



**Pulse Check Appendix 3**  
**Survey Results**  
**by Question**

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## Appendix 3: Survey Results by Question

The Pulse Check survey questions in this appendix are arranged in the order that the findings from the questions appear in the report. For easy reference, we have used the survey question numbers here as they appear in the survey instrument (see [Appendix 1](#)) and have included the report section headers.

### Overview of Pulse Check Contributors (Questions 24-29)

#### 24. What geographic level best describes the target area for your organization's efforts? (n=348)

- a. Neighborhood (0.9%)
- b. Multi-neighborhood. (3.4%)
- c. City (13.8%)
- d. Multi-city (6.6%)
- e. County (33.6%)
- f. Multi-County (25%)
- g. State (7.8%)
- h. Multi-state (3.7%)
- i. Hospital service area (2.6%)
- j. Hospital referral (0.3%)
- k. Other (2.3%)

#### 25. Which of the following populations does your organization reach? (Select all that apply) (n=348)

- a. Children (0-21 years old) (60.6%)
- b. Elderly (65 years and older) (56%)
- c. Families (62.9%)
- d. Racial and ethnic minorities (64.4%)
- e. Low-income populations (e.g., homeless, unemployed) (62.9%)
- f. Non-English speaking populations (49.7%)
- g. Immigrant populations (46%)
- h. Everyone; no sub-group priorities (54.3%)
- i. Other group or constituency, please specify (10.9%)

#### 26. Generally speaking, do you lean more toward the Democrats or the Republicans (n=348)

- a. Democrats (44.5%)
- b. Republicans (7.5%)
- c. Undecided (11.8%)
- d. Prefer not to say (35.6%)
- e. No response (0.6%)

#### 27. Are you: (Check one) (n=348)

- a. Male (37.6%)
- b. Female (58%)
- c. Transgender (0%)
- d. Genderqueer, neither exclusively male nor female (0.3%)
- e. Prefer not to answer (4%)

#### 28. How would you describe your ethnicity? (n=348)

- a. Latino, Latina, or Hispanic (5.5%)
- b. Not Latino, Latina, or Hispanic (93.1%)

#### 29. How would you describe your race? (Check all that apply) (n=348)

- a. American Indian or Alaska Native (1.1%)
- b. Asian (2%)
- c. Black or African American (7.5%)
- d. Native Hawaiian or Other Pacific Islander (0%)
- e. White (86.8%)
- f. Other (specify) (3.2%)

## The State of Shared Stewardship (Questions 30-32)

**30. Purpose in life must be larger than both oneself and ones' organization.** (n=348)

Respondent Type	No Response (% of respondents)	Strongly Agree or Somewhat Agree (% of respondents)	Neither Agree Nor Disagree; Somewhat Disagree; Strongly Disagree (% of respondents)
Overall	0.3	94.5	5.2
Public Health	0	92.9	7.1
Hospitals	2.5	95	2.5
Businesses	0	96.9	3.1
Community Non-Profits	0	94.4	5.6

**31. Every person should feel they have power to help shape the world they live in.** (n=348)

Respondent Type	No Response (% of respondents)	(% of respondents)	Neither Agree Nor Disagree; Somewhat Disagree; Strongly Disagree (% of respondents)
Overall	0	98.6	1.4
Public Health	0	97.6	2.4
Hospitals	0	100	0
Businesses	0	100	0
Community Non-Profits	0	98.3	1.7

**32. People and organizations should use their wealth to create conditions where all people can thrive.** (n=348)

Respondent Type	No Response (% of respondents)	Strongly Agree or Somewhat Agree (% of respondents)	Neither Agree Nor Disagree; Somewhat Disagree; Strongly Disagree (% of respondents)
Overall	0.3	92.2	7.5
Public Health	0	95.2	4.8
Hospitals	2.5	82.5	15
Businesses	0	94.4	5.6
Community Non-Profits	0	84.4	15.6

### Factor analysis: Diffusion Index

The diffusion index consisted of Q1, Q7, Q8, Q15, Q18. The minimum score is 0 and maximum score is 100.

<b>Overall mean for the diffusion index</b>	<b>64.80</b>
<b>Diffusion score by institution type</b>	
Association: Business, Economy	<b>50.59</b>
Government: Public Health	<b>66.80</b>
Hospital: Health care	<b>62.81</b>
Community Non-profit: Environment	<b>65.92</b>
Community Non-profit: Faith and Social Justice	<b>70.61</b>
Community Non-profit: Food	<b>57.59</b>
Community Non-profit: Housing	<b>65.36</b>
Community Non-profit: Multisector Partnerships	<b>71.51</b>
<b>Diffusion score by institution-type cluster</b>	
Public Health	<b>66.80</b>
Hospitals	<b>62.81</b>
Businesses	<b>50.59</b>
Community Non-profits	<b>66.72</b>

### Factor analysis: Alignment Index

The alignment index is based on Q13, Q14, Q15, and Q16. The minimum score is 0 and maximum score is 100.

<b>Overall mean for the alignment index</b>	<b>59.37</b>
<b>Alignment score by institution type</b>	
Association: Business, Economy	<b>60.28</b>
Government: Public Health	<b>67.17</b>
Hospital: Health care	<b>61.62</b>
Community Non-profit: Environment	<b>54.16</b>
Community Non-profit: Faith and Social Justice	<b>55.59</b>
Community Non-profit: Food	<b>56.84</b>
Community Non-profit: Housing	<b>62.71</b>
Community Non-profit: Multisector Partnerships	<b>57.92</b>
<b>Alignment score by institution-type cluster</b>	
Government Public Health Agencies	<b>67.17</b>
Hospitals	<b>61.62</b>
Businesses	<b>60.28</b>
Community Non-profits	<b>57.46</b>

## Valuing System Change (Questions 3, 3.1, 7)

### 3. The crises affecting life across America in 2020 and beyond (including Covid-19, racial injustice, and economic recession) are an opportunity to make positive changes (n=348)

Respondent Type	No Response (% of respondents)	Strongly Agree or Somewhat Agree (% of respondents)	Neither Agree Nor Disagree; Somewhat Disagree; Strongly Disagree (% of respondents)
Overall	1.1	90.8	8
Public Health	0	97.6	2.4
Hospitals	10	75	15
Businesses	0	90.6	9.4
Community Non-profits	0	92.3	7.7

### 3.1 If you do believe that the crises are an opportunity to make positive changes, what kind of positive change do you hope will arise from these crises? (n=348)

Respondent Type	No Response (% of respondents)	Getting back to normal, returning to business as usual (% of respondents)	Improving projects and programs to fulfill unmet needs (% of respondents)	Making major changes in America's system of economic, social, or racial priorities (% of respondents)	Other (% of respondents)
Overall	9.5	2	20.1	66.1	2.3
Public Health	2.4	0	14.3	81	2.4
Hospitals	27.5	5	30	35	2.5
Businesses	9.4	3.1	46.9	40.6	0
Community Non-profits	7.7	1.7	15.8	72.2	2.6

### 7. To what extent does your organization consider systems change in your community to be a goal? (n=348)

Respondent Type	No Response (% of respondents)	It is not something we talk about (% of respondents)	It does not play an important role (% of respondents)	It is one of our goals, but not the most important one (% of respondents)	It is our most important goal (% of respondents)
Overall	0	5.5	8.6	60.3	25.6
Public Health	0	4.8	7.1	45.2	42.9
Hospitals	0	0	5	77.5	17.5
Businesses	0	15.6	12.5	65.6	6.2
Community Non-profits	0	5.1	9	59.4	26.5

## Pursuing Equitable Opportunities (Questions 2, 1, 4, 18)

2. Right now, what proportion of the people in your community are: (n=348)

Respondent Type	No Response (% of respondents)	Thriving (% of respondents)	Struggling (% of respondents)	Suffering (% of respondents)
Overall	0	40	37.9	22
Public Health	0	39.8	37.9	22.4
Hospitals	0	39.8	38.1	22.1
Businesses	0	46.7	34.1	19.2
Community Non-profits	0	39.2	38.4	22.3

1. All people in my community have equal opportunities to live their best possible lives. (n=348)

Respondent Type	No Response (% of respondents)	Strongly Agree or Somewhat Agree (% of respondents)	Neither Agree Nor Disagree; Somewhat Disagree; Strongly Disagree (% of respondents)
Overall	0	22.1	77.9
Public Health	0	7.1	92.9
Hospitals	0	37.5	62.5
Businesses	0	65.6	34.4
Community Non-profits	0	16.2	83.8

4. Now think about the future. In the next five years, do you think opportunities for people to thrive in your community will become (n=348)

Respondent Type	No Response (% of respondents)	More Equitable (% of respondents)	Less Equitable (% of respondents)	Stay the Same (% of respondents)
Overall	2	64.1	7.2	26.7
Public Health	0	73.8	2.4	23.8
Hospitals	12.5	62.5	5	20
Businesses	0	78.1	3.1	18.8
Community Non-profits	0.9	60.7	9	29.5

18. Which of the following investment strategies do you think would have the greatest impact on enabling all people in your community to thrive? Choose one. (n=348)

Respondent Type	No Response (% of respondents)	Invest more resources among those who have the most to gain (% of respondents)	Invest more resources among those who need just a little more help (% of respondents)	Invest resources evenly and equally among all groups (% of respondents)
Overall	1.4	42.8	28.7	27
Public Health	0	40.5	28.6	31
Hospitals	2.5	50	27.5	20
Businesses	0	21.9	43.8	34.4
Community Non-profits	1.7	44.9	26.9	26.5

### Prioritizing Vital Conditions (Questions 6, 5)

6. There are many ways to enhance equitable well-being. In your opinion, which of the following do you think should be the highest priorities right now in your community (in terms of everyone's time, money, and effort)? (Check all that apply) (n=348)

Question 6 by respondent institution-type cluster

Respondent Type	No Response (% of respondents)	Vital Conditions Items Chosen as a Priority (% of respondents)	Urgent Service Items Chosen as a Priority (% of respondents)
Overall	0	44	32
Public Health	0	45.5	29.6
Hospitals	0	47.4	35
Businesses	0	48.2	33
Community Non-profits	0	42.7	32.4

**Question 6 by institution type** (n=348, % of respondents, top 5 areas in bold)

	All	Public Health	Hospitals	Businesses	Housing	Food	Social Justice	Environment	Multisector Partnerships
Routine health care (mental, physical)	57.2	57.1	<b>90</b>	46.9	54.3	63.2	52.2	50	48.2
Prevention of addiction (alcohol, drugs)	41.7	59.5	65	40.6	41.3	23.7	28.3	39.6	37.5
<b>Safe, affordable housing</b>	<b>77.6</b>	<b>78.6</b>	55	71.9	<b>93.5</b>	<b>89.5</b>	76.1	58.3	<b>92.9</b>
Healthy food (access, availability, affordability)	52.3	59.5	60	43.8	34.8	65.8	52.2	50	53.6
Exercise, physical fitness, recreation	24.7	40.5	50	25	6.5	13.2	19.6	29.2	17.9
Clean, green environment; contact with nature	28.4	23.8	12.5	28.1	10.9	13.2	43.5	<b>68.8</b>	21.4
<b>Job opportunities, economic development</b>	<b>64.9</b>	54.8	<b>77.5</b>	<b>84.4</b>	67.4	60.5	54.3	47.9	76.8
<b>Better pay, living wages, family wealth</b>	<b>62.9</b>	69	62.5	62.5	71.7	57.9	58.7	50	69.6
<b>Education including early childhood, K-12, youth development</b>	<b>61.5</b>	<b>76.2</b>	60	68.8	37	55.3	56.5	56.2	<b>80.4</b>
Career and adult education	30.5	14.3	27.5	46.9	23.9	28.9	23.9	25	51.8
Reliable transportation	31.9	33.3	20	40.6	39.1	39.5	28.3	25	32.1
Safety at home, work, school, neighborhood	35.1	38.1	37.5	40.6	34.8	26.3	32.6	31.2	39.3
Arts and culture	13.2	4.8	5	37.5	4.3	15.8	19.6	18.8	7.1
Communications, information access	25.3	19	30	40.6	13	23.7	23.9	20.8	33.9
Sense of belonging, social support, faith, spirituality	36.5	35.7	42.5	43.8	45.7	28.9	47.8	25	26.8
<b>Racial and social justice; human rights</b>	<b>63.5</b>	<b>73.8</b>	57.5	46.9	60.9	50	76.1	58.3	75
Civic life (leadership, organizing, building power or civic muscle, voting, volunteering, public work)	42.5	35.7	52.5	50	15.2	42.1	47.8	52.1	46.4
Other	4.9	4.8	2.5	9.4	2.2	0	8.7	6.2	5.4



<b>URGENT SERVICES</b>	Acute care or testing for illness or injury (mental or physical)	30.7	33.3	60	25	28.3	28.9	32.6	20.8	21.4
	Substance abuse treatment (alcohol, drugs)	43.4	50	67.5	37.5	45.7	31.6	34.8	41.7	39.3
	Homeless services	47.7	45.2	32.5	46.9	78.3	39.5	39.1	43.8	51.8
	Emergency food assistance	46.3	26.2	50	31.2	50	73.7	50	35.4	51.8
	Clean-up after natural disaster or pollution	10.3	7.1	2.5	18.8	2.2	10.5	13	25	5.4
	Unemployment assistance	28.7	16.7	15	31.2	28.3	44.7	43.5	25	26.8
	Crime response (e.g., law enforcement, courts, incarceration)	19.5	28.6	17.5	40.6	19.6	13.2	19.6	12.5	12.5

**Question 6 by priority area** (n=348, % of respondents)

<b>What proportion of the portfolio items were chosen as a priority?</b>				
	<b>Item #</b>	<b>Survey Items</b>	<b>Portfolio Categories</b>	<b>Proportion</b> (Proportion of portfolio items chosen as a priority by respondents)
<b>VITAL CONDITIONS</b>	#k	Clean, green environment; contact with nature	Thriving Natural World	<b>0.28</b>
	#b	Routine health care (mental, physical)	Basic Needs for Health & Safety	<b>0.42</b>
	#d	Prevention of addiction (alcohol, drugs)		
	#h	Healthy food (access, availability, affordability)		
	#i	Exercise, physical fitness, recreation		
	#s	Safety at home, work, school, neighborhood		
	#f	Safe, affordable housing	Humane Housing	<b>0.78</b>
	#m	Job opportunities, economic development	Meaningful Work & Wealth	<b>0.64</b>
	#n	Better pay, living wages, family wealth		
	#o	Education including early childhood, K-12, youth development	Lifelong Learning	<b>0.46</b>
	#p	Career and adult education		
	#q	Reliable transportation	Reliable Transportation	<b>0.32</b>
	#t	Arts and culture	Belonging & Civic Muscle	<b>0.36</b>
	#u	Communications, information access		
	#v	Sense of belonging, social support, faith, spirituality		
#w	Racial and social justice; human rights			
#x	Civic life (leadership, organizing, building power or civic muscle, voting, volunteering, public work)			

URGENT SERVICES	#a	Acute care or testing for illness or injury (mental or physical)	Acute Care for Illness & Injury	0.31
	#c	Substance abuse treatment (alcohol, drugs)	Addiction Treatment	0.43
	#r	Crime response (e.g., law enforcement, courts, incarceration)	Crime Response	0.20
	#j	Clean-up after natural disaster or pollution	Environmental Clean-up	0.10
	#e	Homeless services	Homeless Services	0.48
	#l	Unemployment assistance	Unemployment and Food Assistance	0.38
	#g	Emergency food assistance		

**5. To what extent is your organization involved in the following areas? By “involved in”, we mean the extent to which it is a priority for your organization. (n=348)**

- On a scale from 1 (No/Low involvement) to 3 (High involvement), the average level of participation in vital condition priorities was 1.74.
- On a scale from 1 (No/Low involvement) to 3 (High involvement), the average level of participation in urgent service priorities was 1.59.

**Question 5 by priority area (% of respondents)**

What was the average level of participation in the following portfolio?				
	Item #	Survey Items	Portfolio Categories	Mean On a scale from 1 (No/Low Involvement) to 3 (High involvement)
VITAL CONDITIONS	#k	Clean, green environment; contact with nature	Thriving Natural World	1.62
	#b	Routine health care (mental, physical)	Basic Needs for Health & Safety	1.67
	#d	Prevention of addiction (alcohol, drugs)		
	#h	Healthy food (access, availability, affordability)		
	#i	Exercise, physical fitness, recreation		
	#s	Safety at home, work, school, neighborhood		
	#f	Safe, affordable housing	Humane Housing	1.80
	#m	Job opportunities, economic development	Meaningful Work & Wealth	1.82
	#n	Better pay, living wages, family wealth		
	#o	Education including early childhood, K-12, youth development	Lifelong Learning	1.83
	#p	Career and adult education		
	#q	Reliable transportation	Reliable Transportation	1.45
	#t	Arts and culture	Belonging & Civic Muscle	1.83
	#u	Communications, information access		
	#v	Sense of belonging, social support, faith, spirituality		
#w	Racial and social justice; human rights			
#x	Civic life (leadership, organizing, building power or civic muscle, voting, volunteering, public work)			

URGENT SERVICES	#a	Acute care or testing for illness or injury (mental or physical)	Acute Care for Illness & Injury	1.51
	#c	Substance abuse treatment (alcohol, drugs)	Addiction Treatment	1.48
	#r	Crime response (e.g., law enforcement, courts, incarceration)	Crime Response	1.31
	#j	Clean-up after natural disaster or pollution	Environmental Clean-up	1.41
	#e	Homeless services	Homeless Services	1.85
	#l	Unemployment assistance	Unemployment and Food Assistance	1.79
	#g	Emergency food assistance		

**Question 5 by respondent type** (% of respondents, top 5 areas in bold)

	All	Public Health	Hospitals	Businesses	Housing	Food	Social Justice	Environment	Multisector Partnerships	
VITAL CONDITIONS	Routine health care (mental, physical)	21.3	23.8	90	0	23.9	7.9	17.4	6.2	5.4
	Prevention of addiction (alcohol, drugs)	9.5	23.8	12.5	0	15.2	2.6	4.3	4.2	10.7
	Safe, affordable housing	23.9	21.4	35	12.5	78.3	5.3	15.2	6.2	35.7
	<b>Healthy food (access, availability, affordability)</b>	36.2	42.9	52.5	6.2	32.6	84.2	26.1	22.9	51.8
	Exercise, physical fitness, recreation	14.1	33.3	33.3	6.2	0	10.5	2.2	20.8	12.5
	Clean, green environment; contact with nature	18.7	16.7	12.5	3.1	0	2.6	23.9	77.1	5.4
	Unemployment assistance	11.2	4.8	2.5	9.4	26.1	5.3	17.4	2.1	17.9
	Job opportunities, economic development	24.7	11.9	30	68.8	28.3	7.9	19.6	12.5	28.6
	Better pay, living wages, family wealth	19.8	9.5	37.5	28.1	30.4	0	13	2.1	35.7
	<b>Education including early childhood, K-12, youth development</b>	32.8	21.4	30	21.9	21.7	7.9	43.5	31.2	67.9
	Career and adult education	20.1	4.8	25	28.1	30.4	5.3	21.7	12.5	30.4
	Reliable transportation	10.6	7.1	10	25	19.6	5.3	6.5	4.2	10.7
	Safety at home, work, school, neighborhood	11.2	19	15	9.4	15.2	5.3	13	6.2	7.1
	Arts and culture	6	4.8	7.5	9.4	2.2	0	19.6	0	5.4
	Communications, information access	21.3	47.6	20	43.8	10.9	7.9	23.9	4.2	19.6
	Sense of belonging, social support, faith, spirituality	23.6	11.9	25	3.1	43.5	23.7	58.7	2.1	16.1
	<b>Racial and social justice; human rights</b>	32.2	31	25	9.4	39.1	26.3	67.4	20.8	30.4
	<b>Civic life (leadership, organizing, building power or civic muscle, voting, volunteering, public work)</b>	32.2	21.4	27.5	59.4	15.2	31.6	47.8	29.2	32.1
	Other	29	35.7	5	28.1	23.9	13.2	50	45.8	25

URGENT SERVICES	Acute care or testing for illness or injury (mental or physical)	18.4	31	87.5	0	13	5.3	10.9	2.1	3.6
	Substance abuse treatment (alcohol, drugs)	12.6	26.2	32.5	0	26.1	2.6	6.5	4.2	3.6
	Homeless services	26.4	23.8	10	3.1	91.3	15.8	19.6	6.2	30.4
	<b>Emergency food assistance</b>	38.5	21.4	45	3.1	60.9	92.1	37	14.6	51.8
	Clean-up after natural disaster or pollution	9.8	16.7	10	6.2	0	2.6	6.5	27.1	7.1
	Unemployment assistance	11.2	4.8	2.5	9.4	26.1	5.3	17.4	2.1	17.9
	Crime response (e.g., law enforcement, courts, incarceration)	6	7.1	7.5	6.2	8.7	2.6	17.4	0	0

Summary of Questions 5 and 6 using the [Vital Condition and Urgent Services](#) categories.

		Current Portfolio	Future Portfolio
VITAL CONDITIONS	Thriving Natural World	19%	28%
	Basic Needs for Health & Safety	18%	42%
	Humane Housing	24%	78%
	Meaningful Work & Wealth	22%	64%
	Lifelong Learning	26%	46%
	Reliable Transportation	11%	32%
	Belonging & Civic Muscle	23%	36%
		21%	44%
URGENT SERVICES	Acute Care for Illness, Injury	18%	31%
	Addiction Treatment	13%	43%
	Crime Response	6%	20%
	Environmental Cleanup	10%	10%
	Homeless Services	26%	48%
	Unemployment, Food Assistance	25%	38%
		18%	32%

Mean = 19%

Mean = 40%

## Infusing Stewardship and Organizational Norms (Question 8)

8. Thinking about your organization's internal norms and processes, how much do you agree with the following statements? (n=348, % somewhat or strongly agree)

Statements	Public Health	Hospitals	Businesses	Community Organizations
a. My organization works with members of our community as full partners to achieve common goals (94%)	92.9	85	90.6	96.2
b. My organization has structured mechanisms to routinely share data on clients, services, and/or programs with other organizations in our community (73%)	85.7	60	81.2	71.8
c. My organization embraces new ideas and experiments with new approaches (93.1%)	90.5	87.5	96.9	94
d. My organization has an explicit strategy to increase equity, diversity, and inclusion within our organization (76.7%)	73.8	82.5	71.9	76.9
e. My organization has an explicit strategy to improve equity in our community (69.3%)	73.8	60	71.9	69.7
f. My organization sets priorities based on a long-term view (e.g., beyond 10 years) (57.5%)	57.1	55	59.4	57.7
g. My organization prioritizes actions that address many problems at once (i.e., root causes of complex issues) (77.9%)	88.1	67.5	68.8	79.1
h. My organization invests resources to expand well-being in our community, even if it means sharing our funding with others (78.2%)	90.5	75	59.4	79.1

## Strengthening Alignment (Questions 17, 13, 14)

17. Which of these two statements best represents your view about working with other organizations in your community? Choose one. (n=348)

Respondent Type	No Response (% of respondents)	The cost of working together across organizations often outweighs the benefits (% of respondents)	Organizations often achieve more impact working together than working separately (% of respondents)
Overall	0	6.3	93.7
Public Health	0	0	100
Hospitals	0	10	90
Businesses	0	6.2	93.8
Community Non-profits	0	6.8	93.2

13. Based on your experience, please rate the effectiveness of working relationships across organizations in your community on a scale from 0-10 (i.e., 0 being ineffective relationships and 10 being highly effective relationships) (n=348)

Respondent Type	No Response (% of respondents)	Low Effectiveness (2-4) (% of respondents)	Moderate Effectiveness (5-7) (% of respondents)	High Effectiveness (8-10) (% of respondents)
Overall	1.4	54	37.1	1.4
Public Health	0	4.8	40.5	54.8
Hospitals	12.5	5	55	27.5
Businesses	0	12.5	50	37.5
Community Non-profits	0	7.7	56.8	35.5

14. To what extent do you think your organization and others working in the areas listed below are aligned?  
By “aligned” we mean working in complementary ways towards similar aims. (n=348)

## ALL ALIGNMENT RATINGS

To what extent do you think your organization and others working in the areas listed below are aligned? By “aligned” we mean working in complementary ways towards similar aims. (Cells reflect average percentages)				
Issue Area	Well aligned	Somewhat aligned	Not aligned	Don’t Know
Public Health	29.9	52.6	12.6	4.9
Hospitals	23.6	47.1	20.1	9.2
Businesses	25.6	45.7	21.6	7.2
Housing	21.6	46.8	24.1	7.5
Food	37.9	42	14.4	5.7
Faith and spirituality	20.4	43.1	22.4	14.1
Racial and social justice; Human rights	22.7	56	15.2	6
Nature, environmental protection	17	28.7	36.5	17.8
Multisector partnerships	34.2	54	6.6	5.2

## WELL-ALIGNED ONLY

Cells show the average perceived alignment among respondents in each column relative to other organization types in each row. (Cells reflect average percentages, column headers are institution types)									
Issue Area	All	Public Health	Hospitals	Businesses	Housing	Food	Social Justice	Environment	Multisector Partnerships
Public Health	29.9	71.4	45	21.9	23.9	26.3	10.9	20.8	23.2
Health care	23.6	45.2	57.5	34.4	13	21.1	10.9	4.2	14.3
Businesses	25.6	26.2	35	78.1	21.7	15.8	4.3	10.4	28.6
Housing	21.6	19	12.5	25	56.5	13.2	17.4	6.2	21.4
Food	37.9	35.7	27.5	21.9	63	65.8	26.1	16.7	44.6
Faith and spirituality	20.4	11.9	20	12.5	37	28.9	45.7	8.3	1.8
Racial and social justice; Human rights	22.7	23.8	17.5	6.2	26.1	15.8	45.7	18.8	21.4
Nature, environmental protection	17	14.3	2.5	9.4	4.3	0	28.3	66.7	3.6
Multisector partnerships	34.2	52.4	27.5	31.2	45.7	21.1	28.3	31.2	33.9

## Building Collaborative Capacity (Questions 15, 16)

### 15. To what extent does your organization lead or participate in the following activities with other organizations?

Overall (n=348, % of respondents)

	Active participation or leadership	Limited participation	No participation	Don't know
a. Assess and plan for community-wide well-being, not just for the people we directly serve	61.8	33.6	3.7	0.9
b. Strengthen collaboration across organizations to promote community well-being (e.g., host meetings, craft agendas, facilitate dialogue, share information)	65.2	31.3	2.9	0.6
c. Support policies to expand community well-being	56	40.2	2.6	0.9
d. Monitor and evaluate collaborative efforts to expand community well-being	45.1	46	6.6	1.7
e. Manage programs or resources with other organizations to support community well-being	57.5	36.5	4.3	1.4
f. Share in-kind resources (e.g., staff, space, knowledge) with other organizations	56.3	35.6	7.5	0.6
g. Work closely with individuals in our community to expand everyone's well-being	59.2	34.8	4	1.7

#### Institution cluster responses by Q15 sub-items

##### 15a. Assess and plan for community-wide well-being, not just for the people we directly serve:

Respondent Type	No Response (% of respondents)	No Participation (% of respondents)	Limited Participation (% of respondents)	Active Participation or Leadership (% of respondents)	Don't Know (% of respondents)
Overall	0	3.7	33.6	61.8	0.9
Public Health	0	0	9.5	90.5	0
Hospitals	0	2.5	15	82.5	0
Businesses	0	3.1	40.6	56.2	0
Community Non-profits	0	4.7	40.2	53.8	1.3



**15b. Strengthen collaboration across organization to promote community well-being  
(e.g., host meetings, craft agenda, facilitate dialogue, share information)**

Respondent Type	No Response (% of respondents)	No Participation (% of respondents)	Limited Participation (% of respondents)	Active Participation or Leadership (% of respondents)	Don't Know (% of respondents)
Overall	0.6	2.9	31.3	65.2	0.6
Public Health	0	2.4	9.5	88.1	0
Hospitals	0	2.5	22.5	75	0
Businesses	0	3.1	31.2	65.6	0
Community Non-profits	0.9	3	36.8	59.4	0.9

**15c. Support policies to expand community well-being**

Respondent Type	No Response (% of respondents)	No Participation (% of respondents)	Limited Participation (% of respondents)	Active Participation or Leadership (% of respondents)	Don't Know (% of respondents)
Overall	0.3	2.6	40.2	56	0.3
Public Health	0	2.4	16.7	81	0
Hospitals	2.5	5	27.5	65	0
Businesses	0	3.1	28.1	68.8	0
Community Non-profits	0	2.1	48.3	48.3	1.3

**15d. Monitor and evaluate collaborative efforts to expand community well-being**

Respondent Type	No Response (% of respondents)	No Participation (% of respondents)	Limited Participation (% of respondents)	Active Participation or Leadership (% of respondents)	Don't Know (% of respondents)
Overall	0.6	6.6	46	45.1	1.7
Public Health	2.4	2.4	23.8	71.4	0
Hospitals	2.5	2.5	40	55	0
Businesses	0	3.1	62.5	34.4	0
Community Non-profits	0	8.5	48.7	40.2	2.6

**15e. Manage programs or resources with other organizations to support community well-being**

<b>Respondent Type</b>	<b>No Response</b> (% of respondents)	<b>No Participation</b> (% of respondents)	<b>Limited Participation</b> (% of respondents)	<b>Active Participation or Leadership</b> (% of respondents)	<b>Don't Know</b> (% of respondents)
Overall	0.3	4.3	36.5	57.5	1.4
Public Health	0	0	26.2	73.8	0
Hospitals	0	0	37.5	62.5	0
Businesses	0	6.2	43.8	50	0
Community Non-profits	0.4	5.6	37.2	54.7	2.1

**15f. Share in-kind resources (e.g., staff space, knowledge) with other organizations**

<b>Respondent Type</b>	<b>No Response</b> (% of respondents)	<b>No Participation</b> (% of respondents)	<b>Limited Participation</b> (% of respondents)	<b>Active Participation or Leadership</b> (% of respondents)	<b>Don't Know</b> (% of respondents)
Overall	0	7.5	35.6	56.3	0.6
Public Health	0	7.1	31	61.9	0
Hospitals	0	5	27.5	67.5	0
Businesses	0	21.9	31.2	46.9	0
Community Non-profits	0	6	38.5	54.7	0.9

**15g. Work closely with individuals in our community to expand everyone's well-being**

<b>Respondent Type</b>	<b>No Response</b> (% of respondents)	<b>No Participation</b> (% of respondents)	<b>Limited Participation</b> (% of respondents)	<b>Active Participation or Leadership</b> (% of respondents)	<b>Don't Know</b> (% of respondents)
Overall	0.3	4	34.8	59.2	1.7
Public Health	0	0	23.8	76.2	0
Hospitals	2.5	5	27.5	65	0
Businesses	0	12.5	50	37.5	0
Community Non-profits	0	3.4	35.9	58.1	2.6

**16. For this question, please think about other organizations in your community that work on aspects of well-being (such as education, food access, faith, social justice, environmental protection, business organizations, housing, healthcare, public health, and transportation). Based on your experiences, among those organizations, how many do you think participate in the following activities with other organizations:**

**Overall** (n=348, % of respondents)

	Weighted mean	None (0%)	Some (<40%)	About half (40-60%)	Most (61-80%)	Almost all of All (>80%)	No response
a. Assess and plan for community-wide well-being, not just for the people we directly serve	41.37%	0.6	42.2	37.6	16.1	2.9	0.6
b. Strengthen collaboration across organizations to promote community well-being (e.g., host meetings, craft agendas, facilitate dialogue, share information)	40.33%	1.1	44.8	34.2	16.7	2.6	0.6
c. Support policies to expand community well-being	46.90%	1.1	33	33.6	25.9	5.5	0.9
d. Monitor and evaluate collaborative efforts to expand community well-being	34.38%	4.6	55.2	24.1	13.5	1.7	0.9
e. Manage programs or resources with other organizations to support community well-being	39.32%	1.7	48.3	28.4	18.4	2.6	0.6
f. Share in-kind resources (e.g., staff, space, knowledge) with other organizations	34.76%	1.4	58.9	25.9	10.3	2.9	0.6
g. Work closely with individuals in our community to expand everyone's well-being	43.08%	0.9	40.8	33.3	18.1	5.7	1.1

**Institution cluster responses by Q16 sub-items**

**16a. Assess and plan for community-wide well-being, not just for the people we directly serve**

Respondent Type	No Response (% of respondents)	None (% of respondents)	Some (less than 40%) (% of respondents)	About half (40-60%) (% of respondents)	Most (61-80%) (% of respondents)	Almost all or all (greater than 80%) (% of respondents)
Overall	0.6	0.6	42.2	37.6	16.1	2.9
Public Health	0	0	19	50	26.2	4.8
Hospitals	2.5	2.5	37.5	40	15	2.5
Businesses	0	0	37.5	37.5	18.8	6.2
Community Non-profits	0.4	0.4	47.9	35	14.1	2.1

**16b. Strengthen collaboration across organizations to promote community well-being (e.g., host meetings, craft agendas, facilitate dialogue, share information)**

Respondent Type	No Response (% of respondents)	None (% of respondents)	Some (less than 40%) (% of respondents)	About half (40-60%) (% of respondents)	Most (61-80%) (% of respondents)	Almost all or all (greater than 80%) (% of respondents)
Overall	0.6	1.1	44.8	34.2	16.7	2.6
Public Health	0	0	31	33.3	31	4.8
Hospitals	2.5	2.5	35	45	12.5	2.5
Businesses	0	0	25	53.1	18.8	3.1
Community Non-profits	0.4	1.3	51.7	29.9	14.5	2.1

**16c. Support policies to expand community well-being**

Respondent Type	No Response (% of respondents)	None (% of respondents)	Some (less than 40%) (% of respondents)	About half (40-60%) (% of respondents)	Most (61-80%) (% of respondents)	Almost all or all (greater than 80%) (% of respondents)
Overall	0.9	1.1	33	33.6	25.9	5.5
Public Health	0	2.4	23.8	40.5	31	2.4
Hospitals	5	0	22.5	32.5	30	10
Businesses	0	0	18.8	40.6	34.4	6.2
Community Non-profits	0.4	1.3	38.5	31.6	23.1	5.1

**16d. Monitor and evaluate collaborative efforts to expand community well-being**

Respondent Type	No Response (% of respondents)	None (% of respondents)	Some (less than 40%) (% of respondents)	About half (40-60%) (% of respondents)	Most (61-80%) (% of respondents)	Almost all or all (greater than 80%) (% of respondents)
Overall	0.9	4.6	55.2	24.1	13.5	1.7
Public Health	0	2.4	42.9	26.2	26.2	2.4
Hospitals	5	2.5	50	27.5	12.5	2.5
Businesses	0	3.1	46.9	28.1	18.8	3.1
Community Non-profits	0.4	5.6	59.4	22.6	10.7	1.3

**16e. Manage programs or resources with other organizations to support community well-being**

<b>Respondent Type</b>	<b>No Response</b> (% of respondents)	<b>None</b> (% of respondents)	<b>Some (less than 40%)</b> (% of respondents)	<b>About half (40-60%)</b> (% of respondents)	<b>Most (61-80%)</b> (% of respondents)	<b>Almost all or all (greater than 80%)</b> (% of respondents)
Overall	0.6	1.7	48.3	28.4	18.4	2.6
Public Health	0	2.4	28.6	33.3	31	4.8
Hospitals	2.5	2.5	37.5	37.5	17.5	2.5
Businesses	0	0	40.6	28.1	28.1	3.1
Community Non-profits	0.4	1.7	54.7	26.1	15	2.1

**16f. Share in-kind resources (e.g., staff, space, knowledge) with other organizations**

<b>Respondent Type</b>	<b>No Response</b> (% of respondents)	<b>None</b> (% of respondents)	<b>Some (less than 40%)</b> (% of respondents)	<b>About half (40-60%)</b> (% of respondents)	<b>Most (61-80%)</b> (% of respondents)	<b>Almost all or all (greater than 80%)</b> (% of respondents)
Overall	0.6	1.4	58.9	25.9	10.3	2.9
Public Health	0	0	47.6	35.7	14.3	2.4
Hospitals	2.5	5	45	40	2.5	5
Businesses	0	0	53.1	21.9	21.9	3.1
Community Non-profits	0.4	1.3	64.1	22.2	9.4	2.6

**16g. Work closely with individuals in the community to expand everyone's well-being**

<b>Respondent Type</b>	<b>No Response</b> (% of respondents)	<b>None</b> (% of respondents)	<b>Some (less than 40%)</b> (% of respondents)	<b>About half (40-60%)</b> (% of respondents)	<b>Most (61-80%)</b> (% of respondents)	<b>Almost all or all (greater than 80%)</b> (% of respondents)
Overall	1.1	0.9	40.8	33.3	18.1	5.7
Public Health	0	2.4	26.2	38.1	31	2.4
Hospitals	7.5	2.5	32.5	32.5	15	10
Businesses	0	0	37.5	46.9	12.5	3.1
Community Non-profits	0.4	0.4	45.3	30.8	17.1	6

## Surfacing Sticking Points and Fostering Momentum (Questions 9-12, 19)

### 9. What barriers most stand in the way of your organization making an even stronger contribution to equitable well-being in your community? Check all that apply. (n=348)

Respondent Type	No Response (% of respondents)	Not enough funding for our services, programs, or policies (% of respondents)	Too much inefficiency, waste, and delay (% of respondents)	Lack of civic engagement to make changes (% of respondents)	Uncertainty or disagreement about what works (% of respondents)	Unwillingness to disrupt the current system (% of respondents)	Short term results matter more than long term gains (% of respondents)	Others (% of respondents)
Overall	0	81.6	13.5	19.8	24.4	19.5	26.7	15.5
Public Health	0	78.6	11.9	14.3	23.8	26.2	31	21.4
Hospitals	0	77.5	12.5	12.5	25	22.5	40	15
Businesses	0	81.2	6.2	25	28.1	6.2	24.4	9.4
Community Non-profits	0	82.9	15	21.4	23.9	19.7	21.9	15.4

### 10. OPTIONAL: Please say more about how your organization experiences these barriers. What stands out to you as the most important obstacles that get in the way of your organization making an even stronger contribution to equitable well-being in your community? (n=329)

#### Themes

- Funding and staffing challenges, funding limited in scope, funding for short-term aid, competition for funding, funding not sustained (n=109)
- Divisiveness and inefficiency among partners; inefficiency and poor collaboration with government; lack of trust within partnerships (n=34)
- Status quo bias and fear of systems change, fear of losing power; skepticism toward equity-centered solutions (n=30)
- Competing priorities, short-term need takes priority over long-term change (n=26)
- COVID-related challenges (n=8)
- Concerns related to representation and anti-black bias on part of government and NGO partners (n=6)
- Lack of data about community priorities, difficulty of meaningful community engagement (n=4)

**11. What would most help your organization to more effectively expand equitable well-being in your community? Check all that apply. (n=348)**

Respondent Type	No Response (% of respondents)	Stronger leaders inside or outside your organization (% of respondents)	New or better relationships with other organizations (% of respondents)	More resources for our services, programs, policies (% of respondents)	Smarter ways to spend existing resources (% of respondents)	Placing greater value on sustaining longer term projects (% of respondents)	Embracing a new narrative for thriving people and places (% of respondents)	Others (% of respondents)
Overall	0	38.2	35.3	73.9	29	55.2	43.1	5.7
Public Health	0	47.6	33.3	69	38.1	66.7	52.4	4.8
Hospitals	0	30	30	77.5	37.5	65	20	5
Businesses	0	31.2	28.1	65.6	28.1	34.4	46.9	9.4
Community Non-Profits	0	38.9	37.6	75.2	26.1	54.3	44.9	5.6

**12. OPTIONAL: Please say more about how your organization experiences these factors that help them expand equitable well-being. What stands out to you as the most important ways to boost your organization’s efforts to expand equitable well-being in your community? (n=318)**

Themes

- a. Adequate, predictable funding, including funding for DEI initiatives, longer-term planning, leadership development, infrastructure, and general support (n=50)
- b. Improved coordination, trust, and cooperation between organizations working on complex social issues (n=45)
- c. Build awareness and dialogue about equity, systems change, and root causes among community members, organizations, and government (n=27)
- d. Training and building up civic leaders, nonprofit leaders, and community champions in root causes, equity, and leadership (n=12)

**19. Which of these two statements best represents your view about the resources (e.g., time, money, effort, knowledge, and other assets) that your community needs to expand well-being? Choose one. (n=348)**

Respondent Type	No Response (% of respondents)	Most problems can be improved with more resources (% of respondents)	Most problems can be improved by being more creative with existing resources (% of respondents)
Overall	0.9	54.6	44.5
Public Health	0	52.4	47.6
Hospitals	2.5	60	37.5
Businesses	0	50	50
Community Non-profits	0.9	54.7	44.4