



WORKING WELL
COLLABORATIVE



Comprehensive Organizational Health Assessment (COHA)

What is a COHA?

The COHA is a mixed-methods tool developed by the Butler Institute for Families to help human-serving organizations assess their organizational environment. The COHA gathers information on workforce strengths and the challenges that get in the way of ensuring the well-being of their staff and the families they serve. The COHA offers a data-driven approach to developing solutions for recruiting and retaining a sustainable workforce.

Why choose the COHA?

The COHA is designed to be a diagnostic tool for identifying workforce factors that impact the overall functioning of an organization. It can also be used as a pre- and post-assessment tool to measure changes in organizational health resulting from targeted interventions. The COHA is keyed to both the theoretically driven National Child Welfare Workforce Institute's (NCWWI) Workforce Development Framework (www.ncwwi.org) and the 2022 U.S. Surgeon General's Framework for Workplace Mental Health and Well-Being (<https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html>).



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What does a COHA include?

The COHA assessment process emphasizes equity and elevates worker and community voice in identifying organizational challenges and generating effective solutions. The COHA uses a mixed-methods approach that includes:

- An online survey of all levels of agency staff.
- Qualitative data collected through individual and group interviews with agency staff, community partners and stakeholders. Interview questions align with survey domains but can be tailored to meet the individual needs of the agency.
- Contextual assessment through review of community demographic data, agency administrative performance and outcome data, and prepared reports and studies.

EXAMPLES OF COHA USES AND PAST FINDINGS

- Based on COHA results, one agency implemented an effective workforce intervention that significantly increased staff ratings of supervision and job satisfaction.
- COHA results guided another agency's targeted workforce intervention that significantly improved staff perceptions of their leadership.
- One COHA research study found that lower levels of secondary traumatic stress in caseworkers were predicted by high self-efficacy, low time pressure and better use of coping strategies.
- COHA results in multiple programs revealed challenges related to racial equity and provided data to inform development of targeted organizational strategies for building cultures to support worker equity, voice, safety and belonging.

COHA SURVEY SPOTLIGHT

The COHA survey is an inventory of measures that can be adapted to meet your agency's needs. It includes up to 25 measures that have been tested and validated. **The COHA has been administered to over 12,000 staff from public, private and tribal child welfare agencies across the country.** The measures assess organizational health at four levels:



ORGANIZATIONAL FACTORS

(Example Measures: organizational culture and climate, workplace equity and leadership)



UNIT/OFFICE-LEVEL FACTORS

(Example Measures: supervision, psychological safety and peer support)



INDIVIDUAL FACTORS

(Example Measures: intent to stay, job satisfaction, burnout and belongingness)



COMMUNITY FACTORS

(Example Measures: community resources and collaboration)