  |     | 67%]  |     | 61%]  |
|                              |     |       |     |       |     |       |
| Health in All Policies       |     |       |     |       |     |       |
| Awareness                    | 33% | [32%- | 43% | [38%- | 36% | [33%- |
|                              |     | 33%]  |     | 47%]  |     | 39%]  |
| Impact                       | 43% | [42%- | 55% | [52%- | 54% | [48%- |
| -                            |     | 44%]  |     | 58%]  |     | 59%]  |

### IX. Social Determinants of Health

#### National

| To what extent do you believe your agency should be involved in affecting: | %   | 95% CI    |
|--|-----|-----------|
| Health equity in your jurisdiction   | 85% | [84%-86%] |
| The quality of social support systems in your jurisdiction                 | 75% | [74%-77%] |
| The K-12 system in your jurisdiction                                       | 63% | [62%-64%] |
| The quality of housing in your jurisdiction                                | 59% | [57%-60%] |
| The economy in your jurisdiction   | 56% | [55%-58%] |
| The built environment in your jurisdiction                                 | 55% | [53%-57%] |
| The quality of transportation in your jurisdiction                         | 53% | [52%-55%] |

Frame-specific variations

| •  |     | SHA           |     | ВСНС          |     | LHD           |
|--|-----|---------------|-----|---------------|-----|---------------|
| To what extent do you believe your agency should be involved in affecting: | %   | 95% CI        | %   | 95% CI        | %   | 95% CI        |
| The K-12 system in your jurisdiction                                       | 55% | [54%-<br>56%] | 66% | [62%-<br>70%] | 67% | [65%-<br>68%] |
| The economy in your jurisdiction   | 49% | [49%-<br>50%] | 64% | [60%-<br>68%] | 60% | [58%-<br>62%] |
| The built environment in your jurisdiction                                 | 49% | [48%-<br>50%] | 62% | [56%-<br>67%] | 58% | [55%-<br>60%] |
| The quality of housing in your jurisdiction                                | 52% | [51%-<br>53%] | 71% | [67%-<br>75%] | 62% | [60%-<br>64%] |
| The quality of transportation in your jurisdiction                         | 46% | [45%-<br>47%] | 62% | [56%-<br>67%] | 57% | [54%-<br>59%] |
| The quality of social support systems in your jurisdiction                 | 70% | [70%-<br>71%] | 81% | [75%-<br>85%] | 78% | [76%-<br>79%] |
| Health equity in your jurisdiction   | 83% | [82%-<br>83%] | 88% | [84%-<br>91%] | 86% | [85%-<br>88%] |