PATHWAYS WORKFORCE INTERVIEW GUIDE

The following questions were asked to interviewees and modified based on interviewees' roles within their organizations. When questions were asked to only certain roles, the roles to whom the question or group of questions were asked is noted in brackets.

Pathways Model

- [Executive staff] What made your organization want to participate in the Pathways model initially?
- [CHWs & Supervisors] How does your work under the Pathways model differ from your other work?
    - How does the Pathways model impact care coordination?
    - How does the Pathways model impact the relationships you develop with other agencies and organizations?
    - [Supervisors & Executive staff] How does the Pathways model impact the way resources are shared / new resources are pursued with other agencies and organizations?
- Tell me how your organization supports CHWs and staff under the Pathways model?
    - How does support under the Pathways model differ from other programs at your organization?
    - What types of additional support / resources would be most helpful for you to receive from your organization under the Pathways model? What, if any, additional supports / resources are unique to the Pathways model?
    - [CHWs] How has the Pathways provided you with ongoing training and support that's advancing your career?
    - How does the support that you receive impact your job satisfaction?
- How does SWACH provide support to you and your work under the Pathways model?
    - In what ways does SWACH provide connections between you / your organization and the other CCAs working in the Pathways model?
    - What types of additional support / resources could SWACH provide that would be helpful to you under the Pathways model?

[Supervisors & Executive Staff] Managerial/Leadership Role

- How would you describe the role of CHWs in the Pathways program and the value that they bring to this work?
    - How do you provide support for Pathways CHWs? Are there any barriers you encounter to providing the support that you would like?
    - How has your relationships with Pathways CHWs (and indirectly with their clients) changed during the pandemic?
- How would you describe your role in the organization?
    - How does your work advance care coordination in the region?
    - To what extent does your work promote equity (either with regards to the clients your organization serves or internal to your organization)?
    - How does your work promote sustainability for your organization?
- To what extent do you coordinate and collaborate with other organizations in the region?

- To what extent do you feel you have a shared vision or goals with those other organizations?
- What are challenges that you face in your collaboration with other organizations?
  - How do you respond to those challenges?
- What do you see as SWACH's role in supporting coordination and collaboration with other organizations?
  - Are there ways in which SWACH could improve in this role?
- How has your role collaborating with other organizations changed during the pandemic?

Working Remotely / COVID-19

- [CHWs] How has your work changed since early 2020?
  - Did you have to take on any new responsibilities at work? If so, what?
  - Has your caseload changed during this time? If so, how?
- [Supervisors] How have you supported the Pathways CHWs that you supervise in the transition to more remote work?
  - What are the major challenges that they are facing that they've shared with you?
  - How have you worked to address these challenges? What has been particularly successful or effective?
- How has your organization supported less in-person, more remote work?
  - Are there any elements of remote work that make your job easier?
  - Are there any elements of remote work that make your job harder?
  - Are there any elements that you hope continue in the future?
- [CHWs] Did you receive any trainings related to working from home or supporting clients remotely?
  - If yes, what trainings did you receive? In what ways were they useful?
  - Have you applied these learnings to your work? Why or why not?
  - How are these trainings useful for career development or advancement?
- [Executive staff] We understand that there are financial reimbursements made to the organization when pathways are completed. How has the current environment impacted your organization's ability to "successfully complete" pathways?
  - In what ways does this change impact your organization's financial stability?
    - What changes has your organization made to respond to the impact on successfully completing pathways?
  - How has this change impacted your organization's relationships with other service organizations?
  - What have been the organizational benefits of engagement with clients during this time (such as community connections, deeper engagement or understanding of clients' needs)?
    - How do you recognize the value of this new engagement, if it is not reflected in traditional metrics of success?
- What organizational innovations or changes have been put forward that your organization or SWACH has adopted related to working remotely?
- Based on your experiences and your work, what has SWACH's response been to COVID so far?
- How do you think the impact of COVID-19 will continue to shape Pathways work into the future?

- o How does the role of the community-based workforce change as a result of COVID?
- How has your organization focused more explicitly on racial equity in its work?
  - o How has your voice been represented in organizational changes?
  - o How has the community's voice been represented in organizational changes?

[CHWs & Supervisors] Client Needs

- [CHWs] How are you building relationships remotely?
  - o What strategies are you using to build and/or maintain relationships with clients?
  - o What are some of the challenges that you're facing building and/or maintaining relationships?
- [Supervisors] How would you generally describe clients' priorities and needs prior to COVID?
- How have the needs of clients changed over the pandemic?
  - o Can you describe examples of any new needs that have arisen?
  - o Are any examples specific to COVID? Specific to the recession and loss of income?
  - o [Supervisors] How are you supporting Pathways CHWs in responding to these changing needs?
- [CHWs] Are there any client-specific services / resources that you are having trouble accessing right now? Or services / resources that aren't available anymore?
  - o For services that are no longer available, how are you meeting the needs of your clients / how are you addressing this?
  - o How are clients affected by any limitations or delays in resources or services?
- [Supervisors] What have been the benefits for CHWs engaging with clients during this time?
  - o How do you recognize the value of this new engagement, if it is not reflected in traditional metrics of success?
- [CHWs] For Pathways specifically, are all Pathways services available / accessible?
  - o Currently, what are the most common Pathways that you are opening for clients?
  - o Are any of these Pathways more challenging to successfully complete?
  - o From your experience, how does Pathways make it easier to respond to clients' needs during challenging times?
- [CHWs] How has the current environment impacted your ability to "successfully complete" pathways?
  - o What changes have you noticed in the length of time it takes to complete a pathway?
  - o What is driving these changes?
    - ▪ How have your interactions or engagement with clients impacted your ability to complete pathways?
    - ▪ How has the way you approach care planning with clients changed?
    - ▪ Please tell me about one of your clients – how have their experiences with / journey through the pathways program changed recently? How have you responded?
  - o How has this change impacted your relationship with other service organizations?
  - o What have been the benefits of engaging with clients during this time (such as deeper engagement or understanding of clients' needs)?

[CHWs] Using HealthConnect Technology Platform

- How has the platform supported your work during the pandemic?
- How has the platform supported partnerships with other service organizations?
- What challenges have you experienced related to tracking or documenting in the platform, if any?

Closing

Thinking about the next year, what are you looking forward to in terms of your role and work with Pathways?

Is there anything else that you would like to share with me that we haven't discussed?