

Appendix A: PHLI Survey Instrument

National Public Health Leadership Institute Survey

[This is the survey used for National PHLI graduates in 2007. It was designed by Karl Umble and team at the North Carolina Institute for Public Health with help from many graduates. Please mention the NCIPH if you use the survey or substantial parts of it. But anyone can use it.]

Please take about 20 minutes to complete this confidential survey. It builds on the valuable evaluation work done by Carol Woltring in California and the UNC team, and seeks a long term view. These data are being collected by the North Carolina Institute for Public Health on behalf of CDC. Data will be analyzed in aggregate. Got questions? Karl Umble, PhD, MPH umble@email.unc.edu 919.966.8214

Thank you.

1. Your last name and state/country when in PHLI (Optional)

Note: We ask this only so we won't send another email to you asking you to complete this survey. We will remove your identifying info before we look at the data.

Last name:

Your *State or country* when in PHLI:

Part One. Your Work

2. What PHLI location were you enrolled in?

- Years 1-9 - California-based program
- Years 10-15 - North Carolina-based program

3. What is your current work status? (Check the best answer)

- Working in public health-related work
- Working in another field
- Retired
- Currently not employed but expect to return to work
- On temporary leave
- Other (please specify)

4. When you enrolled in PHLI, what main type of organization did you work for? (Check one that best applies)

- Governmental public health – local
- Governmental public health – state
- Governmental public health – federal
- Hospital or health system
- Academic
- Foundation
- Non-profit or community-based organization
- Private consulting – public health related
- For profit corporation
- Other (please specify)

5. Since you graduated from PHLI, about how many *years* have you worked for the following types of organizations? Enter the number of *years*. (Example: Academic 4, Foundation 2)

- Governmental public health – local
- Governmental public health – state
- Governmental public health – federal
- Hospital or health system
- Academic
- Foundation
- Non-profit or community-based organization
- Private consulting – public health related
- For profit corporation

Other (please specify org type and years)

6. Please check up to *three* areas on which have you focused your greatest attention since PHLI. (Choose up to 3)

- Academic leadership
- Community public health development
- General admin/org leadership – gov't (e.g. Deputy Director)
- General admin/org leadership – non-profit (e.g. Executive Director)
- General admin/org leadership – foundation (e.g. Executive Director)
- General admin/org leadership – health care (e.g. Chief Executive Officer)
- Alcohol, tobacco, other drugs
- Bioterrorism and Preparedness
- Chronic Disease
- Environmental Health
- Epidemiology
- Gerontology
- Global/International health
- Health Behavior and Education

- HIV/AIDS/STD
- Infectious Disease
- Informatics
- Injuries, violence, EMS
- Maternal and Child Health
- Medical care
- Mental health
- Nutrition
- Policy development and advocacy, law
- Population, Family Planning, and Reproductive Health
- Public Health Laboratories
- Public Health Nursing
- Occupational Health and Safety
- Oral Health
- School Health Education and Services
- Social Work
- Statistics
- Veterinary public health
- Vision care
- Workforce Development - Leadership Development
- Workforce Development - General
- Other (please specify)

Part Two. Knowledge, Confidence, and Involvement

7. Some scholars gain much from PHLI, while others report gaining less. Looking back, rate the extent to which PHLI strengthened these domains.

*To what extent did PHLI *strengthen* your:*

	Not at all		Somewhat		To a great extent
Courage to take the initiative and act to improve public health.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confidence to take on public health leadership responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interest in deepening your involvement with public health leadership efforts at the *state level*.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sense of belonging to the national cadre of leaders in public health.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-awareness as a leader: your strengths, liabilities, and how others view and receive your leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interest in deepening your involvement with public health leadership efforts at the *national level*.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional network of people you can contact for ideas about how to handle your leadership situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Openness to the ideas and opinions of others about how to address problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Awareness of best practices and models for public health leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills in specific leadership practices that are useful in public health.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding of the breadth of the public health system and your role within it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Not at all		Somewhat		To a great extent
Understanding of useful principles in leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commitment to staying in public health in your work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills in leading efforts that require the collaboration of many people or organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interest in deepening your involvement with leadership efforts to improve your *agency or community*.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sense that as a public health leader, you are important and have a valuable role to play.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part Three. Reflections – Very important!

8. PHLI’s influence depends on many factors and can vary widely. Overall, how much long-term influence did PHLI have on your leadership? (Pick one) (If you are a very recent graduate, answer for the period since you graduated)

- No influence
- PHLI has had a small long-term influence on my leadership.
- PHLI has had a moderate long-term influence on my leadership.
- PHLI has had a large long-term influence on my leadership.

9. Explain *in some detail* one of the most important influences that PHLI has had on your leadership.

Part Four. Specific Results of PHLI

The next five questions ask you to think about any changes at the organizational, program, systems, or policy levels that PHLI graduates have directly or indirectly influenced, and to describe one of those changes in detail. (*This could be something that you were directly involved in, or, just something that you observed.*)

10. Can you think of an *organizational change* that PHLI graduates influenced directly or indirectly? (e.g. revised mission, process, positions, expansion, reorganization, funding, or other)

- No
- Not sure
- Yes

11. Can you think of a *program* change that PHLI graduates influenced directly or indirectly? (e.g. new, expanded, improved, better funded program)

- No
- Not sure
- Yes

12. Can you think of a *systems* change that PHLI graduates influenced directly or indirectly? (e.g. a partnership, collaboration, new cross-organizational system or method for improving practice)

- No
- Not sure
- Yes

13. Can you think of a *policy* (law) change that PHLI graduates influenced directly or indirectly?

- No
- Not sure
- Yes

14. If Yes to any of the previous four questions (10-13), please pick ONE change and
 (a) describe in some detail the change that was made,
 (b) explain how *PHLI* contributed to it, and
 (c) tell us why you view the change as important.

Part Four. Practices

You are well more than half way done now. Just a few more questions.

15. *For each item below, first rate how often you did the item, on average, in the five years *before* you attended PHLI. In the “After PHLI column” rate how often you did the item, on average, in the years *after* you attended PHLI. Last, rate how much PHLI contributed to the actions you took when you were in these roles.*

Before PHLI*

After PHLI*

Rate how much PHLI
 contributed to the leadership actions you
 took when you were in this role+

**pull down response options:*

+pull down response options:

*never
 occasionally
 often
 very often*

*does not apply – I have not been doing this
 no contribution
 some contribution
 great contribution*

I actively worked to improve public health in my *agency or community*.

I actively worked to improve public health on a *state* level.

I actively worked to improve public health on a *national* level.

I served on *agency or community* level task forces, boards, or working groups related to public health.

I served on *state* level task forces, boards, or working groups related to public health.

I served on *national* level task forces, boards, or working groups related to public health.

I *took the initiative* to work for changes, rather than waiting for someone else to take the lead.

Part Five. Your Leadership Work

16a. Did participating in PHLI help you attain the paid leadership positions (jobs) that you later took?

- Not applicable, I stayed in the same position as when I was in PHLI (Skip to Question 17)
- No, I took new positions, but PHLI did not help me attain them (Skip to Question 17)
- Not sure (Skip to Question 17)
- Yes

16b. If yes, give us one example of a position you took that PHLI helped you attain:

Position (e.g. Deputy Director)

Type of Organization (e.g. State Health Dept.)

16c. How did PHLI influence your taking this position? (Check all that apply)

- Increased skills that I needed for the job
- Increased my confidence that I could do that work
- Increased my interest in taking on the position
- Through networks I developed through PHLI
- It impressed the employer that I was a PHLI graduate
- Other (please specify)

17a. Did participating in PHLI influence you to take on leadership roles that were not directly required by your formal paid job, such as task forces, boards, professional associations, or informal advocacy?

- No, I did not take on such roles (Skip to Question 18)
- No, I did take on such roles, but PHLI did not influence me to do that (Skip to Question 18)
- Not sure (Skip to Question 18)
- Yes

17b. Please specify the organization(s) that you believe PHLI influenced you to take on such responsibilities with: Check all that apply:

- State and Regional PHLI's or National PH Leadership Devel Network
- American Public Health Association
- ASTHO
- Institute of Medicine
- NACCHO
- National Institutes of Health
- Public Health Leadership Society
- State Public Health Association
- Community-level task force or board
- Other (please specify)

17c. Please give us one example of a role that you took and the context or situation.

17d. How did PHLI influence your taking on the role you cited in 17c above? (Check all that apply)

- Increased skills that I needed for the work
- Increased my confidence that I could do that work
- Increased my interest in taking on the work
- Through networks I developed through PHLI
- It impressed the sponsor that I was a PHLI graduate
- Other (please specify)

18. In the past 24 months, have you collaborated with other PHLI graduates on any projects or activities?

- No
- Not sure
- Yes

19. In the past 24 months, have you asked for or given another PHLI graduate some "wise counsel" on how best to proceed in a leadership situation?

- No
- Not sure
- Yes

Part Six. Future Direction for PHLI

Last questions.

20. What should be the main purpose of PHLI? From the list below, please pick the top 4 and rank order them (1= Highest Priority, 2= Second Highest Priority, 3 = Third Highest Priority, 4 = Fourth Highest Priority).

- To develop the capabilities of individual *emerging* leaders (less experienced, high potential).
- To teach leaders how their agencies can develop other leaders (e.g. through programs, mentoring, networks)
- To develop the capabilities of individual *senior* leaders (experienced and in senior positions).
- To develop a national network of *senior* leaders who can share knowledge and collaborate on national priorities.
- To develop a national network of *emerging* leaders who can share knowledge and collaborate on national priorities.
- To develop solutions to problems through action learning teams.
- ..Other purpose (please specify and rank)

21. Optional: Do you have any other comments about PHLI or suggestions for its direction?

22. Completely Optional.

Your Name: (In case we want to hear more about something you have told us in this survey).

End of survey.