



Highlights from Monterey County Health Department 2017 Staff Survey

Prepared by Raimi + Associates, January 2018.



COUNTY OF MONTEREY
HEALTH DEPARTMENT



raimi+
associates

Overview

Monterey County Health Department (MCHD) has used its 2011-2015 Strategic Plan to guide its work throughout the department for the last six years. While MCHD continues to prioritize efforts to strengthen mandated services, the Strategic Plan guides the Department’s work related to creating a strong public health system by strategically accomplishing the identified goals and objectives.

In 2016 and 2017, the MCHD Performance Management and Innovations Team (PMIT) used findings from the Impact Monterey County Assessment and several MCHD staff-specific surveys to update the “priorities” in the Strategic Plan. MCHD then contracted Raimi + Associates (a planning and evaluation consulting firm) to develop an action plan to guide the implementation of the Strategic Plan. As part of this process, Raimi + Associates created and administered MCHD’s 2017 Staff Survey to inform the development of the action plan. Findings were also reviewed in a November 27, 2017 convening of MCHD supervisors and managers to gather input for the action plan.

This document presents the highlights from the Monterey County Health Department (MCHD) 2017 Staff Survey. Staff were invited to participate in the survey online and by completing paper surveys. The survey includes questions about participant knowledge of the Strategic Plan, staff perceptions of MCHD and bureau efforts to address health inequities, and communication across MCHD. Many of the questions are consistent with the 2015 All-Staff Survey.

This report presents a brief profile of survey respondents, as well as findings related to the following key themes:

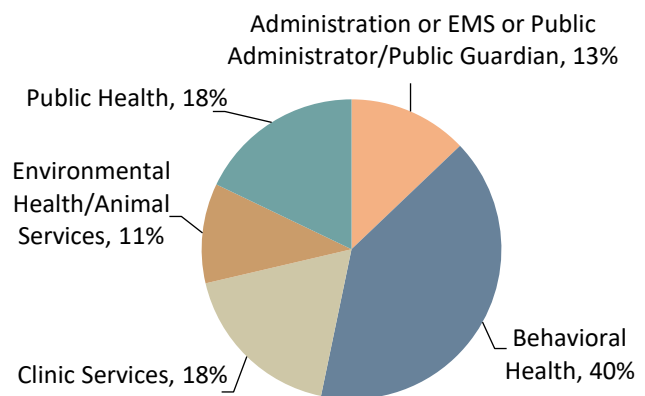
- Equity,
- Communication,
- MCHD Strategic Plan, and
- Workforce Engagement.

Profile of Respondents

Of MCHD’s nearly 1,100 employees, 520 employees participated in the 2017 MCHD Staff Survey.

Survey respondents were from all MCHD bureaus, with most participation from staff within the Behavioral Health Bureau (Figure 1). To ensure that survey responses were confidential and not identifiable, one response category included multiple bureaus with smaller staffs: Administration, EMS, and the Public Administrator/Public Guardian.

Figure 1. MCHD Bureau in which 2017 Staff Survey Respondents Worked (n = 520)



Nearly 75% of survey respondents were not supervisors, managers, or directors within MCHD (Figure 2), and just over half had worked for the County for 6 or more years (Figure 3).

Figure 2. Respondent Position (n = 517)

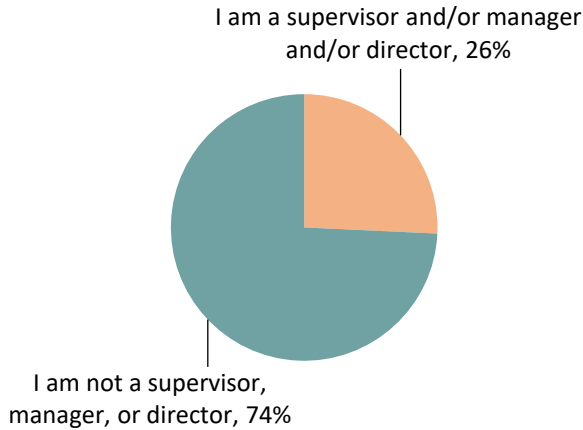
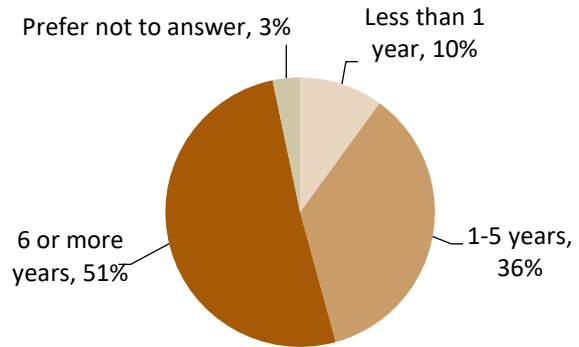


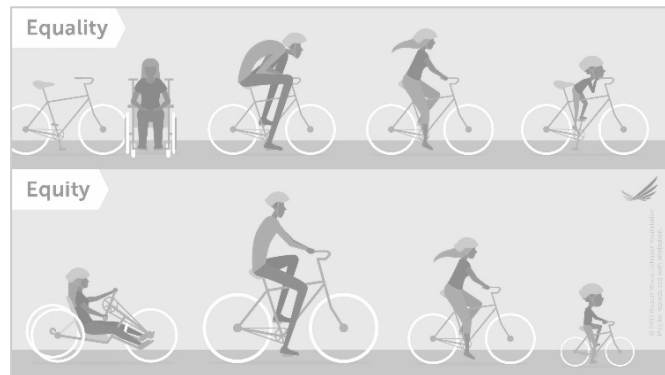
Figure 3. Length of Respondent Tenure (n = 518)



Some notable differences between respondent groups are presented in the following pages. Because such a small proportion of respondents had worked at the County for less than 1 year, the responses from staff who reported working for Monterey County for less than 1 year and 1-5 years were combined when responses for different groups of staff were compared.

Health Equity

Monterey County Health Department (MCHD) has a long-standing commitment to health equity. **Health Equity** refers to people having a fair opportunity to be healthier (or as healthy as possible). This requires working to remove obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care. Health equity requires reducing and ultimately eliminating disparities in health and its determinants that adversely affect excluded or marginalized groups.¹ Different communities have different needs and will require different ways to meet their unique needs (examples illustrated by the graphic² to the right).



¹ Braveman P, Arkin E, Orleans T, Proctor D, and Plough A. *What Is Health Equity? And What Difference Does a Definition Make?* Princeton, NJ: Robert Wood Johnson Foundation, 2017. <https://www.rwjf.org/content/dam/farm/reports/issue_briefs/2017/rwjf437393>

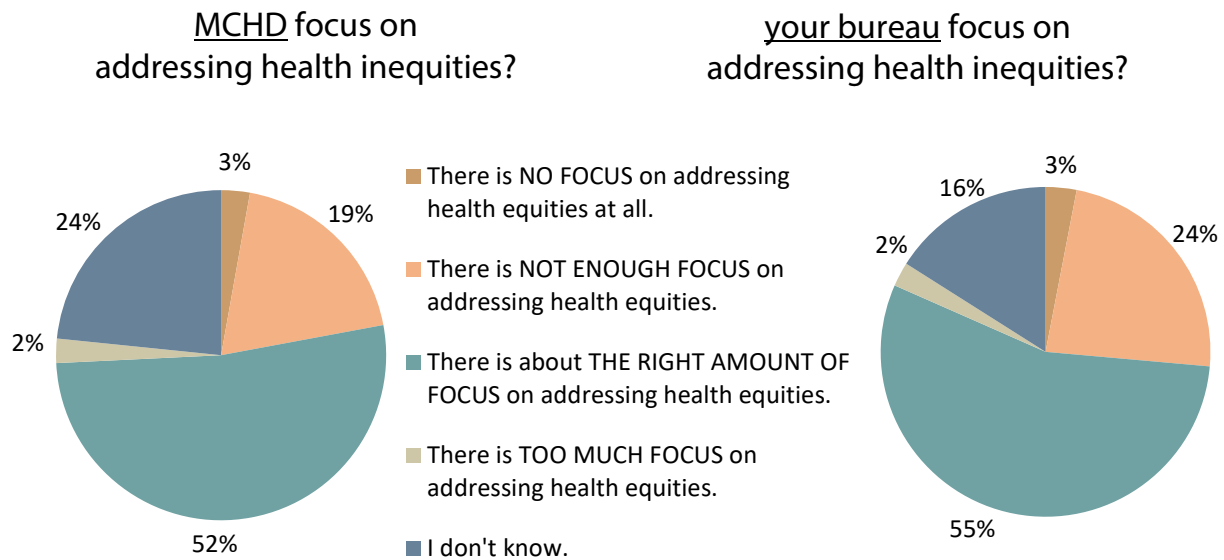
² "Visualizing Health Equity: One Size Does Not Fit All Infographic." Princeton, NJ: Robert Wood Johnson Foundation, 2017. <<https://www.rwjf.org/en/library/infographics/visualizing-health-equity.html>>

MCHD places an emphasis on working to address **health inequities**.

MCHD’s 2017 Staff Survey included questions about how staff perceive efforts by the department and bureaus to address health inequities (Figure 4). The survey defined health inequities as “differences in health that are avoidable, unfair, and unjust.”

Figure 2. Respondent Familiarity with the MCHD Strategic Plan (n=462)

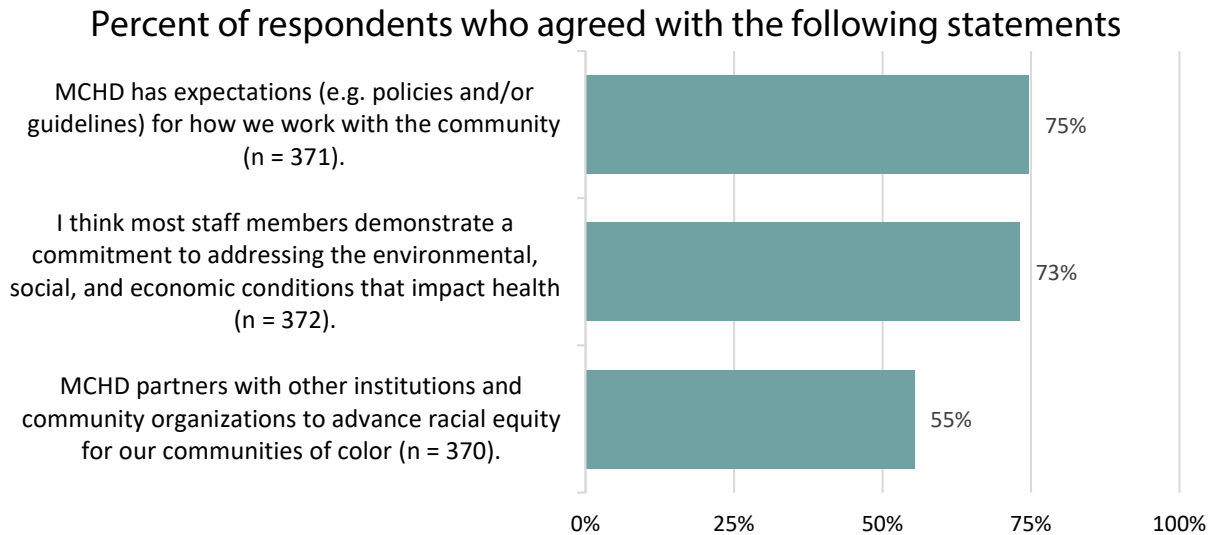
In your opinion, how much does...



Supervisors, managers, and directors were more likely to report MCHD has the right amount of focus on addressing health inequities (62% of supervisors compared to 49% of non-supervisors). Respondents who did not identify as supervisors, managers, or directors were more likely to report that *they did not know how much MCHD focuses on addressing health inequities* (27% of non-supervisors compared to 13% of supervisors, managers, and directors).

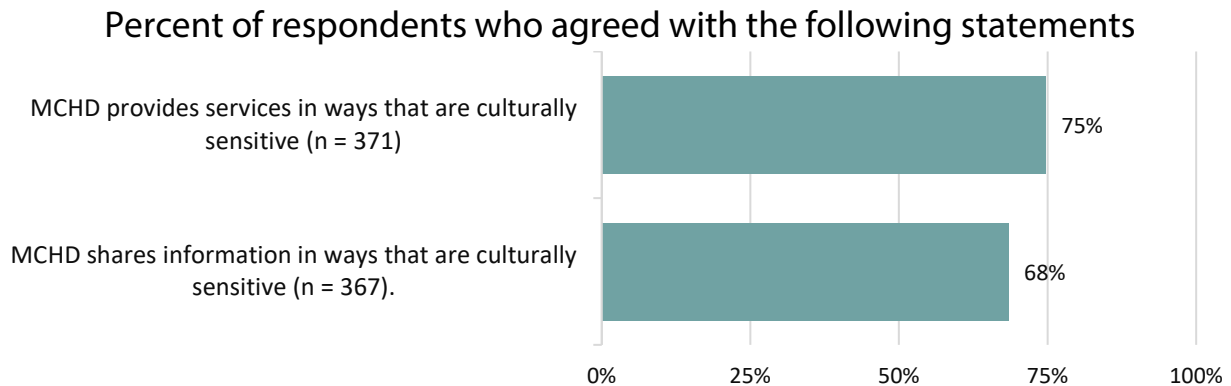
Nearly 75% of MCHD staff members indicate that MCHD is committed to addressing upstream issues, including environmental, social, and economic conditions that affect health (see Figure 5 on the next page). Fewer respondents – but still more than half – agreed that MCHD partners with community organizations to advance racial equity. Additionally, approximately three out of four respondents agreed that MCHD has expectations for how staff should work with community members.

Figure 5. Employee Perception of Examples of How MCHD Addresses inequities



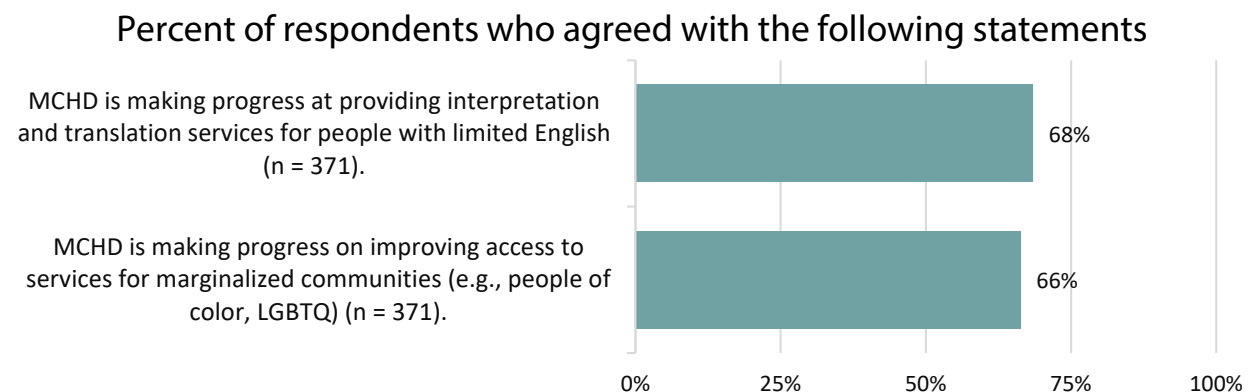
Three quarters of respondents agreed that MCHD provides services in ways that are culturally sensitive, and 68% of respondents believe that MCHD shares information in culturally sensitive ways (see Figure 6 below).

Figure 6. Employee Perception of the Cultural Sensitivity of MCHD's Services and Communications



One way to address inequities is to increase access to services among marginalized communities. As Figure 7 presents (see next page), two out of three respondents agreed that MCHD is making progress at making services more accessible to marginalized communities (including people with no or limited ability to speak or understand English).

Figure 7. Employee Perception of MCHD Efforts to Make Services More Accessible to Marginalized Communities



Compared to non-supervisors, respondents who identified themselves as a supervisor, manager, or director were consistently *more* likely to agree with the statements in Figures 5, 6, and 7. Supervisors were consistently *less* likely than non-supervisors to report that they did not know whether MCHD was engaging in a range of activities Figure 8 (below).

Figure 8. Differences in Knowledge of Selected Health Equity Efforts by Employee Type

Respondents were asked to provide their level of agreement with the following statements (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree, Don't Know)	Percent of Non-Supervisors who Selected "Don't Know"	Percent of Supervisors, Managers, and Directors who Selected "Don't Know"
MCHD provides services in ways that are culturally sensitive.	7%	2%
MCHD has expectations (e.g. policies and/or guidelines) for how we work with the community.	9%	3%
MCHD is making progress at providing interpretation and translation services for people with limited English.	11%	3%
MCHD shares information in ways that are culturally sensitive.	12%	3%
MCHD is making progress on improving access to services for marginalized communities (e.g., people of color, LGBTQ).	16%	6%
MCHD partners with other institutions and community organizations to advance racial equity for our communities of color.	26%	9%

MCHD Strategic Plan

The survey also included multiple questions to assess how much MCHD staff knew about the department's strategic plan (first adopted in 2011), as well as employee perceptions about their bureau's implementation of the strategic plan.

MCHD's 2018-2022 Strategic Plan has four strategic "priorities" or overarching "goals":

- 1) Empower the community to improve health through programs, policies, and activities.

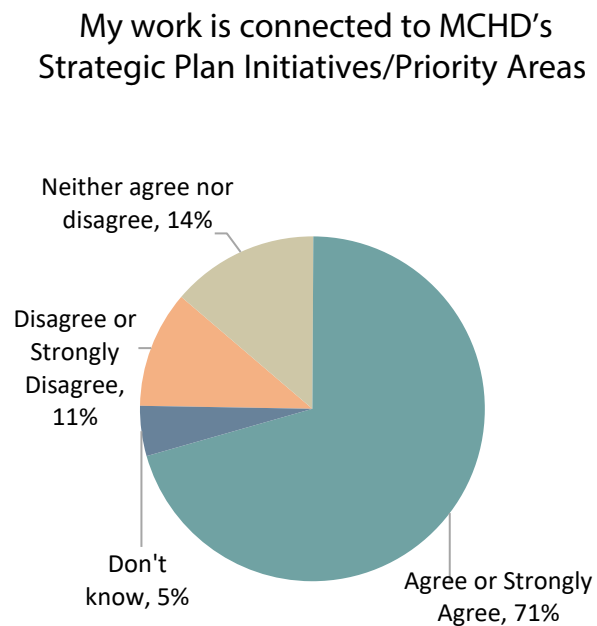
- 2) Enhance community health and safety through prevention.
- 3) Ensure access to culturally and linguistically appropriate, customer friendly quality health services.
- 4) Align and improve operational functions to meet current and developing population health needs.

As Figure 9 presents, nearly all respondents had heard of the MCHD Strategic Plan prior to participating in the 2017 Staff Survey. More than half of respondents reported being somewhat to very familiar with the plan. Nearly three out of four respondents agreed their work is connected to strategic plan initiatives (Figure 10).

Figure 9. Respondent Familiarity with the MCHD Strategic Plan (n=464)



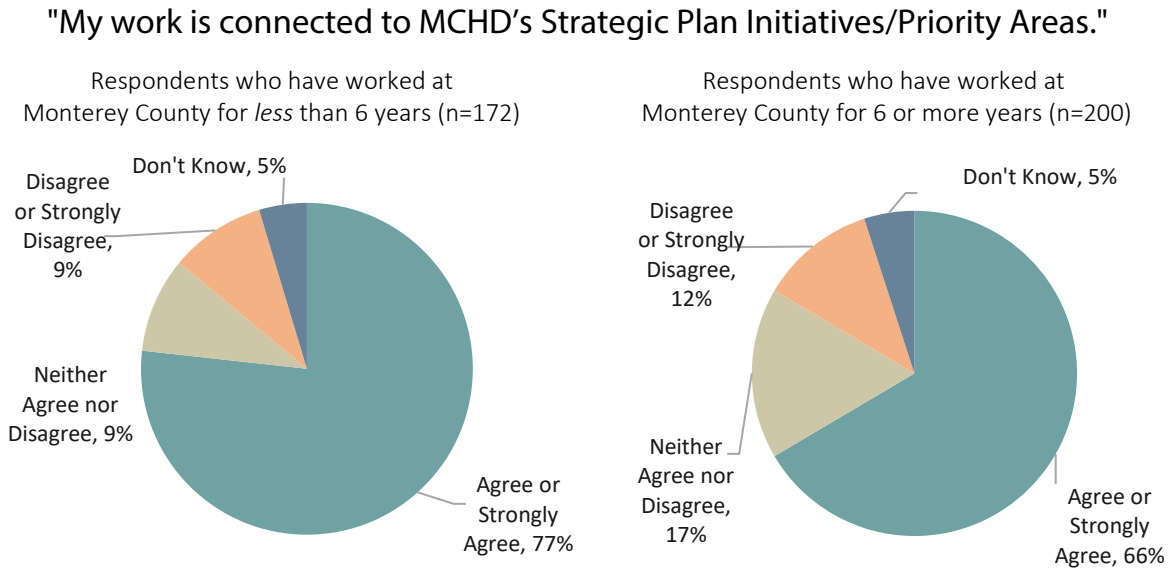
Figure 10. Perceived Connection between Respondents' Work and Strategic Plan (n=383)



Not surprisingly, supervisors, managers, and directors were more likely to be familiar with the MCHD Strategic Plan compared to non-supervisors. Nonetheless, fully 22% of supervisors, managers, and directors reported that they had heard of it but did not know much about it.

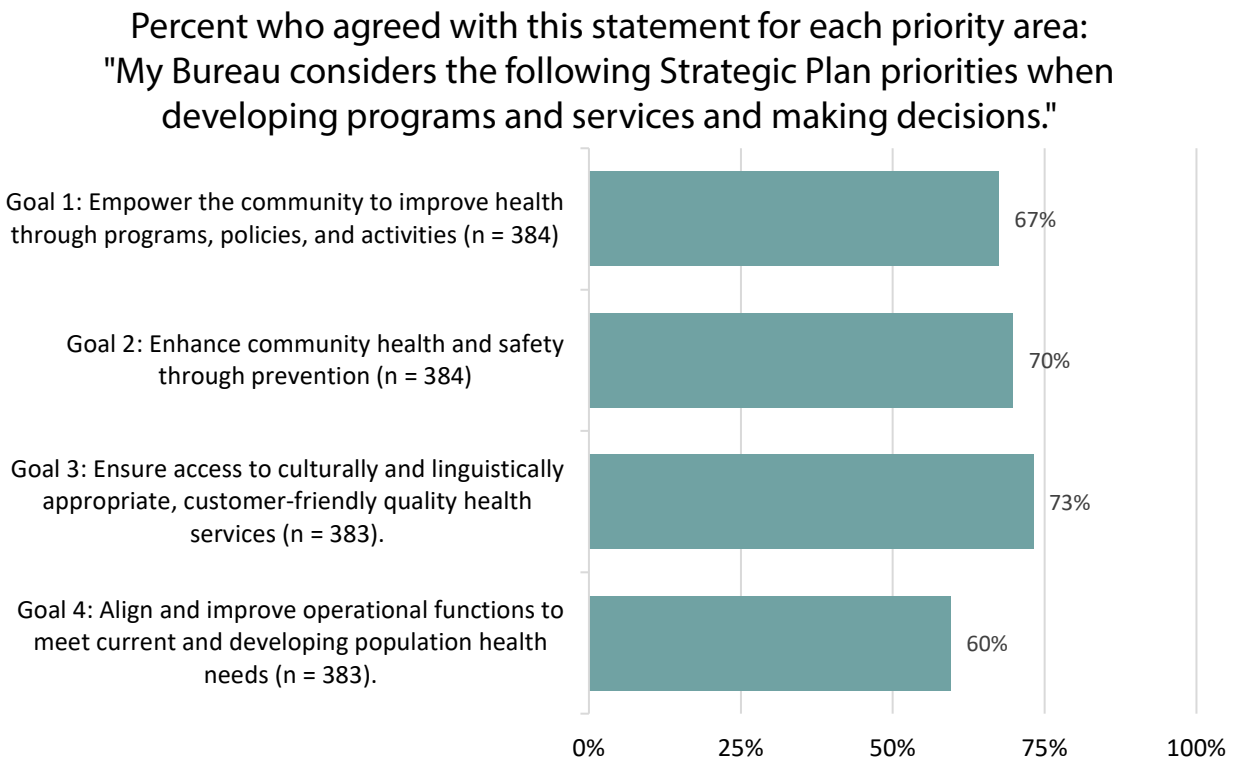
Respondents who had worked at Monterey County for *more* than 6 years were more likely to be somewhat familiar, familiar, or very familiar with MCHD's Strategic Plan compared to newer employees. At the same time, 7% of longer-term employees (and 17% of newer employees) reported not knowing anything about the Strategic Plan. However, newer employees were also more likely to agree that their work is connected to MCHD's Strategic Plan Initiatives/Priority Areas (Figure 11).

Figure 11. Reported Connection to Strategic Plan Priority by Length of Employment



Over half of respondents reported that their bureau considered each of the MCHD strategic plan's goals when making decisions (Figure 12). Because the fourth priority area is a more recent addition to the original three strategic priority areas or goals, MCHD bureaus may not yet have incorporated it into their work.

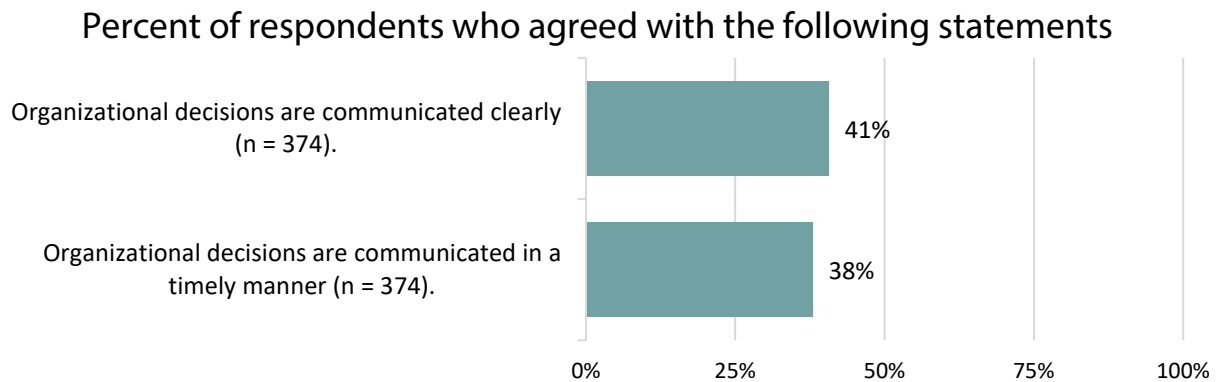
Figure 12. Employee Perception of Their Bureaus' Consideration of the Department's Strategic Plan Priorities



Communication

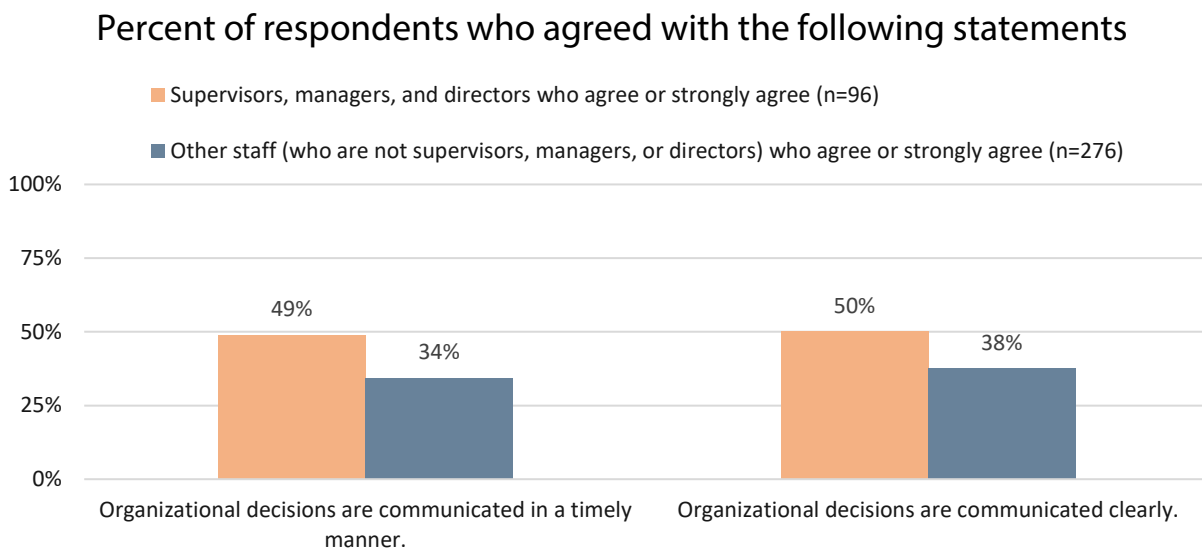
Communication within and across the Department emerged as one of the key areas for improvement in the 2015 All-Staff Survey. Findings from the 2017 Staff Survey demonstrate that this continues to be an area for improvement. Fewer than half of survey respondents agreed that organizational decisions are communicated clearly, and even fewer agreed that they are communicated in a timely manner (Figure 13).

Figure 13. Employee Perception of How Organizational Decisions are Communicated



As Figure 14 shows, respondents who did not identify as supervisors were less likely than managers and supervisors to agree that decisions are communicated clearly and in a timely basis – possibly because supervisors and managers may be better informed about organizational decisions than non-supervisory staff.

Figure 14. Perception of How Organizational Decisions are Communicated by Employee Type

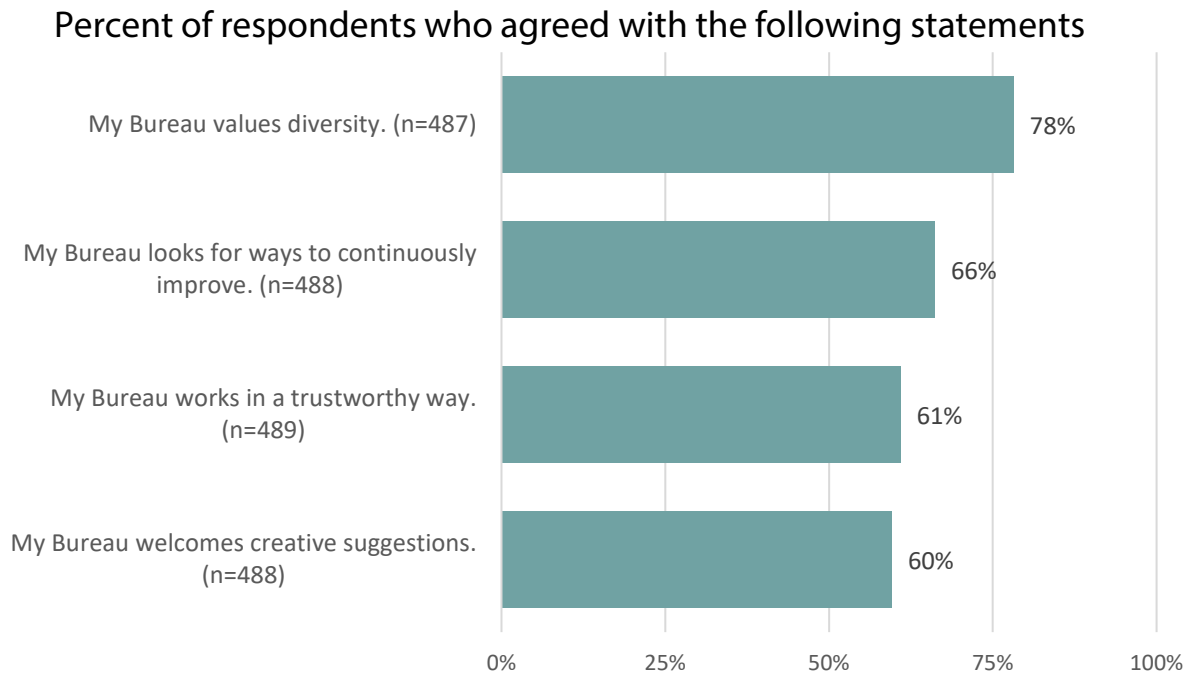


Workforce Engagement

The survey also posed questions about whether the department’s core values are demonstrated within their bureaus, how staff perceive their bureaus’ management, and employee perspectives on being able to advance professionally. Each of these contributes to how engaged and satisfied MCHD employees feel with their work, their bureau, and the department.

Findings from the 2015 All-Staff Survey identified how MCHD demonstrates its core values as an area for improvement. While respondents continue to be more likely to report that their bureau demonstrates the value of diversity more than the other departmental values, at least three out of five respondents reported that all their bureau demonstrates all of the four core values (Figure 15). The greatest improvement was seen for the question “My Bureau looks for ways to continuously improve” when the 2015 survey results are compared to those from 2017. In 2017, 66% of respondents agreed with this statement compared to only 58% in 2015.

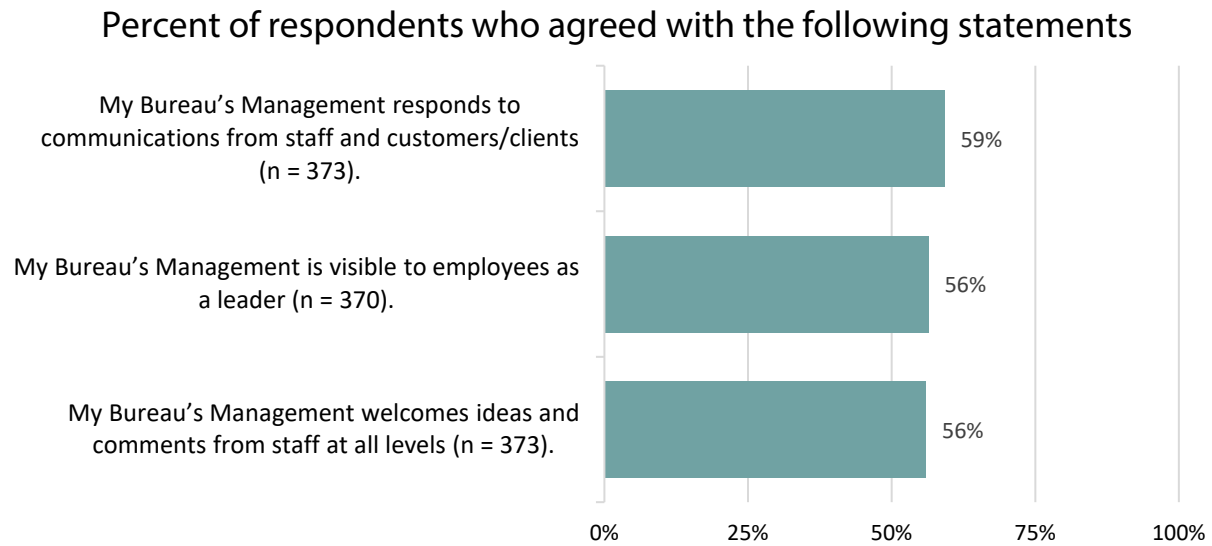
Figure 15. Perceived Demonstration of MCHD Values within Respondents’ MCHD Bureau



Respondents who identified themselves as a supervisor, manager, or director were slightly more likely to report that their bureau demonstrates MCHD’s values compared to non-supervisors. Respondents who had worked at Monterey County for less than 6 years were also slightly more likely to report that their bureau demonstrates MCHD’s values compared to longer-term employees.

As Figure 16 shows, more than half of respondents reported that their bureaus’ management responds to communications from others, is visible to employees, and welcomes input from staff at all levels.

Figure 16. Employee Perception of Their Bureaus' Management



Note: "Management" might include any or all of the following – Director, Program Manager, Bureau Chief, and Assistant Bureau Chief/Deputy Director, but does not include Supervisors.

Supervisors, managers, and directors were more likely than other staff to agree that their bureau's management:

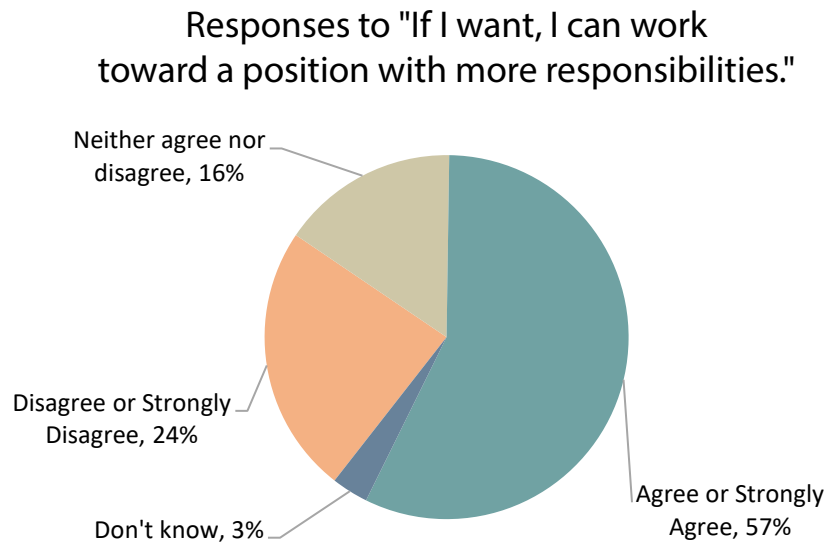
- welcomes ideas and comments from staff at all levels (71% compared to 51%),
- is visible to employees as a leader (68% compared to 53%), and
- responds to communications from staff and customers/clients (76% compared to 53%).

Respondents who had worked at Monterey County for *less* than 6 years were *more* likely than longer-term employees to agree that their bureau's management:

- welcomes ideas and comments from staff at all levels (62% compared to 53%),
- is visible to employees as a leader (65% compared to 51%), and
- responds to communications from staff and customers/clients (67% compared to 54%).

The 2015 All-Staff Survey also identified opportunities for employees to advance and participate in professional development as an area for improvement. In 2015, 52% of respondents thought they could work toward a position with more responsibilities. In 2017, this had increased to 57% of respondents (see Figure 17 on the next page).

Figure 17. Perceived ability of employees to advance within MCHD (n=368)



Compared to respondents who had worked at Monterey County for *less* than 6 years, respondents who had worked at the County for *more* than 6 years were less likely to report being able to work towards a position with more responsibility. Only 49% of longer-term staff agreed with the above statement compared to 68% of newer employees. Staff who were not supervisors, managers, or directors were also less likely to agree with the above statement than supervisors, managers, and directors (53% compared to 68%).

APPENDIX: MCHD 2017 Staff Survey Questions

For reference, the questions that were included in the staff survey are presented below, on pages 13-18. Note that the objectives included in the survey were drafts that have since been revised. Questions that align with other MCHD staff surveys are indicated in the right column. Note that some of the questions for the survey were used to plan the November 27, 2017 MCHD Action Plan Convening of MCHD managers and supervisors and are therefore not presented in the report.

MCHD 2017 Staff Survey Questions						Aligned with	
Demographics							
1. In what Monterey County Health Department (MCHD) Bureau do you work?						2015 MCHD All Staff Survey	
<input type="checkbox"/> Administration or EMS or Public Administrator/Public Guardian <input type="checkbox"/> Behavioral Health <input type="checkbox"/> Clinic Services <input type="checkbox"/> Environmental Health/Animal Services <input type="checkbox"/> Public Health							
2. Which of the following best describes your position in Monterey County?							
<input type="checkbox"/> I am a supervisors and/or manager and/or director <input type="checkbox"/> I am not a supervisor, manager, or director							
3. How long have you worked for Monterey County?							
<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-5 years <input type="checkbox"/> 6 or more years <input type="checkbox"/> Prefer not to answer							
Monterey County Health Department (MCHD) Core Values							
4. Please provide your level of agreement with the following statements.	<i>Response options (select one per statement/question)</i>						
	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neither agree nor disagree</i>	<i>Agree</i>	<i>Strongly agree</i>	<i>Don't know</i>	
a. My <u>Bureau</u> works in a trustworthy way.						2015 MCHD All Staff Survey	
b. My <u>Bureau</u> values diversity.						2015 MCHD All Staff Survey	
c. My <u>Bureau</u> welcomes creative suggestions.						2015 MCHD All Staff Survey	
d. My <u>Bureau</u> looks for ways to continuously improve.						2015 MCHD All Staff Survey	
Awareness of Strategic Plan							
5. In your opinion, how much does MCHD focus on addressing health inequities? <i>NOTE: health inequities are differences in health that are avoidable, unfair, and unjust)</i>						2015 Health Equity Assessment (conducted with graduates of the MCHD Health Equity Scholars Academy)	
<input type="checkbox"/> There is NO FOCUS on addressing health equities at all. <input type="checkbox"/> There is NOT ENOUGH FOCUS on addressing health equities. <input type="checkbox"/> There is about THE RIGHT AMOUNT OF FOCUS on addressing health equities. <input type="checkbox"/> There is TOO MUCH FOCUS on addressing health equities. <input type="checkbox"/> I don't know.							
6. In your opinion, how much does your Bureau focus on addressing health inequities?							
<input type="checkbox"/> There is NO FOCUS on addressing health equities at all. <input type="checkbox"/> There is NOT ENOUGH FOCUS on addressing health equities. <input type="checkbox"/> There is about THE RIGHT AMOUNT OF FOCUS on addressing health equities. <input type="checkbox"/> There is TOO MUCH FOCUS on addressing health equities. <input type="checkbox"/> I don't know.							

MCHD 2017 Staff Survey Questions							Aligned with
7. Please identify your level of familiarity with MCHD's Strategic Plan. <input type="checkbox"/> I don't know what this is <input type="checkbox"/> I have heard of this but don't know much about it <input type="checkbox"/> I am somewhat familiar with this <input type="checkbox"/> I am familiar with this and know what it is about <input type="checkbox"/> I am very familiar with this, I know what it is about and how/if it applies to me/my group							2015 MCHD All Staff Survey
Strategic Plan Implementation							
MCHD's 2017-2021 Strategic Plan four strategic priorities are: ➤ Empower the community to improve health through programs, policies, and activities ➤ Enhance community health and safety through prevention ➤ Ensure access to culturally and linguistically appropriate, customer friendly quality health services ➤ Align and improve operational functions to meet current and developing population health needs							
8. Please provide your level of agreement with the following statement: My work is connected to MCHD's Strategic Plan Initiatives/Priority Areas. <input type="checkbox"/> Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/> Don't know							2015 MCHD All Staff Survey
9. My Bureau considers the Strategic Plan priorities when developing programs and services and making decisions.							
Please provide your level of agreement with this statement for each Priority listed below.		Response options (select one per Priority Area)					
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
a. Priority 1: Empower the community to improve health through programs, policies, and activities.							
b. Priority 2: Enhance community health and safety through prevention.							
c. Priority 3: Ensure access to culturally and linguistically appropriate, customer-friendly quality health services							
d. Priority 4: Align and improve operational functions to meet current and developing population health needs.							
10. How much is your Bureau supporting each of the Priority Area #1 objectives from MCHD's 2017-2021 Strategic Plan?							
Please provide your level of agreement with this statement for each objective listed below.		Response options (select one per draft objective)					
		Not at all	Not yet, but moving in that direction	Some	This objective is a focus throughout my Bureau	I don't know	Not sure
1.1. Promote population health and equity in policy development and planning.							
1.2. Develop and support networks of volunteers that advocate for population health-oriented solutions.							

MCHD 2017 Staff Survey Questions							Aligned with
11. How much is your Bureau supporting each of the Priority Area #2 objectives from MCHD's 2017-2021 Strategic Plan?							
<i>Please provide your level of agreement with this statement for each objective listed below.</i>	<i>Response options (select one per draft objective)</i>						
	<i>Not at all</i>	<i>Not yet, but moving in that direction</i>	<i>Some</i>	<i>This objective is a focus throughout my Bureau</i>	<i>I don't know</i>	<i>Not sure</i>	
2.1. Increase opportunities for community-led primary prevention health and safety efforts through family/youth engagement, and environmental and systems change.							
2.2. Support initiatives working to address and respond to public health and safety risks.							
2.3. Engage community organizations, businesses, and other governmental agencies in assessing and preventing violence and reducing injury, illness, and mortality in the community.							
12. How much is your Bureau supporting each of the Priority Area #3 objectives from MCHD's 2017-2021 Strategic Plan?							
<i>Please provide your level of agreement with this statement for each objective listed below.</i>	<i>Response options (select one per draft objective)</i>						
	<i>Not at all</i>	<i>Not yet, but moving in that direction</i>	<i>Some</i>	<i>This objective is a focus throughout my Bureau</i>	<i>I don't know</i>	<i>Not sure</i>	
3.1. Maximize primary prevention and wellness opportunities.							
3.2. Support coordination of services in a patient-centered manner.							
Promote linkages between clinical and community-based prevention activities.							
3.4. Ensure access to appropriate health care resources, especially specialty care and ancillary (such as diagnostic and therapeutic) services, regardless of a person's ability to pay.							

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MCHD 2017 Staff Survey Questions							Aligned with
13. How much is your Bureau supporting each of the Priority Area #4 objectives from MCHD's 2017-2021 Strategic Plan?							
<i>Please provide your level of agreement with this statement for each objective listed below.</i>	<i>Response options (select one per draft objective)</i>						
	<i>Not at all</i>	<i>Not yet, but moving in that direction</i>	<i>Some</i>	<i>This objective is a focus throughout my Bureau</i>	<i>I don't know</i>	<i>Not sure</i>	
4.1. Anticipate and develop innovative strategies.							
4.2. Attract, develop and maintain a competent, diverse, and responsive workforce.							
4.3. Support a workplace culture characterized by trust, consistent and open communications, input from all levels, and information sharing.							
4.4. Ensure that annual funding priorities reflect strategic initiatives.							
4.5. Assure that mandated and prioritized programs are supported by policies and funding.							
4.6. Identify and recommend tools to enable efficiency, patient/client accessibility, and data sharing/collaboration/integration with other agencies.							
4.7. Assure resources are effectively utilized so that risks are identified early and mitigated in a timely manner.							

MCHD 2017 Staff Survey Questions							Aligned with
MCHD Organizational Culture							
14. Please provide your level of agreement with the following statements.							
Please provide your level of agreement with the following statements:	Response options (select one per statement/question)						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	
a. MCHD has expectations (e.g. policies and/or guidelines) for how we work with the community.							
b. MCHD provides services in ways that are culturally sensitive.							
c. MCHD shares information in ways that are culturally sensitive.							
d. MCHD is making progress on improving access to services for marginalized communities (e.g., people of color, LGBTQ).							
e. MCHD is making progress at providing interpretation and translation services for people with limited English.							
f. MCHD partners with other institutions and community organizations to advance racial equity for our communities of color.							

MCHD 2017 Staff Survey Questions							Aligned with
15. Please provide your level of agreement with the following statements. <i>NOTE: "Management" might include any or all of the following – Director, Program Manager, Bureau Chief, and Assistant Bureau Chief/Deputy Director, but doesn't include Supervisors.</i>	<i>Response options (select one per statement/question)</i>						
	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neither agree nor disagree</i>	<i>Agree</i>	<i>Strongly agree</i>	<i>Don't know</i>	
a. My Bureau's Management welcomes ideas and comments from staff at all levels.							2015 MCHD All Staff Survey
b. My Bureau's Management responds to communications from staff and customers/clients.							2015 MCHD All Staff Survey
c. My Bureau's Management is visible to employees as a leader.							2015 MCHD All Staff Survey
16. Please provide your level of agreement with the following statements.	<i>Response options (select one per statement/question)</i>						
	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neither agree nor disagree</i>	<i>Agree</i>	<i>Strongly agree</i>	<i>Don't know</i>	
a. Organizational decisions are communicated clearly.							
b. Organizational decisions are communicated in a timely manner.							
c. I think most staff members demonstrate a commitment to addressing the environmental, social, and economic conditions that impact health.							2015 Health Equity Assessment (conducted with graduates of the MCHD Health Equity Scholars Academy)
17. Please provide your level of agreement with the following statement: If I want, I can work toward a position with more responsibilities. <input type="checkbox"/> Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/> Don't know							2015 MCHD All Staff Survey
a) How should we communicate results back to you? <input type="checkbox"/> Email <input type="checkbox"/> Health Dispatch <input type="checkbox"/> Other [text box]							