

Table 7: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Data Management

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	4.18	-0.35, 8.70	3.95	-1.77, 9.67
	Better Health Together	7.01	0.63, 13.38*	6.21	-1.08, 13.50
	North Sound ACH	5.26	0.36, 10.17*	4.80	-1.00, 10.61
	Pierce County	4.57	-2.34, 11.49	2.41	-5.14, 9.96
	Other Regions	7.83	2.44, 13.23**	7.08	-0.18, 13.34
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	10.32	0.91, 19.73*	9.25	-1.04, 19.54
Primary Population Service	Rural	4.40	-0.11, 8.92	-0.25	-6.25, 5.76
	Urban	4.44	0.52, 8.37**	1.66	-3.43, 6.75
	Suburban	-3.41	-7.93, 1.10*	-5.92	-10.93, -0.91**
	All Populations	Ref	Ref	Ref	Ref
Primary Program Area:	Communicable Disease Control	-0.92	-7.00, 5.16		
	Chronic Disease and Injury Prevention	3.31	-3.53, 10.14		
	Environmental Public Health	-2.73	-7.39, 1.94		
	Maternal, Child and Family Health	-1.77	-7.75, 4.21		
	Access to and Linkage with Clinical Care	0.07	-5.50, 5.64		
	Administrative and Administrative Support	Ref	Ref		
	Other Areas	2.24	-2.80, 7.26		
Years at Current Organization:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-6.08	-10.83, -1.33*	-5.12	-11.10, 0.87
	7-10 years	0.39	-4.65, 5.24	1.80	-6.24, 6.67
	More than 10 years	-2.16	-5.78, 1.47	-1.52	-6.07, 5.46
Years in Current Position:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-3.60	-8.07, 0.88*	-1.72	-7.51, 4.07
	7-10 years	-0.40	-5.40, 4.60	0.21	-6.24, 6.67
	More than 10 years	-3.29	-7.50, 0.92*	-0.30	-6.07, 5.46
Employment Status	Full-time	Ref	Ref		
	Part-time	-1.60	-6.54, 3.34		
	Others	8.12	-4.62, 20.87		
Plan to Retire:	Less than 3 years	-5.94	-11.09, -0.78**	-6.87	-12.23, -1.51**
	3-5 years	0.40	-5.00, 5.80	-0.30	-6.00, 6.61
	More than 5 years	Ref	Ref	Ref	Ref
Organizational Role:	Frontline/Entry Level	Ref	Ref		
	Program Management/Supervisory Level	2.21	-1.25, 5.66		
	Senior /Executive Level	-0.63	-5.65, 4.4		
Supervisory Role	Yes	0.30	-3.20, 3.80		
	No				
Demographic Characteristics					
Gender:	Female	-3.17	-8.99, -2.11***	-4.64	-8.23, -1.04*
	Male				
Age:	19 – 29 years	3.57	-2.94, 10.08		
	30 – 39 years	Ref	Ref		
	40 – 49 years	3.34	-1.51, 8.20		
	50 – 59 years	1.06	-3.50, 5.60		
	60 years or older	-2.30	-7.18, 2.59		
Ethnicity/Race	Asians	1.36	-7.00, 10.22		
	Blacks/African Americans	1.95	-6.12, 10.01		
	Hispanic (All Race)	4.38	-3.65, 12.42		
	Multiracial	-3.47	-10.75, 3.81		
	White/Caucasians	Ref	Ref		
	Other Ethnicity or Races	-7.64	-16.28, 1.00		
Highest Level of Education:	High School/Equivalent	Ref	Ref	Ref	Ref
	Some College/ Bachelor's Degree	10.68	4.04, 17.32**	9.90	2.90, 16.91***
	Graduate Degrees	4.55	-2.07, 11.17	3.91	-3.11, 10.92
	Other Degrees	6.67	-3.76, 17.10	7.92	-4.00, 19.76

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Table 8: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Communication

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	5.71	0.43, 11.00*	7.54	0.70, 14.38*
	Better Health Together	2.71	-3.98, 8.01	2.28	-4.55, 9.10
	North Sound ACH	2.90	-3.26, 8.20	3.55	-4.47, 11.57
	Pierce County	5.79	-1.63, 13.21	4.08	-5.18, 13.34
	Other Regions	5.30	0.09, 10.50**	-6.66	-0.29, 13.61
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	5.31	-5.00, 15.57*	3.40	-10.10, 16.70
Primary Population Service	Rural	0.62	-4.08, 5.32	-3.74	-10.00, 2.50
	Urban	2.23	-1.83, 6.28	0.39	-5.19, 6.00
	Suburban	6.00	-0.24, 12.18*	1.51	-5.47, 8.50
	All Populations	Ref	Ref	Ref	Ref
Primary Program Area:	Communicable Disease Control	6.64	-0.75, 14.02*	5.75	-2.59, 14.10
	Chronic Disease and Injury Prevention	3.38	-3.40, 10.15	0.40	-7.93, 8.72
	Environmental Public Health	0.80	-4.51, 6.10	2.55	-3.53, 8.63
	Maternal, Child and Family Health	3.31	-3.37, 9.90	0.44	-7.56, 8.44
	Access to and Linkage with Clinical Care	0.42	-5.34, 6.17	-0.97	-7.41, 5.44
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
	Other Areas	-0.30	-5.66, 5.05	1.63	-4.36, 7.60
Years at Current Organization:	Less than 4 years	Ref	Ref		
	4-7 years	1.00	-4.57, 6.47		
	7-10 years	-0.04	-5.50, 5.42		
	More than 10 years	-0.61	-4.53, 3.31		
Years in Current Position:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	4.80	-0.45, 10.05*	3.13	-4.22, 8.48
	7-10 years	1.14	-4.25, 6.53	0.95	-5.56, 7.45
	More than 10 years	0.45	-3.94, 4.84	1.28	-4.30, 6.85
Employment Status	Full-time	Ref	Ref		
	Part-time	1.04	-4.08, 6.17		
	Others	2.43	-8.29, 13.14		
Plan to Retire:	Less than 3 years	-6.44	-12.05, -0.83**	0.41	-7.75, 8.57
	3-5 years	-1.72	-7.68, 4.24	0.88	-7.53, 9.30
	More than 5 years	Ref	Ref	Ref	Ref
Organizational Role:	Frontline/Entry Level	Ref	Ref		
	Program Management/Supervisory Level	0.63	-3.20, 4.45		
	Senior /Executive Level	-0.46	-6.85, 6.00		
Supervisory Role	Yes	-2.22	-6.08, 1.64		
	No				
Demographic Characteristics					
Gender:	Female	-8.09	-11.78, -4.40***	-6.82	-11.13, -2.51***
	Male				
Age:	19 – 29 years	-2.03	-9.58, 5.51	-1.48	-9.51, 6.54
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	-0.50	-5.86, 4.85	0.05	-5.65, 5.76
	50 – 59 years	-1.26	-6.43, 4.00	-0.42	-6.24, 5.39
	60 years or older	-6.86	-12.45, -1.27***	-7.85	-15.55, -0.15
Ethnicity/Race	Asians	7.18	-2.15, 16.50*	5.76	-3.42, 14.95
	Blacks/African Americans	-1.68	-10.31, 7.00	-5.40	-14.26, 3.45
	Hispanic (All Race)	4.70	-3.20, 12.60	-0.03	-8.97, 8.92
	Multiracial	4.43	-6.00, 14.80	0.83	-9.02, 10.68
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	-1.73	-12.24, 15.70	3.57	-10.19, 17.33
Highest Level of Education:	High School/Equivalent	Ref	Ref		
	Some College/ Bachelor's Degree	4.64	-3.00, 12.24		
	Graduate Degrees	4.10	-3.66, 11.84		
	Other Degrees	1.39	-10.86, 13.63		

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Table 9: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Community Engagement

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	-1.74	-6.70, 3.21	0.28	-5.48, 6.04
	Better Health Together	1.81	-4.77, 8.47	2.36	-4.71, 9.44
	North Sound ACH	-3.36	-9.16, 2.45	-4.51	-11.04, 2.02
	Pierce County	-4.23	-9.96, 1.50	-4.75	-10.69, 1.20
	Other Regions	0.93	-4.02, 5.86	0.34	-5.00, 5.62
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	9.90	-0.62, 20.42*	10.35	-2.40, 23.10
Primary Population Service	Rural	0.25	-4.28, 4.80		
	Urban	2.08	-2.23, 6.40		
	Suburban	1.10	-4.74, 6.93		
	All Populations	Ref	Ref		
Primary Program Area:	Communicable Disease Control	2.18	-6.13, 10.48	3.02	-6.19, 12.23
	Chronic Disease and Injury Prevention	-7.56	-15.26, 0.13*	-7.96	-16.28, 0.36
	Environmental Public Health	-4.57	-11.16, 2.01	-3.78	-10.85, 0.36
	Maternal, Child and Family Health	1.06	-5.82, 7.94	1.30	-6.25, 8.86
	Access to and Linkage with Clinical Care	-3.28	-10.12, 3.56	-6.30	-13.68, 1.07
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
	Other Areas	0.28	-6.36, 6.92	0.43	-6.77, 7.64
Years at Current Organization:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-7.05	-12.17, -1.93**	-2.75	-9.60, 4.09
	7-10 years	-0.50	-6.32, 5.32	2.59	-5.22, 10.40
	More than 10 years	-7.17	-11.12, -3.23***	-1.38	-8.46, 5.69
Years in Current Position:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-6.15	-10.55, -1.75**	-3.11	-9.49, 3.26
	7-10 years	-0.97	-6.55, 4.61	-2.00	-9.40, 5.41
	More than 10 years	-6.92	-11.31, -2.52**	-4.68	-11.83, 2.47
Employment Status	Full-time	Ref	Ref	Ref	Ref
	Part-time	-4.38	-8.65, -0.11*	-2.40	-7.42, 2.62
	Others	-3.16	-15.66, 9.35	2.90	-12.08, 17.86
Plan to Retire:	Less than 3 years	-1.07	-6.84, 4.70	7.98	-0.00, 15.95
	3-5 years	-7.00	-12.10, 1.87**	-0.21	-7.53, 7.12
	More than 5 years	Ref	Ref	Ref	Ref
Organizational Role:	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-1.54	-5.20, 2.11	-0.22	-4.32, 3.87
	Senior /Executive Level	-8.65	-14.34, -3.00**	-6.65	-12.75, -0.55**
Supervisory Role	Yes	-2.24	-6.09, 1.61		
	No				
Demographic Characteristics					
Gender:	Female	-3.56	-7.79, 0.66		
	Male				
Age:	19 – 29 years	6.98	-0.87, 14.84	3.80	-4.41, 12.00
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	1.32	-4.35, 7.00	1.52	-4.66, 7.70
	50 – 59 years	-2.37	-7.24, 2.51	-1.41	-7.01, 4.19
	60 years or older	-5.56	-10.83, -0.28**	-8.89	-16.12, -1.65**
Ethnicity/Race	Asians	8.81	-3.06, 20.70		
	Blacks/African Americans	6.30	-4.51, 17.12		
	Hispanic (All Race)	6.66	-3.00, 16.23		
	Multiracial	0.43	-11.89, 12.75		
	White/Caucasians	Ref	Ref		
	Other Ethnicity or Races	-0.55	-12.80, 11.70		
Highest Level of Education:	High School/Equivalent	Ref	Ref		
	Some College/ Bachelor's Degree	5.82	-2.41, 14.06		
	Graduate Degrees	1.72	-6.57, 10.01		
	Other Degrees	-5.27	-1.56, 6.03		

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Table 10: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Cultural Competency

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	0.46	-5.96, 6.88	1.40	-6.62, 9.41
	Better Health Together	3.84	-4.28, 11.96	1.27	-8.79, 11.31
	North Sound ACH	12.10	3.45, 20.70**	5.70	-4.45, 15.85
	Pierce County	7.80	-1.16, 16.76*	8.21	-2.07, 18.48
	Other Regions	4.00	-3.77, 11.67	-3.70	-14.09, 6.68
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	0.46	-1.58, 12.50	-5.05	-19.28, 9.18
Primary Population Service	Rural	7.24	-0.66, 15.14*	5.63	-4.50, 15.76
	Urban	-0.87	-6.31, 4.57	-2.85	-9.71, 4.01
	Suburban	-3.30	-10.05, 3.47	-1.92	-10.28, 6.44
	All Populations	Ref	Ref	Ref	Ref
Primary Program Area:	Communicable Disease Control	2.81	-8.30, 13.92	6.40	-6.73, 19.52
	Chronic Disease and Injury Prevention	-1.68	-11.47, 8.11	1.18	-9.30, 11.66
	Environmental Public Health	8.01	-0.17, 16.20*	11.03	1.84, 20.22**
	Maternal, Child and Family Health	1.27	-6.26, 8.81	6.66	-2.34, 15.66
	Access to and Linkage with Clinical Care	-3.10	-10.85, 4.66	0.61	-7.86, 9.08
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
	Other Areas	-1.16	-8.11, 5.79	3.54	-4.60, 11.68
Years at Current Organization:	Less than 4 years	Ref	Ref		
	4-7 years	-3.39	-4.00, 10.70		
	7-10 years	-0.78	-7.76, 6.20		
	More than 10 years	-2.10	-7.50, 3.30		
Years in Current Position:	Less than 4 years	Ref	Ref		
	4-7 years	-2.07	-8.52, 4.39		
	7-10 years	3.16	-4.50, 10.82		
	More than 10 years	-3.48	-9.61, 2.66		
Employment Status	Full-time	Ref	Ref	Ref	Ref
	Part-time	5.60	-1.32, 12.51*	6.65	-1.13, 14.42
	Others	3.41	-15.10, 21.90	15.80	-8.02, 39.63
Plan to Retire:	Less than 3 years	-2.69	-11.00, 5.62		
	3-5 years	-2.60	-10.41, 5.23		
	More than 5 years	Ref	Ref		
Organizational Role:	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-2.64	-7.83, 2.55	-5.04	-10.96, 0.88
	Senior /Executive Level	7.50	-1.64, 16.64	8.90	-1.67, 19.46
Supervisory Role	Yes	-1.75	-7.07, 3.57		
	No				
Demographic Characteristics					
Gender:	Female	-3.55	-9.35, 2.25		
	Male				
Age:	19 – 29 years	0.69	-8.96, 10.34		
	30 – 39 years	Ref	Ref		
	40 – 49 years	3.89	-3.34, 11.11		
	50 – 59 years	3.95	-2.58, 10.47		
	60 years or older	-1.50	-8.72, 5.71		
Ethnicity/Race	Asians	0.92	-13.20, 15.04	2.94	-13.83, 19.72
	Blacks/African Americans	-4.08	-15.10, 6.95	-2.75	-14.29, 8.78
	Hispanic (All Race)	5.55	-7.58, 18.68	11.80	-3.27, 26.87
	Multiracial	2.54	-13.40, 18.48	1.22	-15.58, 18.02
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	-12.03	-22.30, -1.76**	-10.77	-21.77, 0.22
Highest Level of Education:	High School/Equivalent	Ref	Ref		
	Some College/ Bachelor's Degree	1.50	-10.00, 13.00		
	Graduate Degrees	3.59	-8.04, 15.21		
	Other Degrees	4.50	-12.51, 21.50		

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Table 11: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Program Planning

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	8.70	2.86, 14.55***	7.42	0.69, 14.15**
	Better Health Together	7.04	-0.30, 13.78**	4.04	-3.68, 11.77
	North Sound ACH	5.83	-1.02, 12.68*	4.00	-3.95, 11.93
	Pierce County	3.78	-3.63, 11.20	4.75	-4.99, 14.49
	Other Regions	0.86	-4.30, 6.03	0.50	-6.01, 7.09
	State Department	Ref	Ref	Ref	Ref
Primary Population Service	Non-Jurisdiction Institution	4.67	-5.60, 14.94	-0.04	-11.62, 11.54
	Rural	3.64	-1.51, 8.80	-0.84	-7.56, 5.87
	Urban	5.87	-1.28, 10.45**	1.25	-4.51, 7.01
	Suburban	4.30	-1.38, 10.00	0.14	-6.00, 6.26
Primary Program Area:	All Populations	Ref	Ref	Ref	Ref
	Communicable Disease Control	2.65	-5.24, 10.54		
	Chronic Disease and Injury Prevention	-2.05	-9.65, 5.55		
	Environmental Public Health	0.63	-5.09, 6.35		
	Maternal, Child and Family Health	1.60	-5.66, 8.86		
	Access to and Linkage with Clinical Care	2.97	-3.36, 9.30		
	Administrative and Administrative Support	Ref	Ref		
	Other Areas	1.17	-4.45, 6.79		
Years at Current Organization:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-9.00	-14.22, -3.78**	-8.76	-15.83, -1.69**
	7-10 years	-1.18	-5.37, 7.73	-1.40	-9.13, 6.34
	More than 10 years	-4.32	-8.41, -0.23*	-6.18	-12.33, -0.02
Years in Current Position:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-3.28	-8.51, 1.95	0.73	-6.46, 7.92
	7-10 years	0.37	-5.76, 6.50	2.41	-5.06, 9.85
	More than 10 years	-3.65	-8.32, 1.02*	0.39	-6.15, 6.93
Employment Status	Full-time	Ref	Ref		
	Part-time	1.53	-4.70, 7.76		
	Others	9.14	-4.74, 23.02		
Plan to Retire:	Less than 3 years	-14.72	-19.70, -9.75***	-12.62	-19.64, -5.60***
	3-5 years	-3.77	-9.69, 2.14	-1.70	-9.81, 6.43
	More than 5 years	Ref	Ref	Ref	Ref
Organizational Role:	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-7.88	-11.45, -4.31***	-5.46	-10.48, -0.46
	Senior /Executive Level Frontline/Entry Level	-13.62	-20.15, -7.10***	-4.04	-14.24, 6.16
Supervisory Role	Yes	-8.45	-12.10, -4.84***	-1.17	-6.80, 4.44
	No				
Demographic Characteristics					
Gender:	Female	-7.04	-11.07, -3.02**	-4.20	-8.58, 0.20
	Male				
Age:	19 – 29 years	-8.03	0.08, 15.98*	4.03	-4.77, 12.83
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	7.66	1.86, 13.47*	8.15	1.96, 14.33**
	50 – 59 years	0.79	-4.34, 5.91	3.58	-2.27, 9.43
	60 years or older	-4.93	-10.36, 0.51*	3.28	-4.82, 11.38
Ethnicity/Race	Asians	0.40	-9.30, 10.10	-10.49	-10.49, 8.65
	Blacks/African Americans	17.26	6.06, 28.47**	4.35	4.35, 28.75**
	Hispanic (All Race)	13.82	2.52, 25.12*	-1.40	-1.40, 21.59
	Multiracial	2.41	-7.74, 12.55	-10.43	-10.43, 10.14
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	2.00	-9.85, 13.86	-9.89	-9.89, 14.96
Highest Level of Education:	High School/Equivalent	Ref	Ref	Ref	Ref
	Some College/ Bachelor's Degree	0.77	-8.70, 10.24	1.12	-9.40, 11.63
	Graduate Degrees	-8.74	-18.20, 0.71*	-7.51	-18.13, 3.12
	Other Degrees	0.90	-12.00, 13.79	2.01	-12.11, 16.14

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.005$

Table 12: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Management

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	4.24	-1.48, 9.96	2.98	-3.08, 9.04
	Better Health Together	5.84	-3.06, 14.75	2.66	-5.60, 10.90
	North Sound ACH	2.23	-5.65, 10.12	3.71	-3.92, 11.34
	Pierce County	-0.96	-9.53, 7.61	1.19	-8.43, 10.80
	Other Regions	5.61	-1.83, 13.05*	9.21	-1.13, 17.30**
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	8.48	-3.22, 20.18	9.37	-0.88, 19.61
Primary Population Service	Rural	3.20	-3.23, 9.64		
	Urban	1.45	-3.56, 6.46		
	Suburban	2.56	-3.68, 8.81		
	All Populations	Ref	Ref		
Primary Program Area:	Communicable Disease Control	2.94	-7.12, 13.01		
	Chronic Disease and Injury Prevention	1.72	-7.89, 11.32		
	Environmental Public Health	1.34	-5.08, 7.75		
	Maternal, Child and Family Health	0.30	-6.88, 7.50		
	Access to and Linkage with Clinical Care	-1.03	-7.00, 5.00		
	Administrative and Administrative Support	Ref	Ref		
	Other Areas	4.20	-1.81, 10.2		
Years at Current Organization:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-3.94	-10.62, 2.74	-2.63	-9.41, 4.15
	7-10 years	-3.54	-10.05, 3.00	-0.71	-7.75, 6.33
	More than 10 years	-6.15	-10.85, -1.46**	-2.54	-8.27, 3.18
Years in Current Position:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-5.53	-10.96, -0.10**	-2.63	-9.41, 4.15
	7-10 years	-1.40	-7.94, 5.16	-0.71	-7.75, 6.33
	More than 10 years	-1.62	-7.33, 4.08	-2.54	-8.27, 3.18
Employment Status	Full-time	Ref	Ref	Ref	Ref
	Part-time	-9.00	-17.32, -0.68	-2.94	-12.78, 6.89
	Others	-18.70	-22.47, 14.90***	-5.71	-22.32, 10.90
Plan to Retire:	Less than 3 years	-9.00	-17.32, -0.68*	-7.28	-16.47, 1.92
	3-5 years	-18.70	-22.49, -14.90***	-12.80	-19.96, -5.63***
	More than 5 years	Ref	Ref	Ref	Ref
Organizational Role:	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-6.67	-10.93, -2.45**	0.39	-5.49, 6.27
	Senior /Executive Level	-17.05	-21.92, -12.18***	-5.76	-12.93, 1.40
Supervisory Role	Yes	-13.54	-17.17, -9.90***	-11.30	-16.80, -5.79***
	No				
Demographic Characteristics					
Gender:	Female	-7.80	-12.00, -3.60***	-5.86	-10.05, -1.67***
	Male				
Age:	19 – 29 years	5.57	-5.72, 16.87	3.15	-8.30, 14.60
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	-3.83	-9.70, 2.04	0.18	-6.00, 6.35
	50 – 59 years	-5.55	-10.97, 0.12*	-1.81	-7.67, 4.04
	60 years or older	-14.72	-21.11, -8.33***	-3.54	-12.80, 5.71
Ethnicity/Race	Asians	-2.26	-10.46, 5.93		
	Blacks/African Americans	3.31	-8.00, 14.60		
	Hispanic (All Race)	-3.87	-16.50, 8.74		
	Multiracial	3.46	-7.00, 13.91		
	White/Caucasians	Ref	Ref		
	Other Ethnicity or Races	3.18	-13.05, 19.41		
Highest Level of Education:	High School/Equivalent	Ref	Ref		
	Some College/ Bachelor's Degree	5.01	-3.31, 13.34		
	Graduate Degrees	2.53	-5.87, 10.93		
	Other Degrees	0.69	-12.40, 13.77		

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.005$

Table 13: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Leadership: System Thinking

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	7.50	2.64, 12.34**	5.11	-0.47, 10.7
	Better Health Together	4.87	-1.27, 11.01*	1.80	-5.06, 8.66
	North Sound ACH	5.80	-0.27, 11.85*	5.77	-1.43, 13.00
	Pierce County	2.87	-3.48, 9.22	-1.14	-7.79, 5.12
	Other Regions	11.10	5.41, 16.80***	13.70	6.56, 20.83***
	State Department	Ref	Ref	Ref	Ref
Primary Population Service	Non-Jurisdiction Institution	2.77	-6.31, 11.85	1.51	-9.00, 11.28
	Rural	5.99	1.21, 10.77*	-2.65	-8.50, 3.20
	Urban	5.21	-1.41, 9.01***	2.86	-1.76, 7.49
	Suburban	6.44	1.34, 11.54**	4.46	-0.87, 9.78
Primary Program Area:	All Populations	Ref	Ref	Ref	Ref
	Communicable Disease Control	6.00	1.61, 13.60*	4.55	-3.48, 12.59
	Chronic Disease and Injury Prevention	1.42	-4.42, 7.26	2.01	-4.13, 8.15
	Environmental Public Health	2.08	-2.72, 6.87	1.00	-4.08, 6.02
	Maternal, Child and Family Health	8.28	-1.89, 14.67**	6.75	-0.51, 14.01
	Access to and Linkage with Clinical Care	2.91	-1.87, 7.68	1.49	-3.45, 6.42
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
Years at Current Organization:	Other Areas	2.56	-1.90, 7.01	1.52	-3.17, 6.22
	Less than 4 years	Ref	Ref		
	4-7 years	-1.22	-6.20, 3.76		
	7-10 years	-2.03	-6.74, 2.69		
Years in Current Position:	More than 10 years	-1.47	-5.09, 2.16		
	Less than 4 years	Ref	Ref		
	4-7 years	-0.08	-4.68, 4.52		
	7-10 years	3.71	-1.50, 8.91		
Employment Status	More than 10 years	-0.002	-4.15, 4.14		
	Full-time	Ref	Ref		
	Part-time	4.50	-1.76, 10.74		
Plan to Retire:	Others	-1.50	-9.60, 6.62		
	Less than 3 years	-9.08	-14.57, -3.60***	-6.32	-13.56, 0.92
	3-5 years	-8.18	-13.32, -3.04***	-5.37	-11.76, 1.03
Organizational Role:	More than 5 years	Ref	Ref	Ref	Ref
	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-1.96	-5.20, 1.26	1.00	-3.21, 5.22
Supervisory Role	Senior /Executive Level	-12.11	-16.33, -7.90***	-4.34	-11.76, 1.03
	Yes	-5.91	-9.00, -2.81***	-4.45	-8.82, -0.07
Demographic Characteristics					
Gender:	No				
	Female	-6.50	-9.98, -3.02***	-4.13	-7.77, -0.49**
Age:	Male				
	19 – 29 years	-0.84	-7.76, 6.07	-3.22	-10.28, 2.83
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	-0.96	-5.76, 3.84	-0.36	-5.25, 4.57
	50 – 59 years	-4.55	-9.21, 0.11	-4.00	-8.81, 0.93
Ethnicity/Race	60 years or older	-10.24	-15.35, -5.13***	-5.20	-11.99, 1.58
	Asians	0.01	-7.25, 7.27		
	Blacks/African Americans	6.36	-2.45, 15.18		
	Hispanic (All Race)	-1.01	-9.71, 7.70		
	Multiracial	6.77	-2.11, 15.66		
	White/Caucasians	Ref	Ref		
Highest Level of Education:	Other Ethnicity or Races	-6.05	-16.00, 3.90		
	High School/Equivalent	Ref	Ref		
	Some College/ Bachelor's Degree	-3.00	-11.15, 5.16		
	Graduate Degrees	-5.97	-14.12, 2.17		
	Other Degrees	1.26	-9.89, 12.41		

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.005$

Table 14: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Leadership: Strategic Planning

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	9.48	3.64, 15.32***	6.00	-0.86, 12.68
	Better Health Together	3.61	-3.24, 10.45	-1.48	-9.20, 6.25
	North Sound ACH	8.01	1.38, 14.64*	6.45	-1.48, 14.36
	Pierce County	0.32	-6.81, 7.46	-4.36	-12.81, 4.10
	Other Regions	6.58	0.76, 12.41**	5.46	-2.06, 12.97
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	15.40	3.52, 27.26**	11.21	-1.32, 23.73
Primary Population Service	Rural	7.57	2.31, 12.83**	2.35	-4.74, 9.18
	Urban	8.95	4.46, 13.44***	3.83	-1.77, 9.43
	Suburban	10.87	4.61, 17.13**	5.81	-0.72, 12.35
	All Populations	Ref	Ref	Ref	Ref
Primary Program Area:	Communicable Disease Control	-0.62	-8.65, 7.41	-2.05	-11.34, 7.25
	Chronic Disease and Injury Prevention	-8.67	-15.14, -2.21**	-9.07	-16.37, -1.77**
	Environmental Public Health	0.71	-5.11, 6.53	1.56	-4.88, 8.00
	Maternal, Child and Family Health	9.87	2.12, 17.62*	5.90	-2.44, 14.23
	Access to and Linkage with Clinical Care	0.57	-5.00, 6.07	0.50	-5.44, 6.43
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
	Other Areas	1.53	-3.66, 6.72	-0.80	-6.31, 4.73
Years at Current Organization:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-4.26	-9.87, 1.35*	-2.20	-8.54, 4.14
	7-10 years	0.41	-5.39, 6.22	2.90	-3.66, 9.45
	More than 10 years	-4.74	-8.90, -0.58*	-2.60	-7.70, 2.51
Years in Current Position:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-2.29	-7.50, 2.92		
	7-10 years	4.05	-1.94, 10.05		
	More than 10 years	-1.24	-6.10, 3.61		
Employment Status	Full-time	Ref	Ref	Ref	Ref
	Part-time	7.54	0.30, 14.80**	5.03	-2.62, 12.67
	Others	2.62	-8.14, 13.37	-5.40	-15.87, 5.07
Plan to Retire:	Less than 3 years	-11.63	-17.54, -5.73***	-10.24	-18.75, -1.74*
	3-5 years	-7.83	-13.70, -1.95**	-7.63	-15.8, 0.54
	More than 5 years	Ref	Ref	Ref	Ref
Organizational Role:	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-6.34	-10.04, -2.65**	-4.34	-9.19, 0.32
	Senior /Executive Level	-18.63	-23.50, -13.77***	-15.11	-22.11, -8.10***
Supervisory Role	Yes	-8.24	-11.75, -4.72***	-1.49	-6.36, 3.40
	No				
Demographic Characteristics					
Gender:	Female	-8.39	-12.30, -4.47**	-6.13	-10.53, -1.74**
	Male				
Age:	19 – 29 years	0.06	-8.00, 8.11	-5.36	-13.76, 9.39
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	-1.50	-6.89, 3.90	1.00	-4.76, 6.74
	50 – 59 years	-2.74	-8.01, 2.53	-0.02	-5.82, 5.78
	60 years or older	-8.95	-14.62, -3.28**	-0.86	-9.12, 7.4
Ethnicity/Race	Asians	4.30	-4.71, 13.30	-0.20	-9.80, 9.39
	Blacks/African Americans	15.54	5.24, 25.84**	9.44	-2.66, 21.54
	Hispanic (All Race)	-2.45	-11.58, 6.68	-6.83	-16.00, 2.34
	Multiracial	3.17	-7.40, 13.73	1.07	-9.19, 11.32
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	8.50	-4.02, 21.01	7.62	-5.62, 21.14
Highest Level of Education:	High School/Equivalent	Ref	Ref		
	Some College/ Bachelor's Degree	-0.73	-9.48, 8.01		
	Graduate Degrees	-7.95	-16.72, 0.82		
	Other Degrees	6.00	-6.14, 18.05		

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Table 15: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Public Health Science

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	-0.30	-7.00, 6.34	-0.04	-8.32, 8.24
	Better Health Together	11.50	-0.20, 22.80**	6.26	-6.38, 18.91
	North Sound ACH	-0.52	-9.57, 8.52	0.20	-9.76, 10.15
	Pierce County	-2.80	-14.50, 9.00	-3.24	-16.96, 10.50
	Other Regions	1.89	-7.53, 11.31	6.75	-4.86, 18.35
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	2.66	-11.95, 17.29	-7.45	-21.70, 6.81
Primary Population Service	Rural	-0.69	-8.00, 6.60	-1.29	-10.09, 7.52
	Urban	4.10	-1.87, 10.08	1.86	-5.77, 9.50
	Suburban	7.50	-1.36, 16.35*	7.22	-2.85, 17.30
	All Populations	Ref	Ref	Ref	Ref
Primary Program Area:	Communicable Disease Control	-12.40	-25.36, 0.55*	-11.07	-24.17, 2.02
	Chronic Disease and Injury Prevention	-16.47	-29.50, -3.44	-8.46	-22.45, 5.53
	Environmental Public Health	-19.03	-29.67, -8.40***	-9.68	-21.24, 1.88
	Maternal, Child and Family Health	-10.53	-22.61, 1.55*	-9.00	-22.13, 4.31
	Access to and Linkage with Clinical Care	-10.20	-22.24, 1.85*	-4.18	-17.50, 9.14
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
	Other Areas	-11.41	-22.29, -0.52**	-9.86	-21.65, 1.92
Years at Current Organization:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-8.56	-15.65, -1.47**	-6.56	-15.95, 2.77
	7-10 years	3.28	-5.03, 11.59	4.47	-7.96, 16.90
	More than 10 years	-6.47	-12.27, -0.68**	0.91	-14.57, 7.56
Years in Current Position:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-7.39	-14.26, -0.51**	-5.46	-15.10, 4.18
	7-10 years	3.60	-5.73, 13.00	7.60	-5.00, 20.11
	More than 10 years	-10.07	-16.17, -4.00***	-3.50	-14.57, 7.56
Employment Status	Full-time	Ref	Ref	Ref	Ref
	Part-time	-14.22	-20.61, -7.83***	-3.55	-11.20, 4.10
	Others	-5.86	-13.62, 1.90*	3.01	-12.02, 6.21
Plan to Retire:	Less than 3 years	Ref	Ref	Ref	Ref
	3-5 years	-11.55	16.41, -6.70***	-8.95	-18.30, 0.41
	More than 5 years	-2.33	-7.90, 3.33	-2.90	-12.02, 6.21
Organizational Role:	Frontline/Entry Level	Ref	Ref		
	Program Management/Supervisory Level	-3.27	-8.67, 2.13		
	Senior /Executive Level Frontline/Entry Level	0.94	-8.75, 10.63		
Supervisory Role	Yes	-3.00	-8.89, 2.87		
	No				
Demographic Characteristics					
Gender:	Female	-10.25	-15.23, -5.27*	-9.84	-15.26, -4.00
	Male				
Age:	19 – 29 years	-1.29	-11.62, 7.77	-6.04	-16.26, 4.18
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	5.47	-2.44, 13.39	6.13	-2.35, 14.60
	50 – 59 years	-1.81	-5.28, 8.90	3.56	-4.31, 11.43
	60 years or older	-7.81	-14.87, -0.75**	-3.43	-12.41, 5.56
Ethnicity/Race	Asians	2.51	-9.76, 14.78	-0.47	-12.64, 11.70
	Blacks/African Americans	13.16	-1.67, 28.00*	7.40	-7.17, 21.97
	Hispanic (All Race)	-3.73	-14.84, 7.37	-4.37	-15.16, 6.42
	Multiracial	0.39	-13.57, 14.35	-0.66	-14.00, 12.68
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	0.48	-12.31, 13.27	4.33	-9.51, 18.18
Highest Level of Education:	High School/Equivalent	Ref	Ref		
	Some College/ Bachelor's Degree	-11.71	-32.26, 8.85		
	Graduate Degrees	-21.48	-41.89, -1.06		
	Other Degrees	2.27	-26.80, 26.80		

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.005$

Table 16: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Ethics and Public Health Law

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	5.42	0.96, 9.88*	2.16	-3.18, 7.52
	Better Health Together	7.56	1.66, 13.46*	3.67	-2.67, 10.01
	North Sound ACH	4.62	-0.88, 10.12*	4.57	-1.8, 11.31
	Pierce County	1.22	-5.00, 7.33	-4.00	-10.52, 2.54
	Other Regions	4.86	-0.19, 9.91*	5.26	-1.08, 11.6
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	9.79	0.19, 19.38**	2.53	-7.82, 12.87
Primary Population Service	Rural	5.03	0.83, 9.23*	-0.50	-5.90, 5.00
	Urban	9.03	5.41, 12.66***	6.03	1.44, 10.63*
	Suburban	8.39	3.31, 13.46**	4.25	-1.33, 9.82
	All Populations	Ref	Ref	Ref	Ref
Primary Program Area:	Communicable Disease Control	1.67	-4.76, 8.10	1.29	-5.74, 8.32
	Chronic Disease and Injury Prevention	1.28	-5.35, 7.90	5.13	-1.90, 12.15
	Environmental Public Health	-9.30	-13.64, 5.00***	-4.79	-9.46, -0.12
	Maternal, Child and Family Health	-0.12	6.00, 5.73	-0.30	-6.59, 6.00
	Access to and Linkage with Clinical Care	1.95	-3.33, 7.23	2.39	-3.20, 8.00
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
	Other Areas	4.28	-6.90, 9.26*	6.09	0.74, 11.43*
Years at Current Organization:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-4.41	-9.48, 0.67*	0.07	-6.17, 6.31
	7-10 years	-7.83	-12.62, -3.04**	-6.57	-12.70, -0.43*
	More than 10 years	-10.88	-14.27, -7.48***	-4.32	-9.72, 1.07
Years in Current Position:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-4.54	-9.02, -0.06**	-0.40	-6.13, 5.34
	7-10 years	-4.00	-8.68, 0.87	4.52	-1.74, 10.78
	More than 10 years	-9.61	-13.20, -6.04***	-1.73	-7.06, 3.60
Employment Status	Full-time	Ref	Ref	Ref	Ref
	Part-time	4.51	-0.96, 10.00*	2.95	-2.78, 8.68
	Others	11.40	-0.54, 23.34*	7.48	-6.71, 21.68
Plan to Retire:	Less than 3 years	-12.01	-16.67, -7.35***	-7.00	-2.78, 8.68
	3-5 years	-6.82	-11.35, -2.30**	-3.88	-9.91, 2.14
	More than 5 years	Ref	Ref	Ref	Ref
Organizational Role:	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-4.00	-7.16, -0.80**	1.54	-2.56, 5.63
	Senior /Executive Level	-8.33	-13.10, -3.58***	4.21	-2.50, 10.92
Supervisory Role	Yes	-6.32	-9.41, -3.24***	-4.71	-9.13, -0.30*
	No				
Demographic Characteristics					
Gender:	Female	-9.30	-12.97, -6.90***	-6.17	-9.43, -3.00***
	Male				
Age:	19 – 29 years	9.17	2.02, 16.32*	6.74	-0.91, 14.38
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	-2.70	-7.30, 1.90	-0.18	-5.21, 4.85
	50 – 59 years	-7.03	-11.27, -2.78**	-2.05	7.00, 2.86
	60 years or older	-9.68	-14.40, -5.00***	-2.65	-9.36, 4.16
Ethnicity/Race	Asians	0.48	-6.20, 7.16	0.35	-6.93, 7.63
	Blacks/African Americans	14.39	5.21, 23.57**	11.50	1.66, 21.34**
	Hispanic (All Race)	6.63	-1.56, 14.82	2.21	-6.65, 11.07
	Multiracial	5.75	-3.08, 14.58	3.52	-5.50, 12.53
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	3.12	-6.35, 12.60	4.10	5.56, 13.75
Highest Level of Education:	High School/Equivalent	Ref	Ref	Ref	Ref
	Some College/ Bachelor's Degree	-2.87	-11.50, 5.76	-2.58	-11.36, 6.20
	Graduate Degrees	-8.45	-17.08, 0.19	-8.46	-17.33, 0.41
	Other Degrees	-7.62	-19.22, 4.00	-6.58	-17.97, 4.80

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.005$

Table 17: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Technology Use: Computer & Software Systems

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	7.77	4.86, 10.70***	3.85	0.39, 7.31**
	Better Health Together	7.17	3.56, 10.78***	3.93	-0.12, 7.97
	North Sound ACH	7.17	3.48, 10.85***	6.75	2.37, 11.13**
	Pierce County	4.86	-0.92, 8.80**	4.17	-0.40, 8.74
	Other Regions	7.00	3.78, 10.15***	6.31	2.00, 10.72**
	State Department	Ref	Ref	Ref	Ref
Primary Population Service	Non-Jurisdiction Institution	7.40	0.91, 13.90*	4.97	-2.00, 11.89
	Rural	6.00	3.03, 8.88***	2.94	-1.16, 7.04
	Urban	6.72	4.40, 9.04***	3.41	0.54, 6.28**
	Suburban	3.50	0.53, 6.47**	2.77	-0.49, 6.02
Primary Program Area:	All Populations	Ref	Ref	Ref	Ref
	Communicable Disease Control	1.95	-2.00, 5.80	-0.42	-4.23, 3.40
	Chronic Disease and Injury Prevention	4.30	-0.23, 8.82*	4.75	-0.16, 9.66
	Environmental Public Health	0.37	-2.40, 3.15	1.05	-2.00, 4.04
	Maternal, Child and Family Health	5.80	1.93, 9.65**	2.89	-1.20, 7.00
	Access to and Linkage with Clinical Care	2.24	-0.81, 5.30	2.67	-0.67, 6.04
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
Years at Current Organization:	Other Areas	3.32	0.41, 6.23*	1.98	-1.13, 5.09
	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-1.65	-4.83, 1.54	-1.77	-5.12, 1.58
	7-10 years	-2.47	-5.61, 0.67*	-2.24	-5.71, 1.22
Years in Current Position:	More than 10 years	-2.23	-4.41, -0.05**	-2.35	-5.08, 0.39
	Less than 4 years	Ref	Ref		
	4-7 years	1.36	-1.65, 4.37		
	7-10 years	1.40	-1.56, 4.38		
Employment Status	More than 10 years	1.40	-1.21, 4.01		
	Full-time	Ref	Ref	Ref	Ref
	Part-time	2.17	-1.39, 5.74	-2.00	-5.80, 1.84
Plan to Retire:	Others	16.83	10.01, 23.64***	14.60	7.01, 22.20***
	Less than 3 years	-2.50	-6.27, 1.27		
	3-5 years	-0.76	-4.20, 2.67		
Organizational Role:	More than 5 years	Ref	Ref		
	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-3.34	-5.34, -1.34**	-0.25	-3.00, 2.40
Supervisory Role	Senior /Executive Level	-6.67	-10.22 -3.12***	-2.04	-6.78, 2.70
	Yes	-5.00	-7.10, -2.90***	-4.13	-7.15, -1.11**
	No				
Demographic Characteristics					
Gender:	Female	-3.00	-5.16, -0.84**	-1.22	-3.54, 1.09
	Male				
Age:	19 – 29 years	0.15	-3.61, 4.00*	-1.50	-5.57, 2.56
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	0.65	-2.20, 3.51	2.84	-0.18, 5.86
	50 – 59 years	0.28	-2.50, -3.04**	2.52	-0.44, 5.49
	60 years or older	1.14	-2.08, 4.37***	2.98	-0.57, 6.53
Ethnicity/Race	Asians	5.20	0.11, 10.30*	5.13	0.06, 10.20
	Blacks/African Americans	7.80	2.43, 13.17**	8.43	2.48, 14.40**
	Hispanic (All Race)	5.36	-0.56, 11.28	5.66	-0.80, 12.13
	Multiracial	0.80	-3.87, 5.48	0.26	-4.19, 4.72
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	-3.12	-3.17, 9.40	2.01	-4.48, 8.50
Highest Level of Education:	High School/Equivalent	Ref	Ref		
	Some College/ Bachelor's Degree	-0.36	-4.10, 4.81		
	Graduate Degrees	-1.69	-6.22, 2.85		
	Other Degrees	1.44	-5.67, 8.55		

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.005$

Table 18: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Working Together

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	3.82	1.26, 6.37**	3.89	0.70, 7.08**
	Better Health Together	4.55	1.48, 7.62**	4.19	0.71, 7.66**
	North Sound ACH	2.78	-0.24, 5.79	3.64	0.19, 7.08*
	Pierce County	3.87	0.45, 7.30*	4.39	0.12, 8.66*
	Other Regions	1.93	-0.74, 4.61	3.15	-0.29, 6.69
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	9.86	3.79, 15.94**	7.86	1.90, 13.81**
Primary Population Service	Rural	0.05	-2.14, 2.23	-2.15	-4.92, 0.62
	Urban	3.83	1.83, 5.83***	1.21	-1.36, 3.61
	Suburban	3.37	0.57, 6.17*	1.64	-1.30, 4.57
	All Populations	Ref	Ref	Ref	Ref
Primary Program Area:	Communicable Disease Control	1.95	-2.12, 6.01	0.69	-3.72, 5.06
	Chronic Disease and Injury Prevention	-2.28	-5.72, 1.17	-2.81	-6.81, 1.20
	Environmental Public Health	-1.17	-3.54, 1.21	-1.73	-4.32, 0.86
	Maternal, Child and Family Health	2.14	-1.20, 5.49	-0.01	-43.58, 3.56
	Access to and Linkage with Clinical Care	-1.97	-4.38, 0.45*	-3.00	-5.50, -0.30**
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
	Other Areas	0.41	-2.00, 2.82	-0.53	-3.20, 2.15
Years at Current Organization:	Less than 4 years	Ref	Ref		
	4-7 years	0.27	-2.40, 3.00		
	7-10 years	0.71	-2.01, 3.43		
	More than 10 years	-1.27	-3.06, 0.53		
Years in Current Position:	Less than 4 years	Ref	Ref		
	4-7 years	0.91	-1.58, 3.41		
	7-10 years	-0.76	-3.34, 1.83		
	More than 10 years	-0.20	-2.26, 1.85		
Employment Status	Full-time	Ref	Ref		
	Part-time	-1.00	-3.60, 1.60		
	Others	-0.10	-4.80, 4.71		
Plan to Retire:	Less than 3 years	-4.53	-6.89, -2.17***	-3.40	-6.89, 0.08
	3-5 years	-1.12	-3.70, 1.44	-0.86	-4.46, 2.74
	More than 5 years	Ref	Ref	Ref	Ref
Organizational Role:	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-2.80	-4.47, -1.14**	-0.52	-2.86, 1.83
	Senior /Executive Level	-4.41	-7.00, -1.84**	-2.27	-5.69, 1.15
Supervisory Role	Yes	-3.23	-4.90, -1.58****	2.42	-0.09, 4.92**
	No				
Demographic Characteristics					
Gender:	Female	-2.05	-3.78, -0.33*	-0.95	-2.82, 0.92
	Male				
Age:	19 – 29 years	3.46	-0.11, 7.04	2.57	-1.08, 6.22
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	-0.45	-2.78, 1.90	0.30	-0.22, 2.78
	50 – 59 years	0.90	-1.40, 3.19	2.00	-0.45, 4.46
	60 years or older	-2.65	-5.00, -0.34*	-0.75	-4.08, 2.59
Ethnicity/Race	Asians	-0.21	-4.26, 3.84	-1.32	-5.64, 3.00
	Blacks/African Americans	-2.71	-6.20, 0.77	-3.46	-7.71, 0.80
	Hispanic (All Race)	4.40	-0.72, 9.51	2.41	-2.77, 7.58
	Multiracial	3.00	-2.12, 8.04	1.81	-2.91, 6.53
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	-0.55	-5.17, 4.07	-0.42	-5.34, 4.49
Highest Level of Education:	High School/Equivalent	Ref	Ref		
	Some College/ Bachelor's Degree	1.82	-1.34, 5.00		
	Graduate Degrees	-1.39	-4.59, 1.81		
	Other Degrees	1.51	-6.01, 3.00		

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Table 19: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Working Efficiently

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	4.05	1.48, 6.61**	5.48	2.50, 8.44***
	Better Health Together	2.37	-0.63, 5.38	3.45	-0.00, 6.90
	North Sound ACH	1.52	-1.50, 4.74	1.28	-1.98, 4.55
	Pierce County	4.00	0.51, 7.34*	3.26	-0.36, 6.89
	Other Regions	2.38	-0.30, 5.06	2.33	-1.10, 5.75
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	4.54	-0.88, 9.97	5.00	-0.62, 10.42
Primary Population Service	Rural	0.80	-1.67, 3.26	0.12	-3.01, 3.25
	Urban	1.40	-0.54, 3.34	-1.53	-3.83, 0.77
	Suburban	2.08	-0.63, 4.79*	-0.67	-3.34, 2.21
	All Populations	Ref	Ref	Ref	Ref
Primary Program Area:	Communicable Disease Control	2.94	-0.90, 6.78*	1.88	-2.06, 5.81
	Chronic Disease and Injury Prevention	-0.72	-4.27, 2.83	-0.91	-4.94, 3.12
	Environmental Public Health	-1.22	-3.60, 1.50	-1.73	-4.30, 0.83
	Maternal, Child and Family Health	0.85	-2.35, 4.05	-0.45	-4.00, 3.10
	Access to and Linkage with Clinical Care	-1.39	-3.96, 1.18	-3.00	-5.75, -0.23**
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
	Other Areas	0.68	-1.71, 3.08	0.25	-2.40, 2.90
Years at Current Organization:	Less than 4 years	Ref	Ref		
	4-7 years	0.67	-1.90, 3.23		
	7-10 years	1.06	-1.55, 3.66		
	More than 10 years	0.93	-0.91, 2.78		
Years in Current Position:	Less than 4 years	Ref	Ref		
	4-7 years	1.44	-0.97, 3.84		
	7-10 years	1.80	-0.80, 4.38		
	More than 10 years	0.18	-1.98, 2.34		
Employment Status	Full-time	Ref	Ref		
	Part-time	-1.42	-4.14, 1.30		
	Others	-2.38	-7.06, 2.30		
Plan to Retire:	Less than 3 years	-3.82	-6.55, -1.08**	2.43	-5.77, 0.90
	3-5 years	-2.17	-4.73, 0.39*	-1.60	-4.80, 1.61
	More than 5 years	Ref	Ref	Ref	Ref
Organizational Role:	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-0.54	-2.28, 1.20	1.00	-4.27, 1.02
	Senior /Executive Level Frontline/Entry Level	-2.61	-5.34, 0.13*	-0.47	-4.54, 3.61
Supervisory Role	Yes	-1.61	-3.35, 0.12*	-1.62	-4.27, 1.02
	No				
Demographic Characteristics					
Gender:	Female	-2.38	-4.10, -0.66**	-1.73	-363, 0.17
	Male				
Age:	19 – 29 years	2.58	-1.02, 6.18	2.03	-1.64, 5.70
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	0.48	-2.00, 2.88	0.32	-2.23, 2.88
	50 – 59 years	0.46	-1.89, 2.80	0.48	-2.05, 3.01
	60 years or older	-2.41	-4.95, 0.12*	-2.12	-5.24, 1.01
Ethnicity/Race	Asians	2.07	-2.00, 6.08	1.00	-3.07, 5.07
	Blacks/African Americans	-4.80	-7.81, -1.79**	-5.56	-9.12, -2.001**
	Hispanic (All Race)	3.16	-1.30, 7.62	0.44	-3.95, 4.84
	Multiracial	-1.10	-5.41, 3.21	-1.51	-5.88, 2.86
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	-2.39	-7.08, 2.31	-2.57	-7.65, 2.50
Highest Level of Education:	High School/Equivalent	Ref	Ref		
	Some College/ Bachelor's Degree	0.67	-2.70, 4.04		
	Graduate Degrees	-0.32	-3.76, 3.13		
	Other Degrees	-2.48	-7.06, 2.11		

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.005$

Table 20: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Communication Skills

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	6.39	3.34, 9.44***	4.34	0.71, 7.96**
	Better Health Together	3.60	0.32, 6.87**	1.70	-2.13, 5.53
	North Sound ACH	2.37	-0.95, 5.68	1.00	-2.76, 4.76
	Pierce County	3.07	-0.90, 7.05	3.26	-1.56, 8.10
	Other Regions	5.36	2.10, 8.61**	1.87	-2.35, 6.10
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	10.25	3.36, 16.90**	6.12	-0.37, 12.60
Primary Population Service	Rural	6.00	-3.00, 9.00***	4.18	0.10, 8.26
	Urban	4.48	2.30, 6.68***	1.57	-1.10, 4.23
	Suburban	5.74	-2.70, 8.78***	3.01	-0.40, 6.40
	All Populations	Ref	Ref	Ref	Ref
Primary Program Area:	Communicable Disease Control	0.93	-3.34, 5.20	1.72	-2.64, 6.07
	Chronic Disease and Injury Prevention	-4.37	-8.40, 0.34**	-0.44	-4.76, 3.90
	Environmental Public Health	-2.54	-5.36, 0.27*	-1.00	-4.02, 2.04
	Maternal, Child and Family Health	3.32	-0.53, 7.16*	2.13	-1.93, 6.20
	Access to and Linkage with Clinical Care	-2.70	-5.60, 0.20*	-1.34	-4.41, 1.72
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
	Other Areas	-1.20	-3.98, 1.60	0.05	-3.00, 2.89
Years at Current Organization:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-2.58	-5.29, 0.14		
	7-10 years	2.28	-0.82, 5.37		
	More than 10 years	-0.25	-2.37, 1.88		
Years in Current Position:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	1.18	-1.50, 3.87	0.76	-2.21, 3.74
	7-10 years	3.38	0.14, 6.62**	4.06	0.73, 7.40**
	More than 10 years	0.50	-2.02, 3.02	1.03	-1.97, 4.04
Employment Status	Full-time	Ref	Ref	Ref	Ref
	Part-time	0.05	-2.87, 2.96	-2.00	-5.20, 1.20
	Others	10.40	-2.93, 17.87**	7.73	-0.67, 16.13
Plan to Retire:	Less than 3 years	-6.28	-8.98, -3.60***	-3.18	-6.90, 0.52
	3-5 years	-1.54	-4.98, 1.91	-0.06	-4.36, 4.25
	More than 5 years	Ref	Ref	Ref	Ref
Organizational Role:	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-6.45	-8.30, -4.61***	-3.42	-5.83, -1.02***
	Senior /Executive Level	-12.00	-14.26, 9.64***	-5.22	-8.83, -1.62***
Supervisory Role	Yes	-6.44	-8.28, -4.60***	-2.07	-4.72, 0.58
	No				
Demographic Characteristics					
Gender:	Female	-4.41	-6.34, -2.48***	-2.28	-4.34, -0.23**
	Male				
Age:	19 – 29 years	5.13	0.90, 9.36*	2.43	-2.00, 7.10
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	0.80	-1.88, 3.46	0.36	-2.45, 3.20
	50 – 59 years	1.25	-1.41, 4.00	0.31	-2.48, 3.44
	60 years or older	-3.59	-6.32, -0.85*	-3.24	-7.21, 0.74
Ethnicity/Race	Asians	7.66	1.78, 13.54*	7.60	1.11, 14.10**
	Blacks/African Americans	8.61	2.78, 14.44**	8.08	1.87, 14.30**
	Hispanic (All Race)	9.41	-3.53, 15.29**	7.00	1.03, 12.96**
	Multiracial	-1.92	-6.17, 2.34	-2.41	-6.31, 1.50
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	1.80	-4.24, 7.84	0.79	-5.20, 6.77
Highest Level of Education:	High School/Equivalent	Ref	Ref	Ref	Ref
	Some College/ Bachelor's Degree	-4.08	-8.73, 0.57	-3.95	-9.21, 1.30
	Graduate Degrees	-12.14	-16.75, -7.52***	-9.22	14.50, -3.95***
	Other Degrees	-5.27	-12.52, 2.00	-3.30	-11.07, 4.48

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Model II: Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.005$

Table 21: Coefficients and 95% Confidence Interval Estimates for Training Gap Scores in Decision Making

		Model I		Model II	
		Coeff	95 % CI	Coeff	95% CI
Work Characteristics					
Accountable Community Health:	King County	7.53	4.40, 10.67***	6.33	2.63, 10.02**
	Better Health Together	7.81	3.55, 12.07***	7.18	2.46, 12.00**
	North Sound ACH	4.17	0.37, 8.00*	3.25	-1.04, 7.55
	Pierce County	7.04	2.18, 11.89**	6.07	0.38, 11.75
	Other Regions	3.30	0.10, 6.50*	3.34	-1.07, 7.75
	State Department	Ref	Ref	Ref	Ref
	Non-Jurisdiction Institution	5.54	-1.05, 12.14	1.82	-4.70, 8.832
Primary Population Service	Rural	2.94	0.02, 5.85*	0.84	-3.13, 4.81
	Urban	4.00	1.60, 6.39***	0.10	-2.76, 3.0
	Suburban	4.57	1.10, 8.04*	1.91	-1.62, 5.44
	All Populations	Ref	Ref	Ref	Ref
Primary Program Area:	Communicable Disease Control	-2.07	-6.12, 2.00	-4.00	-8.18, 0.37
	Chronic Disease and Injury Prevention	-2.74	-6.77, 1.28	-1.91	-6.40, 2.57
	Environmental Public Health	-2.25	-5.23, 0.73	-1.28	-4.71, 2.15
	Maternal, Child and Family Health	3.67	-0.52, 7.87	0.44	-4.33, 5.22
	Access to and Linkage with Clinical Care	-1.18	-4.35, 1.99	-1.51	-5.00, 1.90
	Administrative and Administrative Support	Ref	Ref	Ref	Ref
	Other Areas	-0.46	-3.40, 2.47	-0.22	-3.60, 3.16
Years at Current Organization:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	0.66	-2.33, 3.65	0.85	-2.85, 4.55
	7-10 years	4.18	0.73, 7.64**	2.36	-1.90, 6.62
	More than 10 years	2.14	-0.05, 4.33*	1.04	-2.30, 4.40
Years in Current Position:	Less than 4 years	Ref	Ref	Ref	Ref
	4-7 years	-1.02	-1.73, 3.76	-3.20	-6.65, 0.24
	7-10 years	6.00	2.06, 9.32**	3.00	-1.40, 7.31
	More than 10 years	0.49	-2.00, 2.95	-3.20	-6.87, 0.47
Employment Status	Full-time	Ref	Ref		
	Part-time	-0.48	-3.44, 2.50		
	Others	1.83	-5.44, 9.10		
Plan to Retire:	Less than 3 years	-1.71	-5.06, 1.63		
	3-5 years	1.23	-2.32, 4.78		
	More than 5 years	Ref	Ref		
Organizational Role:	Frontline/Entry Level	Ref	Ref	Ref	Ref
	Program Management/Supervisory Level	-2.70	-4.74, -0.66	-1.08	-3.75, 1.60
	Senior /Executive Level	-7.81	-10.25, -5.36***	-4.02	-8.01, -0.04
Supervisory Role	Yes	-4.01	-5.97, -2.04***	-3.07	-5.79, -0.35*
	No				
Demographic Characteristics					
Gender:	Female	-5.70	-7.62, -3.78***	-4.00	-6.07, -1.76***
	Male				
Age:	19 – 29 years	-1.00	-4.68, 2.69	-2.46	-6.65, 1.73
	30 – 39 years	Ref	Ref	Ref	Ref
	40 – 49 years	1.11	-1.56, 3.78	0.64	-2.24, 3.51
	50 – 59 years	4.84	1.95, 7.73**	6.08	2.74, 9.420***
	60 years or older	1.94	-1.11, 5.00	2.40	-1.25, 6.04
Ethnicity/Race	Asians	5.94	0.39, 11.49	7.06	1.05, 13.06*
	Blacks/African Americans	3.33	-2.08, 8.75	4.68	-1.63, 11.00
	Hispanic (All Race)	7.75	1.53, 14.00	6.80	0.39, 13.29*
	Multiracial	-0.61	-5.42, 4.20	0.86	-4.07, 5.80
	White/Caucasians	Ref	Ref	Ref	Ref
	Other Ethnicity or Races	1.38	-7.40, 4.62	-1.30	-7.80, 5.20
Highest Level of Education:	High School/Equivalent	Ref	Ref	Ref	Ref
	Some College/ Bachelor's Degree	4.69	1.35, 8.03**	3.85	-0.17, 7.87
	Graduate Degrees	-0.76	-4.05, 2.53	-0.21	-4.29, 3.86
	Other Degrees	-1.32	-5.88, 3.25	-1.60	-6.62, 3.43

Abbreviation: Coeff: Coefficient and CI: Confidence Interval

Model I: *Linear regression was used to calculate unadjusted coeff and 95% CI. + $p < 0.2$ * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$*

Model II: *Multiple linear regression was used to calculate adjusted coeff and 95% CI. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.005$*