

ATTACHMENT B
OUTREACH AND RECRUITMENT MATERIALS

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B.0. ASPE Recruitment Support Letter

[date]

Dear [person(s) team identifies]:

As you know, the COVID-19 pandemic has exacerbated existing health disparities, adversely affecting historically marginalized and under-resourced communities. Uneven COVID-19 testing and vaccination rates persist, and routine vaccination rates continue to decline for key groups, such as kindergartners.

In recognition of the need for more evidence to support federal, state, tribal, and local efforts to close testing and vaccination gaps—and to identify useful lessons for future pandemics—the Office of the Assistant Secretary for Planning and Evaluation (ASPE) and the Office of the Assistant Secretary for Health (OASH) have sponsored a study of best practices in COVID-19 testing and vaccination and routine vaccination for people who are medically or socially at disproportionate risk for COVID-19 or related adverse outcomes. The study has already generated a report from an environmental scan, [available on the ASPE website](#), that we encourage you to review, and is entering the critical phase of virtual site visits with programs in eleven states and tribal organizations. At the end of site visits in [state/tribal organization], Mathematica will lead a roundtable to discuss and share these results directly with you.

We believe that the strong COVID-19 efforts in [state/tribal organization] can provide important insights that support the work of public health leaders, practitioners, and policy makers. We hope you will strongly consider speaking with our research contractor, Mathematica, and join the community of agencies and organizations contributing to this study. Please feel free to reach out to me directly to discuss any questions about your engagement or about the study.

Warmly,

Deborah Porterfield, MD, MPH
Deborah.Porterfield@hhs.gov
Medical Officer
Office of the Assistant Secretary for Planning and Evaluation



OMB Control Number 0990-0421, Expires 2/28/2027

B.1: Public Health Leader Initial Outreach Email

Subject: Invitation to share your experience with [state/tribal organization]'s COVID-19 testing and vaccination efforts

Attachments: ASPE support letter

CC: Person that recommended this public health leader as a respondent

Dear [First name] [Last name],

I am part of a team that is conducting a study for the U.S. Department of Health and Human Services on promising practices for improving COVID-19 testing and vaccination efforts, especially among people who are medically or socially at disproportionate risk of COVID-19 or related adverse outcomes. [State/tribal organization] was selected for our study because of its unique characteristics and strong COVID-19 efforts. This study is an important opportunity to identify promising practices that emerged from the COVID-19 pandemic and to prepare for future pandemics.

We are emailing you because we identified you as someone who could provide a valuable perspective on COVID-19 testing and vaccination efforts in [state/tribal organization]. We will showcase [state/tribal organization]'s work in reports and will invite all study participants and other leaders and programs in vaccination and testing in [state/tribal organization] to join a roundtable discussion at the end of the study to share findings and learn from each other. We will provide a \$100 gift card after the interview to thank you for your time.

[Directions to liaison: If we have a warm handoff add sentence: “We received your name from [NAME AT ORGANIZATION] who thought you would have valuable insights to share.”]

We would like to schedule a 1-hour interview with you. If you are willing to speak with us, please select a 60-minute slot in the window options that works for you from list below, or let us know if there is a scheduler we could work with. If none of the interview times is convenient, please propose an alternative time in [month]. Once you select a time, we will send you a meeting invitation that includes call-in information for the interview.

- Time 1
- Time 2
- Time 3
- Time 4
- Time 5
- Time 6

Participation in the interview is voluntary. Your comments will never be attributed to you. We are happy to provide you with more details about how we will protect your privacy.

Please let us know if there are others who you think we should interview in addition to or instead of you—specifically people who are knowledgeable about COVID-19 testing and vaccination efforts in [state/tribal organization].

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley, at kbradley@mathematica-mpr.com, or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov. Thank you for your consideration.

Best regards,

[Liaison Name]

[Signature]

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B.2: Public Health Leader Reminder Outreach Email

[Directions to liaison: Send as reply to the initial email after 3 business days if participant has not responded]

Subject: RE: Invitation to share your experience with [state/tribal organization]'s COVID-19 testing and vaccination efforts

Attachments: Initial outreach email

Dear [First name] [Last name],

We are contacting you again to schedule a time to speak about the COVID-19 testing and vaccination efforts in [state/tribal organization], especially among people who are medically or socially at disproportionate risk of COVID-19 or related adverse outcomes. We are doing so as part of a study we are conducting for the U.S. Department of Health and Human Services titled "Best Practices for COVID-19 Vaccination and Testing."

[State/tribal organization]'s experience with COVID-19 testing and vaccination programs is valuable to this study and for advancing knowledge on future pandemic response in the United States.

[Directions to liaison: If we have a warm handoff add sentence: "We received your name from [NAME AT ORGANIZATION] who thought you would have valuable insights to share."]

To schedule an interview, a 60-minute slot in the window options below that work for you.. If none of the interview times is convenient, please propose an alternative time before [enter date for cut off]. Once you select a time, we will send you a meeting invitation which will include call-in information for the interview. We will provide a \$100 gift card after the interview to thank you for your time.

- Time 1
- Time 2
- Time 3
- Time 4
- Time 5
- Time 6

Participation in the interview is voluntary and your comments will never be attributed to you.

If there is someone else who works or worked in [state/tribal organization] who you think we should interview in addition to or instead of you, please let us know, and we will contact them.

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley, at kbradley@mathematica-mpr.com or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov.

Thank you for your consideration. We look forward to hearing from you.

Best regards,

[Liaison Name]

[Signature]

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B.3: Lead Program Respondent Initial Outreach Email

Subject: Invitation to share your experience with [program name]'s COVID-19 testing and vaccination efforts

Attachments: None

CC: Person that recommended this program respondent

Dear [First name] [Last name],

I am part of a team that is conducting a study for the U.S. Department of Health and Human Services on promising practices for improving COVID-19 testing and vaccination efforts, especially among people who are medically or socially at disproportionate risk of COVID-19 or related adverse outcomes. [Program name] was selected for our study based on the innovative work it has done in these areas [liaisons tailor to reflect source of this information].

We are emailing you because we hope you will contribute your perspective on COVID-19 testing and vaccination efforts at [program name].

[Directions to liaison: If we have a warm handoff add sentence: "We received your name from [NAME AT ORGANIZATION] who thought you would have valuable insights to share."]

We would like to schedule a 1-hour interview with you. We are requesting this amount of time because we would like to engage you as the main point of contact for [Program name], and would like to make sure we have enough time to give you a broad overview of the study and answer questions you may have. **If you are willing to speak with us, please select a 60-minute slot in the window options that works for you from list below.** If none of the interview times is convenient, please propose an alternative time before [month]. Once you select a time, we will send you a meeting invitation that includes call-in information for the interview. We will provide a \$100 gift card after the interview to thank you for your time.

- Time 1
- Time 2
- Time 3
- Time 4
- Time 5
- Time 6

Participation in the interview is voluntary. Your comments will never be attributed to you. We are happy to provide you with more details about how we will protect your privacy.

Please let us know if there are others who you think we should interview in addition to or instead of you—specifically people who are knowledgeable about COVID-19 testing and vaccination efforts in [program name]. We are eager to learn about how and why [program name] has been successful.

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley, at kbradley@mathematica-mpr.com or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov. Thank you for your consideration.

Best regards,

[Liaison Name]

[Signature]

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B.4: Lead Program Respondent Reminder Outreach Email

[Directions to liaison: Send as reply to the initial email after 3 business days if participant has not responded]

Subject: RE: Invitation to share your experience with [program name]'s COVID-19 testing and vaccination efforts

Attachments: Initial outreach email

Dear [First name] [Last name],

We are reaching out again to schedule a time to speak with you about [program name]'s COVID-19 testing and vaccination efforts, especially among people who are medically or socially at disproportionate risk of COVID-19 or related adverse outcomes. We are doing so as part of a study we are conducting for the U.S. Department of Health and Human Services titled "Best Practices for COVID-19 Vaccination and Testing."

Your organization's experience is valuable to this study and for advancing knowledge on future pandemic response in the United States.

[Directions to liaison: If we have a warm handoff add sentence: "We received your name from [NAME AT ORGANIZATION] who thought you would have valuable insights to share."]

To schedule an interview, please select a 60-minute slot in the window options below that works for you. If none of the interview times is convenient, please propose an alternative time before [enter date for cut off]. Once you select a time, we will send you a meeting invitation which will include call-in information for the interview.

Participation in the interview is voluntary and your comments will never be attributed to you.

If there is someone else who works or worked in [program name] who you think we should interview in addition or instead of you, please let us know, and we will contact them. We are eager to learn about how and why [program name] has been successful.

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley at kbradley@mathematica-mpr.com or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov.

Thank you for your consideration. We look forward to hearing from you.

Best regards,

[Liaison Name]

[Signature]

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B.5: Non-lead Program Respondent Initial Outreach Email

Subject: Invitation to share your experience with [program name]'s COVID-19 testing and vaccination efforts

Attachments: None

CC: Person that recommended this program respondent

Dear [First name] [Last name],

I am part of a team that is conducting a study for the U.S. Department of Health and Human Services on promising practices for improving COVID-19 testing and vaccination efforts, especially among people who are medically or socially at disproportionate risk of COVID-19 or related adverse outcomes. [Program name] was selected for our study based on the innovative work it has done in these areas [*Directions to liaison: tailor to reflect source of this information*].

We are emailing you because we hope you will contribute your perspective on COVID-19 testing and vaccination efforts at [program name].

[*Directions to liaison: If we have a warm handoff add sentence:* "We received your name from [NAME AT ORGANIZATION] who thought you would have valuable insights to share."]

We would like to schedule a 1-hour interview with you. If you are willing to speak with us, please select a 60-minute slot in the window options below that works for you. If none of the interview times is convenient, please propose an alternative time before [enter date for cut off]. Once you select a time, we will send you a meeting invitation that includes call-in information for the interview. We will provide a \$100 gift card after the interview to thank you for your time.

- Time 1
- Time 2
- Time 3
- Time 4
- Time 5
- Time 6

Participation in the interview is voluntary. Your comments will never be attributed to you. We are happy to provide you with more details about how we will protect your privacy.

Please let us know if there are others who you think we should interview in addition to or instead of you—specifically people who are knowledgeable about COVID-19 testing and vaccination efforts in [program name]. We are eager to learn about how and why [program name] has been successful.

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley, at kbradley@mathematica-mpr.com or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov. Thank you for your consideration.

Best regards,

[Liaison Name]

[Signature]

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B.6: Non-lead Program Respondent Reminder Outreach Email

[Directions to liaison: Send as reply to the initial email after 3 business days if participant has not responded]

Subject: RE: Invitation to share your experience with [program name]'s COVID-19 testing and vaccination efforts

Dear [First name] [Last name],

We are reaching out again to schedule a time to speak with you about [program name]'s COVID-19 testing and vaccination efforts, especially among people who are medically or socially at disproportionate risk of COVID-19 or related adverse outcomes. We are doing so as part of a study we are conducting for the U.S. Department of Health and Human Services titled "Best Practices for COVID-19 Vaccination and Testing."

Your organization's experience is valuable to this study and for advancing knowledge on future pandemic response in the United States.

[Directions to liaison: If we have a warm handoff add sentence: "We received your name from [NAME AT ORGANIZATION] who thought you would have valuable insights to share."]

To schedule an interview, please select a 60-minute slot in the window options below that works for you. If none of the interview times is convenient, please propose an alternative time before [enter date for cut off month]. Once you select a time, we will send you a meeting invitation which will include call-in information for the interview. We will provide a \$100 gift card after the interview to thank you for your time.

- Time 1
- Time 2
- Time 3
- Time 4
- Time 5
- Time 6

Participation in the interview is voluntary and your comments will never be attributed to you.

If there is someone else who works or worked in [program name] who you think we should interview in addition or instead of you, please let us know, and we will contact them. We are eager to learn about how and why [program name] has been successful.

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley at kbradley@mathematica-mpr.com or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov.

Thank you for your consideration. We look forward to hearing from you.

Best regards,

[Liaison Name]

[Signature]

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B.7: Community Representative Initial Outreach Email

Subject: Invitation to share your experience about community COVID-19 testing and vaccine experiences

Attachments: None

CC: Person that recommended this community representative respondent

Dear [First name] [Last name],

I am part of a team that is conducting a study for the U.S. Department of Health and Human Services on how to improve COVID-19 testing and vaccination efforts, especially among people who are medically or socially at disproportionate risk of COVID-19 or related adverse outcomes. [Referring program name or program staff name] referred us to you as someone who knows about the needs and experiences of people who may have faced barriers to getting COVID-19 testing or vaccination. Your perspective is important to current vaccination efforts and to prepare for future pandemics.

We would like to schedule a 30-minute interview with you to learn about [referring program name] implemented by [organization name]. We received your name as someone who can speak to the experiences of your community as it relates to this program. **To schedule an interview, please select a 30-minute slot in the window options below that works for you.** If none of the interview times are convenient, please propose an alternative time before [enter date of cut off]. Once you select a time, we will send you a meeting invitation that will include call-in information for the interview. We will provide a \$50 gift card after the interview to thank you for your time.

- Time 1
- Time 2
- Time 3
- Time 4
- Time 5
- Time 6

Please let us know if there are others who you think we should interview in addition to or instead of you—specifically people who lived or worked alongside you in the community and know about [referring program name].

Participation in the interview is voluntary and confidential. Your comments will never be attributed to you. Please let us know if you'd like more details about how we will protect your privacy.

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley at kbradley@mathematica-mpr.com or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov. Thank you for your consideration.

Best regards,

[Liaison Name]

[Signature]

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B.8: Community Representative Reminder Outreach Email

[Directions to liaison: Send as reply to the initial email after 3 business days if participant has not responded]

Subject: RE: Invitation to share your experiences about community COVID-19 testing and vaccination experiences

Attachments: Initial outreach email

Dear [First name] [Last name],

We are reaching out again to schedule a time to speak with you about your community's experiences of COVID-19 testing and vaccination efforts, especially among people who are medically or socially at disproportionate risk of COVID-19 or related adverse outcomes. We are doing so as part of a study we are conducting for the U.S. Department of Health and Human Services titled "Best Practices for COVID-19 Vaccination and Testing." Your perspective is valuable to this study and for advancing knowledge on future pandemic response in the United States.

[Directions to liaison: If we have a warm handoff add sentence: "We received your name from [NAME AT ORGANIZATION] who thought you would have valuable insights to share."

To schedule an interview, please select a 30-minute slot in the window options listed below that works for you. If none of the interview times are convenient, please propose an alternative time before [date of cut off]. Once you select a time, we will send you a meeting invitation which will include call-in information for the interview.

- Time 1
- Time 2
- Time 3
- Time 4
- Time 5
- Time 6

Participation in the interview is voluntary and your comments will never be attributed to you.

If there is someone else who lived or worked alongside you in the community who you think we should interview in addition or instead of you, please let us know, and we will contact them.

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley at kbradley@mathematica-mpr.com or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov.

Thank you for your consideration. We look forward to hearing from you.

Best regards,

[Liaison Name]

[Signature]

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B.9 Nonresponsive Contacts Initial Call and Voicemail Script

CALL OPENING	Hello, my name is [Liaison Name], and I'm calling about a study for the U.S. Department of Health and Human Services on COVID-19 testing and vaccination efforts. May I speak with [Respondent Name]?		
CALL FOLLOW- ON	I am following up on emails I sent asking if you'd be willing to share your experiences with us in a...		
	[public health leader]		[program & partner respondent]
	60-minute interview		30-minute interview
	May I answer any questions you have? We can be flexible in scheduling a time that is convenient for you, and we will not take any more of your time than is needed.		
	[Community representatives only]: Also, just as a reminder, we will send you a 25-dollar check after the interview as a way of thanking you for your time.		
	[If respondent accepts]	[If respondent declines]	
Thank you so much for participating. Let's explore scheduling options now, while I have you on the phone.	[If yes]		[If no]
	Would you be open to sharing their email or other contact information?	No worries. Thank you for your time and have a good day.	
---OR---			
VOICEMAIL MESSAGE	Hello, my name is [Liaison Name] and I am part of a team that is conducting a study for the U.S. Department of Health and Human Services on COVID-19 testing and vaccination efforts. I am following up on emails I sent asking you to share your experiences in an interview. We would appreciate the opportunity to speak with you. Would you please respond to my email or by calling me at [liaison's office phone number]? Thank you and have a good day.		

B.10: Nonresponsive Contacts Reminder Voicemail Script

VOICEMAIL MESSAGE	<p>Hello, my name is [Liaison Name] and I'm calling about a study for the U.S. Department of Health and Human Services on COVID-19 testing and vaccination efforts. I am following up on the previous message I left to ask if you might consider sharing your experiences with us in an interview. Will you please let me know by sending me an email at [liaison's email address] or calling me back at [liaison's office phone number]? Thank you and have a good day.</p>
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B.11 Calendar Hold Email

Calendar hold: Interview about your experiences with COVID-19 testing and vaccination efforts

Attachments: None

Dear [First name] [Last name],

Thank you for agreeing to participate in an interview about your experiences with COVID-19 testing and vaccination efforts. The meeting link for the interview is at the bottom of this message. You can choose to use video or keep it off, as you prefer. You can also use the dial-in number if the link does not work for you.

If you have questions at any time about this study or the interview, please contact me, [Liaison Name], at [liaison email address]. Alternatively, you may contact the study's director, Kate Bradley, at kbradley@mathematica-mpr.com or [Deborah Porterfield \(HHS/ASPE\) at deborah.porterfield@hhs.gov](mailto:Deborah.Porterfield@hhs.gov).

If you have questions at any time about your rights as a participant in this study, you may contact Health Media Lab at info@hmlirb.com. This review board oversees the protection of people in research studies.

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-- Do not delete or change any of the following text. --

When it's time, join your Webex meeting here.

Non-Mathematica participants who experience issues joining Webex meetings, please use this meeting link to join via your default browser.

We recommend that you join by using this method if you do not have the Webex application installed or if you're unable to install it.

<https://example.webex.com/example/example>

Mathematica and all other participants, use the Join meeting button:

Join meeting

More ways to join:

Join from the meeting link

<https://example.webex.com/example/example>

Join by meeting number

Meeting number (access code): XXXX XXX XXXX

Meeting password: xxxxxxxxxxxx

Tap to join from a mobile device (attendees only)

+1-xxx-xxx-xxxx,,xxxxxxxxxxxx## United States Toll

Join by phone

+1-xxx-xxx-xxxx United States Toll

[Global call-in numbers](#)

Join from a video system or application

Dial xxxxxxxxxx@mathematicaorg.webex.com

You can also dial xxx.xxx.x.xx and enter your meeting number.

If you are a host, [click here](#) and login site to view host information.

Need help? Go to <https://help.webex.com>

B.12 Site-level Planning Call Request

Subject: [state's/tribal organization's] participation in federal COVID-19 study

Attachments: ASPE support letter

Dear [name(s) of primary site leader contacts],

I am part of a team conducting a study for the U.S. Department of Health and Human Services (HHS) on promising practices for improving COVID-19 testing and vaccination equity and preparing for future pandemics. The study is sponsored by the Office of the Assistant Secretary for Planning and Evaluation (ASPE) and the Office of the Assistant Secretary for Health (see letter attached).

[Site/tribal organization] was selected for this study for its unique characteristics and strong state and local responses to COVID-19. We are excited to have the opportunity to showcase your efforts so others can learn from you.

As [enter role(s)/title(s) of the contacts], our study will benefit from your advice about who we should interview to learn about strong COVID-19 efforts in [state/tribal organization]. We are most interested in your recommendations for officials responsible for [state's/tribal organization's] COVID-19 response but would also appreciate any leads on local efforts.

Would one of you (or a designee) be willing to join a short phone call with us to discuss the study and your thoughts on who we should interview?

If you are willing to speak with us, please select a 30-minute slot in the window options that works for you from list below, or let us know if there is a scheduler we could work with.

- Time 1
- Time 2
- Time 3
- Time 4

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley, at kbradley@mathematica-mpr.com, or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov. Thank you for your consideration. We are excited to include New York in this important effort.

Best regards,

Rumin Sarwar

B.13 Partner Respondent Initial Outreach Email

Subject: Invitation to share your experience partnering with [program name]'s COVID-19 testing and vaccination efforts

Attachments: None

CC: Person that recommended this partner respondent

Dear [First name] [Last name],

I am part of a team that is conducting a study for the U.S. Department of Health and Human Services on promising practices for improving COVID-19 testing and vaccination efforts, especially among people who are medically or socially at disproportionate risk of COVID-19 or related adverse outcomes. [Program name] was selected for our study based on the innovative work it has done in these areas [*Directions to liaison: tailor to reflect source of this information*].

We received your name from [NAME AT ORGANIZATION] who thought you would have valuable insights to share given your partnership with [program name]. We'd like to learn more about your collaboration with [program name].

We would like to schedule a 1-hour interview with you. If you are willing to speak with us, please select a 60-minute slot in the window options below that works for you. If none of the interview times is convenient, please propose an alternative time before [enter date for cut off]. Once you select a time, we will send you a meeting invitation that includes call-in information for the interview. We will provide a \$100 gift card after the interview to thank you for your time.

- Time 1
- Time 2
- Time 3
- Time 4
- Time 5
- Time 6

Participation in the interview is voluntary. Your comments will never be attributed to you. We are happy to provide you with more details about how we will protect your privacy.

Please let us know if there is someone we should interview instead of you—specifically a person who worked closely with [program name's] COVID-19 testing and vaccination efforts. We are eager to learn about how and why your partnership has been successful.

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley, at kbradley@mathematica-mpr.com or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov. Thank you for your consideration.

Best regards,

[Liaison Name]

[Signature]

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B.14 Partner Respondent Reminder Outreach Email

[Directions to liaison: Send as reply to the initial email after 3 business days if participant has not responded]

Subject: RE: Invitation to share your experience partnering with [program name]'s COVID-19 testing and vaccination efforts

Dear [First name] [Last name],

We are reaching out again to schedule a time to speak with you about your work partnering with [program name]'s COVID-19 testing and vaccination efforts, especially among people who are medically or socially at disproportionate risk of COVID-19 or related adverse outcomes. We are doing so as part of a study we are conducting for the U.S. Department of Health and Human Services titled "Best Practices for COVID-19 Vaccination and Testing."

Your organization's experience partnering with this program is valuable to this study and for advancing knowledge on future pandemic response in the United States.

[Directions to liaison: If we have a warm handoff add sentence: "We received your name from [NAME AT ORGANIZATION] who thought you would have valuable insights to share."]

To schedule an interview, please select a 60-minute slot in the window options below that works for you. If none of the interview times is convenient, please propose an alternative time before [enter date for cut off]. Once you select a time, we will send you a meeting invitation which will include call-in information for the interview.

- Time 1
- Time 2
- Time 3
- Time 4
- Time 5
- Time 6

Participation in the interview is voluntary and your comments will never be attributed to you.

If there is someone else who at your organization who partnered with [program name] and who you think we should interview instead of you, please let us know, and we will contact them. We are eager to learn about how and why your partnership with [program name] has been successful.

If you have any questions about the interview or the study, please let me know or contact the study director, Kate Bradley at kbradley@mathematica-mpr.com or Deborah Porterfield (HHS/ASPE) at deborah.porterfield@hhs.gov.

Thank you for your consideration. We look forward to hearing from you.

Best regards,

[Liaison Name]

[Signature]

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