

## Attachment B- Supervisor/PHEP Director Instrument

Form approved  
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### Questions for PHEP Director/Supervisor

**Introduction:** Thank you for agreeing to participate in this interview to better understand the roles and contributions of CEFOs within the CEFO Program. This interview will last about 60 minutes. All answers will be kept secure and will be used only for the purposes of the case study. It is important that you answer all interview questions based on your experience and perspective of the CEFO and CEFO Program. Before I begin the interview, do you have any questions?

**1. How long have you been the PHEP Director/Supervisor?**

- < 1 year
- 1-3 years
- 4-5 years
- > 6 years

**2. What are the public health preparedness (PHEP Director only)/epidemiology (Supervisors only) priorities in your state?**

**Probe for:**

- Are there any challenges to these priorities in your state?
- What government and/or other non-governmental organizations/partners are key to your state's priorities?
- PHEP Director only: Are there any epidemiologists in the preparedness section? If yes, what do the epidemiologists do? If no, who in the health department will fill the epidemiology functions when needed?

**3. What prompted your state to acquire a CEFO?**

**Probe for:**

- What gaps or needs did you want the CEFO to address?

**4. How does the CEFO enable epidemiology and preparedness and response capacity building in your state?**

**Probe for:**

- What primary role and functions does the CEFO fill in your state?
- In what areas does the CEFO provide subject matter expertise?
- Is the CEFO maintaining or building capacity? If both, which are they primarily filling?

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5. **Does the CEFO contribute to epidemiologic or professional expertise to topics and issues not directly related to public health preparedness? If yes, please give examples.**
  
6. **Has the role of the CEFO changed since the inception of the assignment? Please explain.**  
 Probe for:  
 What was the initial role and intent of the CEFO? Has this changed? If so, how and why?
  
7. **What are your expectations of the CEFO's role in your health department? Were these expectations met? Why or why not?**  
 Probe for:
  - Where the initial gaps addressed by the CEFO?
  - What would you like to change about the role of the CEFO in your state?
  - Are there other areas you would like the CEFO to work in? If yes, what are they and why would you like them to work in these areas?

**OUTPUTS AND CONTRIBUTIONS**

8. **How much do you agree or disagree with the following statement:**
  - The CEFO has contributed to enhancing the epidemiology and preparedness infrastructure in your state.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree      Strongly Agree
  
9. **What are the CEFO's most significant contributions to the epidemiology and preparedness infrastructure in your state? We would like you to think in terms of the roles the CEFO has played in any changes that occurred since the inception of their assignment.**
  
10. **Has the CEFO played a role in other functions or areas of your state that were not intended during the inception of their assignment? If yes, please elaborate.**

**SUSTAINABILITY**

11. **Are there any factors contribute to the ability to sustain CEFO functions in your state? If YES, explain.**
  
12. **How much do you agree or disagree with the following statements:**
  - **Contributions produced by the CEFO's efforts are likely to be sustainable.**  

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree      Strongly Agree
  - **The loss of the CEFO position would have a negative influence on the state.**  

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree      Strongly Agree
  
13. **Specifically, what influence might the loss of a CEFO have on your state and/or local jurisdiction?**  
 Probe for:
  - Who could fill the role of the CEFO?
  - How is a CEFO different from other federal assignees? What makes them unique?
  - What areas would be significantly influenced? Please give examples.

**FACTORS FACILITATING/INHIBITING CEFO EFFORTS**

**14. Based on your supervisory experience, what factors influence the CEFO’s ability to build epidemiology and preparedness and response capacity (*organizationally, supervision, funding, HQ oversight, individual skills/competencies*)? What can the state or CDC do to reduce the barriers?**

- Facilitators
  - i. State Level
  - ii. Federal Level
  - iii. Individual attributes
- Barriers
  - iv. State Level
  - v. Federal Level
  - vi. Individual attributes

**15. What barriers (organizational, financial, etc.) have arose in the building of relationships across organizations, sectors and/or jurisdictions?**

**FEDERAL LINKAGES**

**16. What are advantages of having a federal assignee in a state health department?**

- Access to resources (CDC)
- Technical assistance (CDC)
- Inter-state collaboration
- Intra-state collaboration
- Expertise (educational background, skills, competencies)
- Other: \_\_\_\_\_

**17. What are the challenges to having a federal assignee in a state health department?**

- Extra supervising duties
- Cost to the state
- Annual DA renewal
- Federal obligations (loss of work time)
- Other: \_\_\_\_\_

**SUPERVISION AND SUPPORT**

**18. Are you a CEFO supervisor? *If not a supervisor, skip to question 21.***

- Yes
- No

**19. How long have you been a CEFO supervisor?**

- < 1 year
- 1-3 years
- 4-5 years
- > 6 years

**20. What has been your interaction/involvement with the CEFO in your state?**

- Supervising only
- Directly working with the CEFO
- Other: \_\_\_\_\_
- Minimal interaction

*\* If answer is minimal interaction, Probe for: Would you like to work more directly with the CEFO? If so, what are ways to improve the interaction with the CEFO?*

**21. What has been your role in developing the CEFO assignment?**

- Developing direct assistance requests
- Developing the work plans
- Developing duties and responsibilities
- Other: \_\_\_\_\_
- None (if none, probe for why)

**What would you like to see different about your role in developing the CEFO assignment?**

**22. Are there challenges supervising a federal assignee? If so, please explain.**

Probe for:

- Do you have a clear understanding of what a CEFO can and cannot do?
- Do you have a clear understanding of CDC's expectations of the role of the CEFO in the state?
- Are there challenges with having more than one supervisor? Is there adequate coordination and communication between you and the CEFO and among other supervisors?
- Have the expectations of the CEFO from the state's perspective ever conflicted with CDC's expectations of the CEFO?

**23. What mechanism is in place to obtain feedback and discuss the CEFO's work, accomplishments, challenges, and interests? Please explain.**

**24. How much interaction have you had with the CEFO Program Headquarters?**

- No interaction
- Minimal interaction
- Extensive interaction
- Other: \_\_\_\_\_

*If no interaction, skip to Q25.* Are there areas you have been particularly satisfied with during your interactions with the CEFO Program? Have you identified areas for improving your interaction with the CEFO Program?

**25. How satisfied are you with communication between CEFO Program headquarters and the state?**

Extremely Satisfied      Satisfied      Neutral      Dissatisfied      Extremely Dissatisfied

**Please explain. Are there opportunities for improving the communication?**

**26. CEFO program has undergone a number of organizational changes since its inception, has this had an influence on program processes and the CEFO's work? If yes, please explain.**

**DA MECHANISM AND FUNDING**

**27. How satisfied are you with the DA mechanism process?**

Extremely Satisfied      Satisfied      Neutral      Dissatisfied      Extremely Dissatisfied

Please explain. What works well, what doesn't work well, and how can the DA mechanism process be improved?

**28. How much to you agree or disagree with the following statement. The DA mechanism the most suitable way to fund the CEFO position.**

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree      Strongly Agree

**Please explain.**

Probe for:

- Who benefits from the current funding mechanism?
- Have there been any influences on your program under the current funding mechanism?
- Have you explored alternative sources of funding?
- What role do you think the CDC (CEFO Program Office) should assume with funding of the CEFO positions?

**WYOMING ONLY: What are the benefits and challenges with split-funding?**

**WRAP-UP**

**29. How would you define a successful CEFO assignment? How much do you agree or disagree with the following statement? Please explain.**

**The CEFO assignment has been successful in the state of ID/MT/WY.**

Strongly disagree      Disagree      Neither Agree nor Disagree      Agree      Strongly Agree

**30. What recommendations do you have for making the CEFO assignment more effective?**

Probe for:

- Are there opportunities to support epidemiology capacity in areas not directly related to preparedness?
- Are there barriers present that prevent utilizing the CEFO to their fullest potential within the health department?
- What can the state do to support and strengthen the CEFO assignment?
- What can the CEFO Program and CDC do to support and strengthen the CEFO assignment?

**31. From your perspective, what do you think the long-term results of the CEFO Program should be?**

**32. Do you have additional thoughts or comments?**

