Awardee Survey about the Technical Assistance Center (TAC)

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The purpose of this survey is to gather information about the training and technical assistance (TTA) that your organization received from the Workplace Change Collaborative (WCC). We would like you to answer these questions about your team's collective experience with the WCC, to the best of your ability. You may wish to engage key staff members in answering these items as needed, to ensure that the responses represent the Promoting Resilience and Mental Health Among Health Professional Workforce (PRMHW) program's experience as a whole.

Please know that the responses to this survey will be kept secure. The names of individuals or awardee organizations will *not* be included in any reports or data files, and survey responses will be shared only with HRSA. Only high-level, summary findings, aggregated across awardees, will be provided to WCC. If you have questions about the evaluation, please email NORC at norceval@norc.org or leave a message at 888-201-3291. If you have questions about your rights as a participant, you may call the NORC Institutional Review Board Manager toll-free at 1-866-309-0542.

By completing any of the survey questions, you consent to participate in this survey component of our evaluation and responding on behalf of your awardee team.

Public Burden Statement: Under the Paperwork Reduction Act, a federal agency may not conduct or sponsor, and a person is not required to respond to a collection of information subject to the requirements of the Paperwork Reduction Act unless that collection of information displays a current valid OMB Control number. The OMB Control Number for this information collection is 0906-0080 (expiration date: 01/31/2027). The average amount of time to complete the survey is 15-20 minutes. All responses to this collection of information are voluntary. If you have comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, send them to HRSA Reports Clearance Officer, Health Resources and Services Administration 5600 Fishers Lane, Room 14N136B, Rockville, MD 20857 or paperwork@hrsa.gov.

For a list of frequently asked questions (FAQs) about the survey please click here: tacsurveyfaqs.norc.org.
If you have questions about the survey, please email the NORC survey support team at norceval@norc.org or leave a message at 888-201-3291.

Your program has been identified to receive this survey as an awardee in the *Promoting Resilience and Mental Health Among Health Professional Workforce (PRMHW)* funded by the Health Resources and Services Administration (HRSA). The purpose of the survey is to assess the trainings, technical assistance activities, and support resources provided by the Health and Public Safety Workforce Resiliency Technical Assistance Center at George Washington University, referred to as the 'Workplace Change Collaborative' (WCC).

This survey aims to collect information from awardees who participated in WCC-sponsored trainings and technical assistance activities designed to support organizations in implementing grant-funded initiatives to promote workforce resiliency, reduce burnout, and transform organizational culture.

NORC is conducting this survey as an independent contractor for HSRA. The NORC project team and HRSA will have access to the survey data which will be used for evaluation purposes only. We will only present aggregated data in survey reports and will never report awardee-level evaluation data to the WCC.

The questionnaire will focus on training and technical assistance provided by the WCC to support your work as part of the PRMHW (hereto referred to as 'program'). Items ask about your program's experience with various support services provided by the WCC, including but not limited to training and technical assistance. In your responses, please consider the experiences of your program and staff overall and in the respective activities referred to in the survey items. If possible, please engage key staff members in answering these items as a team, so that the answers reflect your grant team's experience. Staff members you may consider engaging include, but are not limited to, the Program Directors, Program Managers, Program Implementation staff, and administrative leadership.

[Navigation Instructions for the web survey]: Red text provides additional instruction for answering the survey. Please use the red text to ensure that you are referencing the correct response(s) for each question.

SECTION 1: Overall Experience with Training and Technical Assistance Activities

This first set of questions will ask you to think about your program's overall satisfaction and experience with the training and technical assistance (TTA) you received from the WCC. Please think about your program's main goals related to promoting workforce resiliency, reducing burnout, and creating organizational change, as well as additional key outcomes identified in your grant application.

1. Overall, how helpful was the training and technical assistance provided by the WCC in ***providing your team with tools, strategies, and resources to achieve these goals***?

    ☐ Very helpful
    ☐ Helpful
    ☐ Somewhat helpful
    ☐ Not at all helpful

2. We understand that your goals, outcomes, and the training and technical assistance (TTA) available involve complex topics and likely have many components, making it difficult to provide one overall rating of satisfaction. If you would like to provide any context to your answer above, please feel free to do so here.

As you answer the next two questions, please think about the training and technical assistance (TTA) activities and resources your program received from the WCC. Please provide an overall rating for each type of TTA.

3. To what extent were the training and technical assistance activities ***responsive to the different cultures, languages, and abilities of the people you serve***?

    ☐ Fully responsive
    ☐ Mostly responsive
    ☐ Somewhat responsive
    ☐ Little to no responsiveness

4. Overall, did the WCC help you increase your organization's capacity to ***address needs in rural areas***?

    By rural community, we mean a county with fewer than 50,000 people.

    ☐ Yes ➔ ***Go to #5***
    ☐ No ➔ ***Skip to #6***

5. How helpful were each of the following training and technical assistance activities in increasing your organization's capacity to *address needs in rural areas*?

	Very helpful	Helpful	Somewhat helpful	Not at all helpful	Did not participate or utilize resource
2-day Learning Sessions, including plenary speakers	☐	☐	☐	☐	☐
WCC Learning System Monthly Calls (Virtual)	☐	☐	☐	☐	☐
Monthly Coaching Calls (Virtual)	☐	☐	☐	☐	☐
Inventory of measurement tools, curricula and programs	☐	☐	☐	☐	☐
WCC Change Package	☐	☐	☐	☐	☐

6. Overall, did the WCC help you increase your organization's capacity to *address needs in medically underserved communities*?

☐ Yes ➔ *Go to #7*
☐ No ➔ *Skip to #8*

7. How helpful were each of the following training and technical assistance activities in increasing your organization's capacity to **address needs in medically underserved communities**? *Examples of medically underserved communities include individuals who face economic, cultural, or language barriers to health care. For example, people who are experiencing homelessness, people who are low-income, people who are eligible for Medicaid, Native Americans, or migrant farm workers.*

	Very helpful	Helpful	Somewhat helpful	Not at all helpful	Did not participate or utilize resource
2-day Learning Sessions, including plenary speakers	☐	☐	☐	☐	☐
WCC Learning System Monthly Calls (Virtual)	☐	☐	☐	☐	☐
Monthly Coaching Calls (Virtual)	☐	☐	☐	☐	☐
Inventory of measurement tools, curricula and programs	☐	☐	☐	☐	☐
WCC Change Package	☐	☐	☐	☐	☐

8. Overall, did the WCC help your program **overcome challenges** that arose related to executing grant activities?

   ☐ Yes ➔ *Go to #9*
   ☐ No ➔ *Skip to #10*

9. How helpful were each of the following training and technical assistance activities in supporting your team in **overcoming challenges** that arose related to executing grant activities?

	Very helpful	Helpful	Somewhat helpful	Not at all helpful	Did not participate or utilize resource
2-day Learning Sessions, including plenary speakers	☐	☐	☐	☐	☐
WCC Learning System Monthly Calls (Virtual)	☐	☐	☐	☐	☐
Monthly Coaching Calls (Virtual)	☐	☐	☐	☐	☐

10. Overall, did the WCC help your program **connect with ongoing and emerging national efforts to address workforce well-being**?

☐ Yes → *Go to #11*

☐ No → S*kip to #12*

11. How helpful were each of following training and technical assistance activities in **connecting with ongoing and emerging national efforts to address workforce well-being**?

	Very helpful	**Helpful**	**Somewhat helpful**	**Not at all helpful**	**Did not participate or utilize resource**
National Framework for Burnout and Moral Injury in the Health and Public Safety Workforce	☐	☐	☐	☐	☐
2-day Learning Sessions, including plenary speakers	☐	☐	☐	☐	☐

12. Overall, did the WCC help your program **strengthen relationships and connections with other awardee organizations**?

☐ Yes → *Go to #13*

☐ No → *Skip to #14*

13. How helpful were each of the following training and technical assistance activities in helping your program **strengthen relationships and connections with other awardee organizations**?

	Very helpful	**Helpful**	**Somewhat helpful**	**Not at all helpful**	**Did not participate or utilize resource**
Learning sessions (Virtual and In-Person)	☐	☐	☐	☐	☐
WCC Learning System Monthly Calls (Virtual)	☐	☐	☐	☐	☐
WCC online community (i.e., awardee website)	☐	☐	☐	☐	☐

14. Overall, did the WCC **increase your organization's capacity to promote workforce mental and behavioral health, including suicide prevention**?

☐ Yes → *Go to #15*

☐ No → *Skip to Section 2*

15. How helpful were each of the following training and technical assistance activities in ***increasing your organization's capacity to promote workforce mental and behavioral health, including suicide prevention***?

	Very helpful	**Helpful**	**Somewhat helpful**	**Not at all helpful**	**Did not participate or utilize resource**
2-day Learning Sessions, including plenary speakers	☐	☐	☐	☐	☐
WCC Learning System Monthly Calls (Virtual)	☐	☐	☐	☐	☐
Monthly Coaching Calls (Virtual)	☐	☐	☐	☐	☐
Inventory of measurement tools, curricula and programs	☐	☐	☐	☐	☐
WCC Change Package	☐	☐	☐	☐	☐

SECTION 2: Perceived Effectiveness of Training and Technical Assistance to Meet Specific Goals

This next set of questions will ask you to think about how effective the WCC training and technical assistance (TTA) activities were for your program in specific areas relevant to the grant.

First, we'll ask about the impact of the training and technical assistance activities on your ability to promote health workforce resiliency and reduce burnout. Please think about the TTA activities that your program has participated in.

16. Overall, how would you characterize the impact that training and technical assistance activities and resources have had on your ability to implement your grant activities to ***create organizational change to promote health workforce resiliency/reduce burnout***?

☐ Meaningful impact
☐ Some impact
☐ Very little impact
☐ No impact
☐ Don't know

17. How effective was each of the following training or technical assistance activities in supporting your grant program in ***creating organizational change to promote health workforce resiliency/reducing burnout***?

	Very effective	**Effective**	**Somewhat effective**	**Not at all effective**	**Did not participate or utilize resource**
2-day Learning Sessions, including plenary speakers	☐	☐	☐	☐	☐
WCC Learning System Monthly Calls (Virtual)	☐	☐	☐	☐	☐
Monthly Coaching Calls (Virtual)	☐	☐	☐	☐	☐
Inventory of measurement tools, curricula and programs	☐	☐	☐	☐	☐
WCC Change Package	☐	☐	☐	☐	☐

18. Please choose one training or technical assistance activity that you think has been the ***most effective*** in ***creating organizational change to promote health workforce resiliency/reducing burnout***. You may choose training or technical assistance received by a group of your staff or a single individual.

    Select one: **<Include your *most* effective activities from Question #17 (i.e., your selections for 'Very effective' and 'effective,' if any) and then select the *most* effective activity overall.>**

19. Please select the *top 3* reasons why you found **<Reference your *most* effective activity from Question #18>** *effective* in *creating organizational change to promote health workforce resiliency/reducing burnout*.

    ☐ Well-executed

    ☐ Addressed a particular challenge we had

    ☐ Was at the right level for our staff

    ☐ Had concrete steps we could implement

    ☐ Was something we are committed to

    ☐ Had a champion in the program to help us implement

    ☐ Had the necessary resources to implement (e.g., dedicated staff time)

    ☐ Allowed for many people to get trained

    ☐ Modality was convenient

    ☐ Other (please specify):

    ☐ Don't know

20. Please choose one training or technical assistance activity from the list below that you think has been *least effective* in *creating organizational change to promote health workforce resiliency/reducing burnout*.

    Select one: **<Include your *least* effective activities from Question #17 (i.e., your selections for 'Somewhat effective' and 'Not at all effective,' if any) and then select the *least* effective activity overall.>**

21. Please select the *top 3* reasons that **<Reference your *least* effective activity from Question #20>** were *not effective* in *creating organizational change to promote health workforce resiliency/reducing burnout*.

    ☐ Training and technical assistance addressed an issue we don't have

    ☐ Our program is not ready to implement the ideas or actions from the training and technical assistance

    ☐ Our program had already been implementing the ideas or actions from the training and technical assistance

    ☐ It was difficult to identify concrete next steps to implement

    ☐ We did not have the resources to implement (e.g., dedicated staff time)

    ☐ The topic was not a high priority for the program

    ☐ We did not have a champion to implement

    ☐ Staff had competing demands on their time

    ☐ Modality was not convenient

    ☐ Other (please specify):

    ☐ Don't know

Next, we'll ask about the impact of the WCC training and technical assistance (TTA) activities on facilitating the exchange of information among awardee organizations.

22. Overall, how would you characterize the impact that WCC activities and resources have had on ***facilitating the exchange of best practices and lessons learned*** across awardees to promote workforce health and reduce burnout?

    ☐ High impact
    ☐ Some impact
    ☐ Very little impact
    ☐ No impact
    ☐ Don't know

23. How effective was each of the following trainings and technical assistance activities in ***facilitating the exchange of best practices and lessons learned*** across awardees to promote workforce health and reduce burnout?

	Very effective	Effective	Somewhat effective	Not at all effective	Did not participate or utilize resource
2-day Learning Sessions, including plenary speakers	☐	☐	☐	☐	☐
WCC Learning System Monthly Calls (Virtual)	☐	☐	☐	☐	☐
WCC online community (i.e., awardee website)	☐	☐	☐	☐	☐

Please think about the WCC trainings and technical assistance (TTA) activities that your program has experienced.

24. Please choose one training or technical assistance activity that you think has been the ***most effective*** in ***facilitating the exchange of best practices and lessons learned***. You may choose training or technical assistance received by a group of your staff or a single individual.

    Select one: **<Include your *most* effective activities from Question #23 (i.e., your selections for 'Very effective' and 'effective,' if any) and then select the *most* effective activity overall.>**

25. Please select the *top 3* reasons you found **<Reference your *most* effective activity from Question #24>** *effective* in *facilitating the exchange of best practices and lessons learned*.

    ☐ Well-executed
    ☐ Addressed a particular challenge we had
    ☐ Was at the right level for our staff
    ☐ Had concrete steps we could implement
    ☐ Was something we are committed to
    ☐ Had a champion in the program to help us implement
    ☐ Had the necessary resources to implement (e.g., dedicated staff time)
    ☐ Allowed for many people to get trained
    ☐ Modality was convenient
    ☐ Other (please specify):

    ☐ Don't know

26. Please choose one training or technical assistance activity from the list below that you think has been *least effective* in *facilitating the exchange of best practices and lessons learned*.

    Select one: **<Include your *least* effective activities from Question #23 (i.e., your selections for 'Somewhat effective' and 'Not at all effective,' if any) and then select the *least* effective activity overall.>**

27. Please select the *top 3* reasons that **<Reference your *least* effective activity from Question #26>** was *not effective* in *facilitating the exchange of best practices and lessons learned*.

    ☐ Training and technical assistance addressed an issue we don't have
    ☐ Our program is not ready to implement the ideas or actions from the training and technical assistance
    ☐ Our program had already been implementing the ideas or actions from the training and technical assistance
    ☐ It was difficult to identify concrete next steps to implement
    ☐ We did not have the resources to implement (e.g., dedicated staff time)
    ☐ The topic was not a high priority for the program
    ☐ We did not have a champion to implement
    ☐ Modality was not convenient
    ☐ Other (please specify):

    ☐ Don't know

Now, we'll ask about the impact of the WCC training and technical assistance (TTA) activities on improving your team's knowledge and skills necessary to implement grant activities.

28. Thinking about the training and technical assistance services and resources provided by the WCC for your program, how much did these increase your **team's knowledge of best practices for successful program implementation**?

☐ Very much
☐ Somewhat
☐ Not very much
☐ Not at all
☐ Don't know

29. How much did these services and resources help increase your **team's skills to implement your program**?

☐ Very much
☐ Somewhat
☐ Not very much
☐ Not at all
☐ Don't know

30. How effective was each of the following training and technical assistance activities in **preparing your leadership, administrators, and staff to address workforce burnout prevention and treatment services**?

	Very effective	Effective	Somewhat effective	Not at all effective	Did not participate or utilize resource
2-day Learning Sessions, including plenary speakers	☐	☐	☐	☐	☐
WCC Learning System Monthly Calls (Virtual)	☐	☐	☐	☐	☐
Monthly Coaching Calls (Virtual)	☐	☐	☐	☐	☐
Inventory of measurement tools, curricula and programs	☐	☐	☐	☐	☐
WCC online community (i.e., awardee website)	☐	☐	☐	☐	☐

Please think about the WCC trainings and technical assistance (TTA) activities that your program has experienced.

31. Please choose one training or technical assistance activity that you think has been the ***most effective*** in ***preparing your leadership, administrators, and staff to address workforce burnout prevention and treatment services***. You may choose training or technical assistance received by a group of your staff or a single individual.

    Select one: **<Include your *most* effective activities from Question #30 (i.e., your selections for 'Very effective' and 'effective,' if any) and then select the *most* effective activity overall.>**

32. Please select the ***top 3*** reasons why you found **<Reference your *most* effective activity from Question #31>** *effective* in ***preparing your leadership, administrators, and staff to address workforce burnout prevention and treatment services***.
    ☐ Well-executed
    ☐ Addressed a particular challenge we had
    ☐ Was at the right level for our staff
    ☐ Had concrete steps we could implement
    ☐ Was something we are committed to
    ☐ Had a champion in the program to help us implement
    ☐ Had the necessary resources to implement (e.g., dedicated staff time)
    ☐ Allowed for many people to get trained
    ☐ Modality was convenient
    ☐ Other (please specify):

    ☐ Don't know

33. Please choose one training or technical assistance activity from the list below that you think has been least effective in preparing your leadership, administrators, and staff to address workforce burnout prevention and treatment services.

    Select one: **<Include your *least* effective activities from Question #30 (i.e., your selections for 'Somewhat effective' and 'Not at all effective,' if any) and then select the *least* effective activity overall.>**

34. Please select the *top 3* reasons why **<Reference your *least* effective activity from Question #33>** was *not effective* in *preparing your leadership, administrators, and staff to address workforce burnout prevention and treatment services*.

    ☐ The training and technical assistance addressed an issue we don't have

    ☐ Our program is not ready to implement the ideas or actions from the training and technical assistance

    ☐ Our program had already been implementing the ideas or actions from the training and technical assistance

    ☐ It was difficult to identify concrete next steps to implement

    ☐ We did not have the resources to implement (e.g., dedicated staff time)

    ☐ The topic was not a high priority for the program

    ☐ We did not have a champion to implement

    ☐ Modality was not convenient

    ☐ Other (please specify):

    _____

    ☐ Don't know

SECTION 3: Potential Challenges Experienced

This next set of questions will ask you to think about what, if any, challenges you experienced seeking, receiving, or implementing training and technical assistance support.

35. What challenges did your program encounter in its efforts to obtain and/or apply the training and technical assistance from WCC? *Select all that apply.*

    ☐ Making time for staff to participate in training and technical assistance activities

    ☐ Training and technical assistance not sufficiently applicable to unique program needs

    ☐ Having staff time/budget to implement what the training and technical assistance activities recommended

    ☐ Lack of clarity about the role and offerings of WCC within the larger grant program

    ☐ Challenges hiring staff to support the grant

    ☐ Lack of leadership or administrator buy-in to implement the evidence-based activities

    ☐ Something else (please specify):

    _____

36. Please share additional information or context about the challenges you faced receiving or applying the training and technical assistance to accomplish your program goals.

    _____
    _____
    _____
    _____

Section 4: Input to Inform Future Training and Technical Assistance (TTA)

The next set of questions asks about the training and technical assistance activities (TTA) that would be helpful to you in the future.

37. If a technical assistance center is funded to support future programs like yours, what areas of training and technical assistance should be offered to support organizational change?

38. What would be most effective mode of training and technical assistance?
    - ☐ Virtual (live)
    - ☐ In person
    - ☐ On demand
    - ☐ Other (please specify):

    - ☐ Don't know

39. Which of the following would you like to see offered more for training and technical assistance? *Select all that apply.*
    - ☐ Learning sessions
    - ☐ Monthly calls
    - ☐ Coaching sessions
    - ☐ Expert presentations
    - ☐ Inventories and compilations of best practices, measures, evaluation metrics, and other relevant tools
    - ☐ Online resources (e.g., website, listserv)
    - ☐ Consultation services
    - ☐ Other (please specify):

40. Thinking more broadly about future funding opportunities to support the health workforce in reducing burnout and improving resiliency and well-being, what should decision makers consider in terms of the most pressing needs?

SECTION 5: Organizational Context

Next, we'd like to ask a few questions about your experiences implementing change within your organization and about specific burnout factors you may be intervening upon.

First, a few questions about your organization.

41. To what extent do you feel the following conditions for change are in place at your organization?

	Completely in place	Mostly in place	Somewhat in place	A little in place	Not at all in place
There is an understanding that workers' mental health and wellness should be a priority here	☐	☐	☐	☐	☐
There is a group of people with decision making power to support mental health and wellness priorities	☐	☐	☐	☐	☐
We have a clear and realistic mental health and wellness goal that is supported by the workforce	☐	☐	☐	☐	☐
There is a change vision that is communicated repeatedly in multiple forums	☐	☐	☐	☐	☐
Leadership empowers action and removes obstacles to organizational change	☐	☐	☐	☐	☐
Leadership generates organizational improvements that are short-term wins	☐	☐	☐	☐	☐
There is support for developing workforce members who can implement the change vision	☐	☐	☐	☐	☐
There are new approaches that make sense within the organization's culture	☐	☐	☐	☐	☐

The next few questions relate to specific drivers of burnout and your program's experience attempting to change aspects of these.

42. The WCC developed a national framework which includes several key drivers that contribute to burnout in the workplace, listed below. Which of the following drivers does your program, as a whole, aim to address? *Select all that apply.*

☐ **Resolving Values Conflict** - A mismatch between what workers believe should be done and what they are asked to do

☐ **Reducing Lack of Control** - Inability to determine aspects of work that should be in the worker's control

☐ **Managing Excessive Physical, Emotional, and Cognitive Demands** - What workers are asked to accomplish in a typical period of work exceeds their capacity

☐ **Reducing Administrative Burden and Inefficient/Chaotic Workflows** - Work expectations include activities that are of low/no value and take significant time and energy

☐ **Promoting Physical and Psychological Safety** - Exposure to environments that increase stress for workers or learners, negatively impacting their sense of security and possibly resulting in harm

☐ **Preventing Relational Breakdown** - Interactions with persons, organizations, systems, or society that lead to an erosion of trust and/or respect

☐ **Addressing Inequity** - Privileged individuals enjoy more and better services, health, opportunities, etc. while those who are underprivileged receive less and worse

43. Overall, how helpful was the WCC in helping your program to address each of these goals?
<Respond to only the strategies you selected in Question #42.>

	Extremely helpful	Very helpful	Moderately helpful	Slightly helpful	Not at all helpful
Retaining Healthcare Workforce Staff	☐	☐	☐	☐	☐
Resolving Values Conflict	☐	☐	☐	☐	☐
Reducing Lack of Control	☐	☐	☐	☐	☐
Managing Excessive Physical, Emotional, and Cognitive Demands	☐	☐	☐	☐	☐
Reducing Administrative Burden and Inefficient/Chaotic Workflows	☐	☐	☐	☐	☐
Promoting Physical and Psychological Safety	☐	☐	☐	☐	☐
Preventing Relational Breakdown	☐	☐	☐	☐	☐
Addressing Inequity	☐	☐	☐	☐	☐

Section 6: Participant Feedback

Next, we would like to provide you with an opportunity to share feedback you have received from program participants about your grant-funded activities.

44. Could you please provide us with some examples (up to 20) of actual comments made by participants to give us a sense of the impact your programs had on them?

Section 7: Closing

Finally, we'd like to end with a big-picture question to understand how you envision your program's success.

45. In a few bullets or sentences, what do you consider a 'success' for your program?

46. Is there anything else you would like to share about the training and technical assistance (TTA)?

47. Please provide the roles/titles (names are not needed) of the people who contributed information or answers in this survey (e.g., Program Director/Principal Investigator, Administrative Professional). *Select all that apply.*

☐ Administrative Professional
☐ Administrator
☐ Co-Investigator
☐ Data Scientist
☐ Educator
☐ Evaluator
☐ Project Director/Principal Investigator
☐ Project Manager
☐ Statistician
☐ Strategist
☐ Other (please specify):

[   ]

Before you or another staff member complete the survey (i.e., select 'SUBMIT' on the final question), please review all survey responses to ensure that they reflect accurate information for your organization. Please note that once you select the "SUBMIT" button, the survey will finalize and submit your responses. You will not be able to make further updates to your responses.

Thank you for completing this survey.
We appreciate your time and commitment to support the healthcare workforce.