

## Supplementary Material Interview Guide

### Discussion Questions

#### *CHNA Implementation at nonprofit hospitals: experiences, structure and partnerships*

We have reviewed your available CHNA and implementation reports posted on your website. We have identified three strategies that we would like to discuss with you today. These include:

General Background regarding Organizational Mission & Strategic Approach to Community Health Needs Assessment Implementation

1. Before we start to delve into your implementation activities we would appreciate hearing briefly from you where CHNA and other community initiatives fit into your overall organizational mission and business strategy.
2. What is the organizational structure for CHNA? What is your title and who do you report to? How many staff, if any, do you have? What are their day-to-day responsibilities?
3. How long have you been in this role?
4. What changes have you seen in the past 5 years since the CHNA provision has gone into effect?

#### *Population Health Decision-Making Process*

1. So, looking now specifically at the three identified implementation strategies we referenced, could you please discuss the process you used to decide on strategies in general. Specifically, we are interested in understanding the origins of these strategies within your organization and the path to decision-making.
2. How did the decision to pursue these strategies evolve within your hospital? What was the organizational decision-making/authorizing processes? Were they existing programs? If so, how long have they been in existence? If not, how did the initiative move from concept to implementation?
3. Who is responsible the initiative's success or failure? Does each initiative have a Champion or is your role responsible for all programs related to CHNA?
4. Were there measurable goals established for the initiative in the above or other arenas? Where did the metrics come from?
5. How was data regarding the above measures collected and reported? To whom was it reported and how often?
6. Does this project represent a cross-sector collaboration? If so, what sectors were involved and who led/facilitated that process? What type of agreement was in place- formal or informal? Had you worked with this organization in the past?

#### *Financial Investment & ROI Analysis*

7. How was/is this initiative financed? What was the expected cost over time and were there any upfront discussions of sustainability?
8. To what extent did the decision to undertake this initiative rely upon a specific assessment of ROI or other cost/financial analyses?

9. How are these strategies identified as community investments for tax-exemption purposes? How do you differentiate between community building and community benefit?

***Long-term Sustainability of the strategies***

10. What were the outcomes (if over)/What is the status (if ongoing) of this initiative?
11. How do you determine whether to keep a strategy or retire the strategy from your CHNA cycle to CHNA cycle (assuming 3-year cycles)?
12. What are the legacy effects of this intervention on your organization's strategic decision-making regarding future community health needs assessments? Where do you plan to go from here?

***Relationships with Public Health Organizations***

13. How often do you speak with the local health department? When you do, what is the purpose usually?
14. Do health department staff come to the hospital for meetings or to discuss CHNA implementation?
15. To what extent have you partnered with the health department to act on CHNA initiatives? Was their role limited to the assessment process or did you collaborate to implement a plan? If assessment only, why?
16. If there were one thing that you could change about the health department (staff, knowledge, perspective, etc.) to enable better partnerships, what would you change?