

Sustainable Health Review Staff Engagement Survey

Department of Health

24th May 2018



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24 May 2018

Ryan Sengara
A/Director Sustainable Health Review Secretariat
Department of Health
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Sustainable Health Review (SHR) Staff Engagement Survey

Dear Ryan,

We have completed our Final Report for the SHR Staff Engagement Survey. As stated in our interim report, our report was completed in accordance with our engagement agreement ("Agreement") dated 29 December 2017, and our procedures were limited to those described in that Agreement.

Since 16 January 2018 we have worked with you and the SHR Secretariat to design and deploy a survey to all employees across the WA health system to gather their feedback on the Sustainable Health Review. The survey was deployed for a six week period between 15 March to the 27 April. Following the deployment phase we have analysed the responses and have summarised them in this report. In addition to the summary of key findings, detailed results have also been included in appendix 3.

Our work has been limited in scope to that was outlined in our original proposal and more detailed procedures may reveal issues or feedback that this survey has not. The results of our work and procedures performed do not constitute an audit, a review or other form of assurance in accordance with any generally accepted auditing, review or other assurance standards, and accordingly we do not express any form of assurance.

We understand that the Panel intend to release this report, or part of it, publicly. Public release of this report can be done in accordance with the conditions outlined on the following page that clarify that other recipients of the report have no recourse to EY in the event they rely on the report without our written consent.

We appreciate the cooperation and assistance provided to us during the course of our work. If you have any questions, please call me on 0468 768 974.

Yours sincerely,



John Hoddinott
Partner, EY

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Ernst & Young ("Consultant") was engaged on the instructions of The Department of Health ("Client") to deliver the Sustainable Health Review (SHR) Staff Engagement Survey ("Project"), in accordance with the engagement agreement dated 29 December 2018 including the General Terms and Conditions ("the Engagement Agreement").

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Executive Summary



Executive summary - background

Background

Following the release of the Sustainable Health Review (SHR) Interim Report in March 2018, The Minister for Health and SHR Panel, invited employees from across the WA health system to share their thoughts on the Interim Report and to bring their valuable experience, insight and ideas on how to make the health system more sustainable into the future.

EY was engaged by the WA Department of Health to design and deliver the 'Sustainable Health Review Staff Survey' one of the key mechanism for capturing this employee feedback.

The SHR staff survey was designed to gather employee feedback on:

- the current challenges and barriers to creating a more sustainable health system in WA
- the 12 Directions presented by the Panel in the Interim Report, as well as the recommendations for future action
- any additional areas to be addressed to help create a more sustainable health system

The online survey was deployed on the 15 March 2018 to all 44,000 WA health system employees. The survey was open for a six week period, closing on 27 April 2018.

In addition to the survey, a number of other engagement activities were undertaken with both internal and external stakeholders including:

- Public Submissions and forums
- Clinical Reference Group
- Consumer & Carer Reference Group
- Health system leadership events
- Consumer engagement program
- Wide range of briefings and forums, roundtables and events on key topics
- Other feedback mechanisms on Interim Report

Survey stats



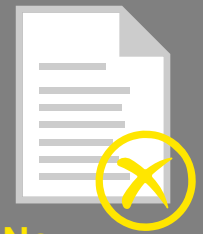
~44,00 staff were invited to complete the survey



It took respondents an average of **19 minutes** to complete the survey



1,744 online surveys completed



No paper based surveys were requested or completed

Response rates and weighting

The response rate for this survey was at the lower end of the anticipated range for a survey of this type, however they are still sufficient to provide a reliable and representative view of employees within the WA health system.

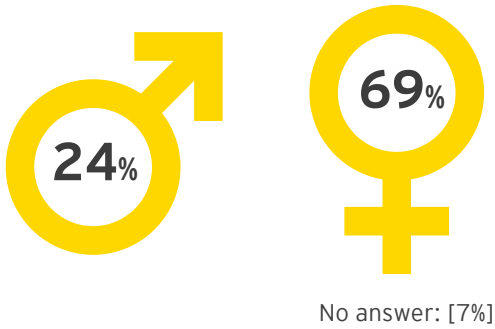
Reliable... In total 1,744 respondents completed the survey, giving a maximum margin of error ± 2.3 at a 95% confidence level. This means, for example, that if a survey result is 50%, we can be sure that if we repeat the survey multiple times, 95% of these times the portion that hold this view will be between 52.3% and 47.7%, thus providing a statistically reliable sample.

Representative... All staff within the WA health system were invited to participate in the survey. Final survey responses have been weighted so that they reflect the demographics of the WA Health system workforce. The reason for weighting data is to ensure that the profile of responses match the workforce composition in terms of gender, age, health service and staffing category (clinical, non-clinical), accounting for any response bias. This means that the final survey results are consistent with the whole of the WA Health system workforce.

Profile of respondents



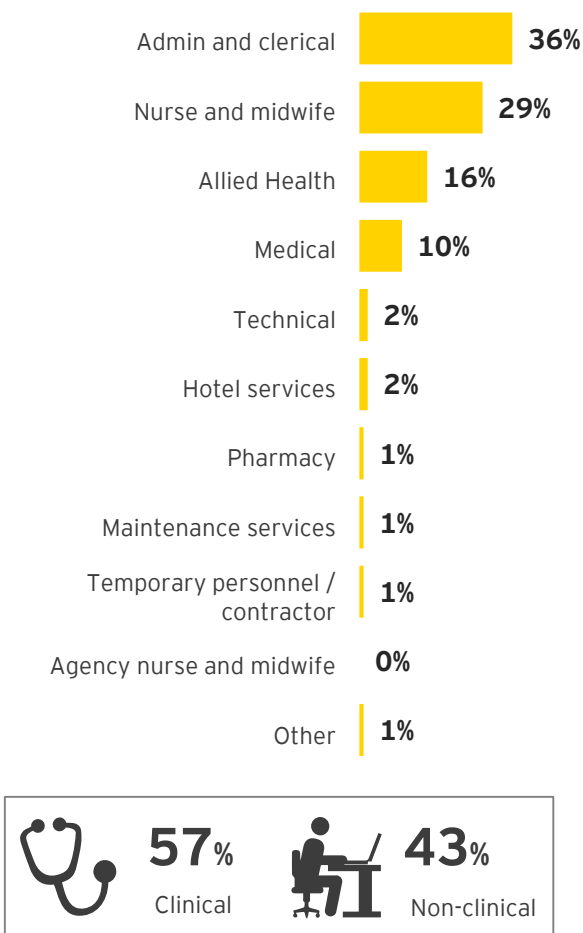
Gender



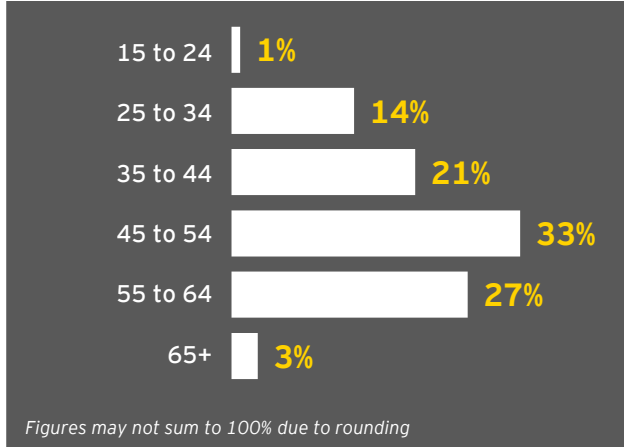
Primary work location



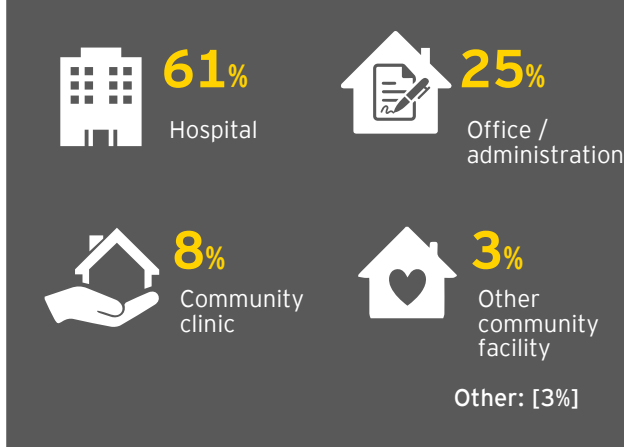
Staffing category



Age group (years)



Main place of work



1,744 Staff from the across WA Health system completed the online survey, the response breakdown on this page reflects the raw results of responses received. For the remainder of this report the raw results have been weighted to ensure that they are representative of gender, age, health service and staffing category. A further breakdown of participants is included in Appendix 2.

SHR staff survey - fast facts

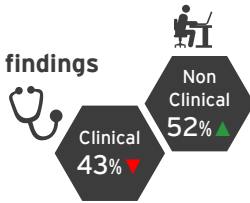
Awareness of SHR



83% of employees within the WA Health system have heard of the Sustainable Health Review

46% have read the key findings

Base: n=1,744 (All respondents)

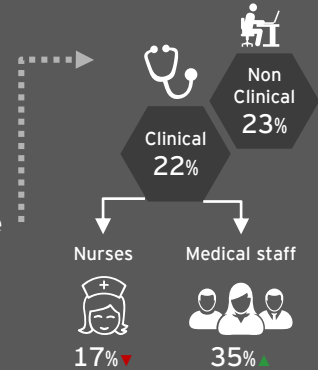


Of which..

22%

have attended or joined in at least one SHR activity

Base: n=1,502 (aware of review)



Inconvenient truths (barriers)

Over eight in ten staff agree¹...

- 86%** staff do not always feel valued and respected
- 85%** too many rules and bureaucracy making it harder for patients and staff
- 83%** the quality of a health care system should not be measured by the number of beds available
- 82%** there are considerable waste and technical inefficiencies across the system
- 80%** the system can be difficult to navigate for health consumers

¹ NET Agree Gave an 'agree' or 'strongly agree' rating

Difference in agreement¹...

Statement	Clinical	Non Clinical
The system rewards volume rather than value	80% (up arrow)	67% (down arrow)
There are significant and persistent inequities in health outcomes among some groups of people	78% (up arrow)	68% (down arrow)
The focus remains on treatment rather than prevention	77% (up arrow)	66% (down arrow)
Past ICT delivery has been poor	51% (down arrow)	60% (up arrow)
Workforce costs remain well above national benchmarks	27% (down arrow)	37% (up arrow)

¹ NET Agree Gave an 'agree' or 'strongly agree' rating

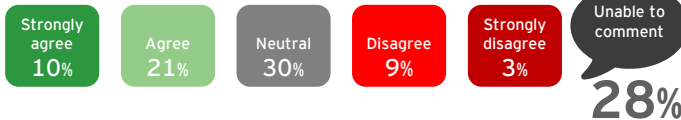


Staff from **6** out of **7** of the entities within the WA health system identified 'staff do not always feel valued and respected' as one of the top three statements that is most reflective of the current state of the system. This view was not shared by **Department of Health** staff who only found it the tenth most reflective statement.

Staff from **5** out of **7** of the entities within the WA health system identified 'quality of a healthcare system should not be measured by the number of beds available' as one of the top three statements most reflective of the current state. It is within the **top four** for the other two entities.

Lack of understanding of...

Workforce costs remain well above national benchmarks



Staff weren't always able to comment on this inconvenient truth

Note:

▲ indicates that a result is significantly higher (at the 95% confidence level) compared with other subgroups.

▼ indicates that a result is significantly lower (at the 95% confidence level) compared with other subgroups.

SHR staff survey – fast facts

12 Directions (opportunities)

77%

of staff gave a 'definitely will' rating to at least one of these three Directions

Base: n=1,744 (All respondents)

- ▶ 1. Keep people healthy and get serious about prevention and health promotion (57%)
- ▶ 11. Plan and invest more wisely (51%)
- ▶ 10. Develop a supported and flexible workforce (51%)



Percentage in brackets is the total number who gave this rating

8 in 10

say that the below Directions 'will' or 'definitely will' lead to a more sustainable healthcare system...



86% agree¹

1. Keep people healthy and get serious about prevention and health promotion



85% agree¹

11. Plan and invest more wisely



85% agree¹

3. Better use of resources with more care in the community



85% agree¹

10. Develop a supported and flexible workforce



84% agree¹

7. Create and support the right culture



¹ Gave a 'will' or 'definitely will' rating

Base: n=1,744 (All respondents)

...and to maximise these by

- ▶ 23% say having more **community engagement and programs**
- ▶ 17% say **working together** with other government bodies and NGOs
Base: n=135 (staff who made a comment about Direction 1)
- ▶ 19% say increase **funding** and resources towards preventative care and **health promotion**
Base: n=80 (staff who made a comment about Direction 11)
- ▶ 41% say **formalising partnerships** with WA Primary Health Alliance (WAPHA) will have significant impact on this Direction (Direction 3)
Base: n=1,744 (All respondents)
- ▶ 25% say **strengthening training**, experiences or offer more courses
- ▶ Specifically, 18% say the focus should be on **leadership development**
- ▶ 17% say to **listen and acknowledge staff concerns**
Base: n=143 (staff who made a comment about Direction 10)
- ▶ 27% say **respect all workers and patients**, accepting diverse values and beliefs
- ▶ 23% say there is a need to **ensure good leadership** and people skills in management roles
Base: n=134 (staff who made a comment about Direction 7)

Difference in agreement¹ ...



5. New ways to support equity in country health

71% ▼

80% ▲

6. Develop partnerships for Aboriginal health outcomes

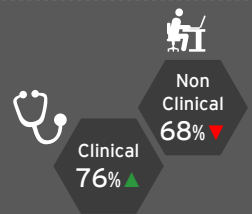
69% ▼

83% ▲

¹ Gave a 'will' or 'definitely will' rating

Base: n=1,744 (All respondents)

2. Focus on person-centred services



Clinical 76% ▲

Non-Clinical 68% ▼

¹ Gave a 'will' or 'definitely will' rating

Base: n=1,744 (All respondents)

▲ indicates that a result is significantly higher (at the 95% confidence level) compared with other subgroups.

▼ indicates that a result is significantly lower (at the 95% confidence level) compared with other subgroups.

SHR staff survey - fast facts

Other areas to consider

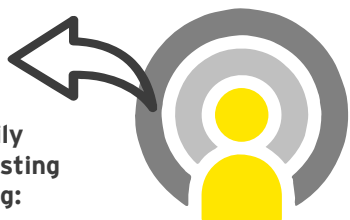
Staff were provided two opportunities within the survey to identify any other areas which need to be considered by the SHR Panel

56% left a comment on other areas to focus on; however only...

Base: n=1,744 (All respondents)

20%

...could not be readily classified under existing Directions, including:



7% say current management is too top heavy, increasing the gap between service design and strategic planning and the delivery of services

4% say there is a need to increase focus on performance management processes and reviews

Base: n=1,005 (Staff suggested another area at Q10 or Q21)

Staff gave most 'other' suggestions for Directions 10 & 7 to

clarify how the review will...

Develop a supported and flexible workforce (Direction 10)

- ▶ Improve management systems / reduce bureaucracy (16%)
- ▶ Employ more staff (8%)
- ▶ Better employment conditions e.g. full time contracts, paid overtime, remuneration (6%)

Create and support the right culture (Direction 7)

- ▶ Support / listen to service and nursing staff (11%)
- ▶ Reduce information silos / better communication between organisations (5%)
- ▶ Ensure transparency and accountability in decision making (5%)

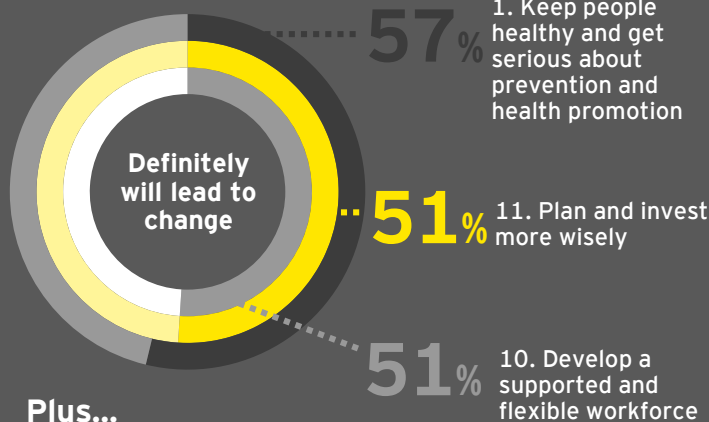
Base: n=1,005 (Staff suggested another area at Q10 or Q21)

Implementation

Recap: the strongest levels of

support

are for these Directions:



Plus...

49% 7. Create and support the right culture



46% 3. Better use of resources with more care in the community

Base: n=1,744 (All respondents)

Staff views on how to



Maximise

benefits from the Directions...

- ▶ Link health users with community based services through collaborating and developing strong relationships with other government or not-for-profit bodies
- ▶ Invest wisely for the long term including heavier investment in preventative health and systems which will create a more integrated view of the patient
- ▶ Focus on staff development (including leadership training), accountability and respect including putting mechanisms in place to allow staff to have their opinions heard and respected

Source: Q20. What is required to help maximise improvements for the following Direction? Thematic analysis.

Background



Background

Background

- ▶ In June 2017, the Government of Western Australia (WA) announced the Sustainable Health Review (SHR) to guide the future direction of the WA Health system. The focus of the Review is on creating a more sustainable health system in Western Australia to make sure all Western Australians have access to quality health care for years to come. Since the announcement, a SHR Panel, led by an independent chair has been established to undertake the Review.
- ▶ In March 2018, following a period of significant consultation with stakeholders across WA, the SHR Panel released interim findings from the review through the SHR Interim Report. The Interim Report outlined the observations and views of the Panel based on what they have heard so far.
- ▶ It focused on:
 - Building a case for change through understanding the current state of the health system in WA
 - Detailing 'inconvenient truths' that need to be addressed in order to drive meaningful change
 - Clarifying the approach to sustainability and what this means for the health system in WA
 - Identifying 12 Preliminary Directions the Panel believe the WA Health system should focus to create a more sustainable future
- ▶ The 12 Primary Directions are underpinned by recommendations for immediate action, as well as a range of areas for further work which will inform the next phase of consultation and support the development of a Final Report and Recommendations.

- ▶ Following the release of the Interim Report a second phase of consultation has begun, which will inform the development of a Final Report to be delivered to Government in November 2018. As part of this second phase, the Minister for Health and SHR Panel have invited employee feedback on the SHR Interim Report and Preliminary Directions, as well as gathering their insights and suggestions for how to create a more sustainable health system in WA.
- ▶ EY was engaged by the WA Department of Health to design and deliver the 'Sustainable Health Review Staff Survey' the key mechanism for capturing employee feedback.

Method

- ▶ The survey was deployed as an online survey to all 44,000 WA health system employees via the WA Health system's global email distribution list. A generic link, which could be accessed from any PC or device, was used to simplify the process for respondents.
- ▶ Paper surveys were also made available to employees without access to the internet.
- ▶ A help-desk (phone and email) was also established to provide technical support.

Further details on the survey objectives, design approach and deployment method can be found in appendix 1.

THE FINDINGS

This section of the document provides an overview of the key findings from the survey. Detailed survey results are also included in the appendices along with information on how to interpret this report.

The following symbols have been included in this section of the report to identify where results are statistically significant:

- ▲ indicates that a result is significantly higher (at the 95% confidence level) compared with other subgroups.
- ▼ indicates that a result is significantly lower (at the 95% confidence level) compared with other subgroups.

Survey results within this report have been weighted to be reflective of the demographics of the WA health system workforce. In cases where demographic subgroups within gender, age, health service and staffing category (clinical, non-clinical) are over- or under-represented in the data, a weight has been assigned to that response in order to make the results more reflective of the actual population / composition of the workforce. For example, 57% of responses received were from clinical staff, but clinical staff comprise two-thirds of the workforce. The responses from clinical staff have therefore been increased in weighting with in the final data set to align with the relative proportion of the overall workforce.



Participants' profile

This section of the document provides an overview of the profile of participants who completed the survey.

In March 2018 an online survey was distributed to all 44,000 employees via the WA Health system's global email distribution list. Employees were asked to provide feedback on the SHR Interim Report and Preliminary Directions.

To qualify for the online survey, all participants had to be...

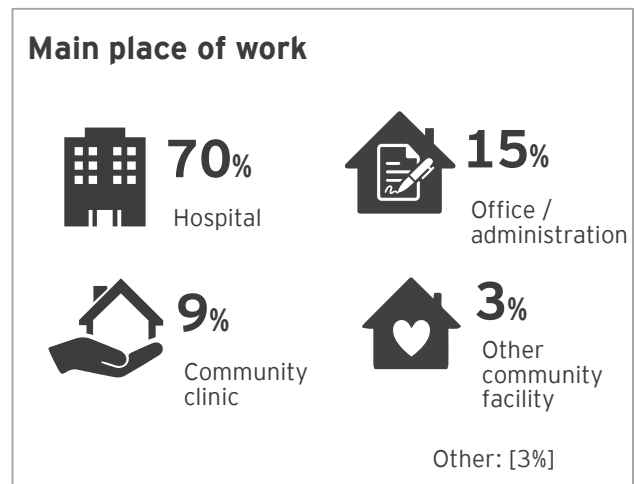
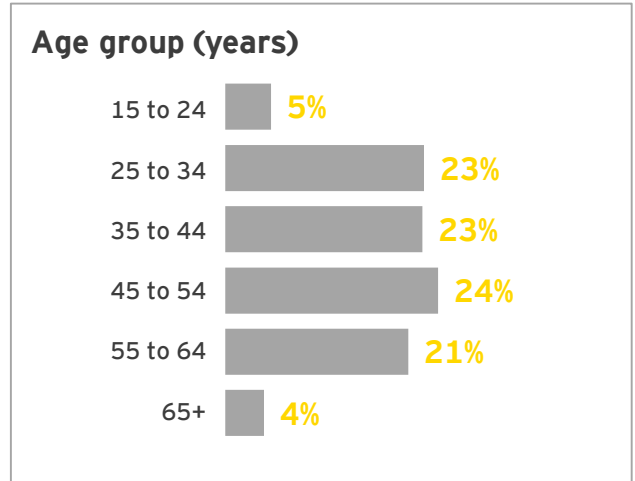
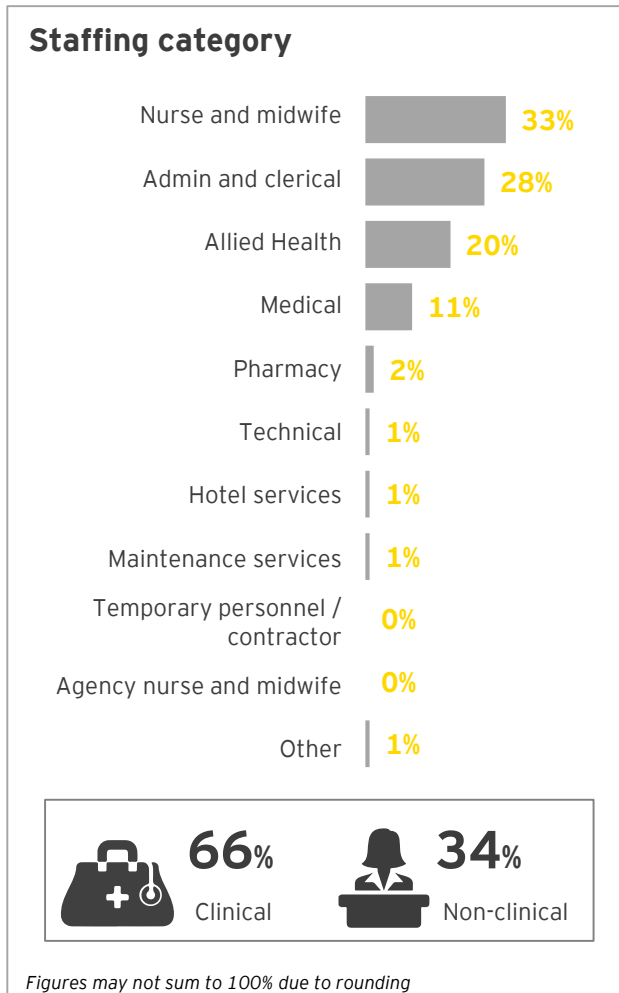
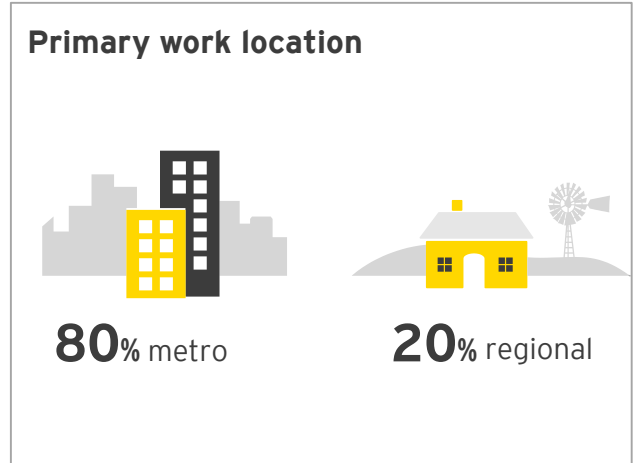
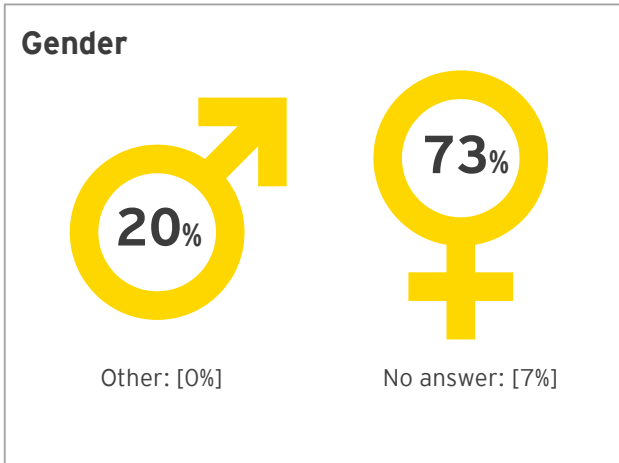
- ▶ An employee of the WA Health system
- ▶ 15 years or above

A total of 1,744 online surveys were completed between 15 March and 27 April 2018.

Participants' profile – demographics (weighted)

1,744 staff from across WA Health system completed the online survey and have been weighted to ensure that they are representative of gender, age, gender, health service and staffing category.

A further breakdown of participants and participating hospitals is included in Appendix 2.



Sustainable Health Review awareness

In June 2017, the Government of Western Australia announced the Sustainable Health Review to position WA Health system for the future.

Following extensive engagement with stakeholders across Western Australia, the Sustainable Health Review Interim report was released publicly in March 2018 and made available to both staff and the public via the Department of Health website.

Sustainable Health Review awareness

Awareness of the review is not universal, and lower amongst new staff and nurses

The Sustainable Health Review Interim report was released in March 2018. Eight in ten have heard of the review, but less than one in five have engaged in a feedback activity at this stage

One in two (46%) have read the key findings of the Sustainable Health Review, however few have read the report extensively

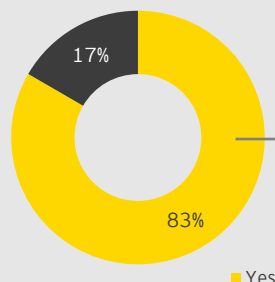
- ▶ Almost half of participants (46%) have read the Sustainable Health Review Interim Report, either reading the report extensively (13%) or reading the executive summary or key findings (36%).
- ▶ One in eight have not heard of the SHR review (17%). This proportion is twice as high among staff who have been with the WA Health system for two years or less (32%). Further, one in four nurses are unaware of the review (24%).

Participation in activities relating to the SHR review has been mixed, with some groups more likely to participate than others

- ▶ Of staff who are aware of the review, one in five (22%) have been involved in an SHR activity, most commonly a forum (14%). While those in a clinical role (22%) and non-clinical role (23%) have similar rates of participation, some roles within those broader categories are more likely to have participated than others. Specifically, medical staff members are more likely to participate (35%), while nurses are less likely (17%); these differences are statistically significant.

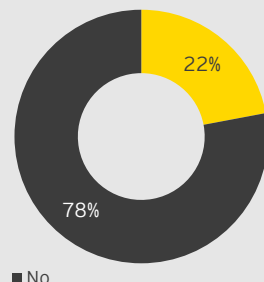
Engagement with the Sustainable Health Review

Have heard of the Sustainable Health Review



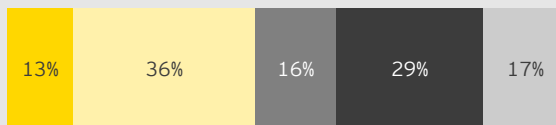
Base: n=1,744 (All respondents)

Been involved in at least one activity relating to the review



Base: n=1,502 (aware of review)

Q7. Have you heard of the Sustainable Health Review before today?

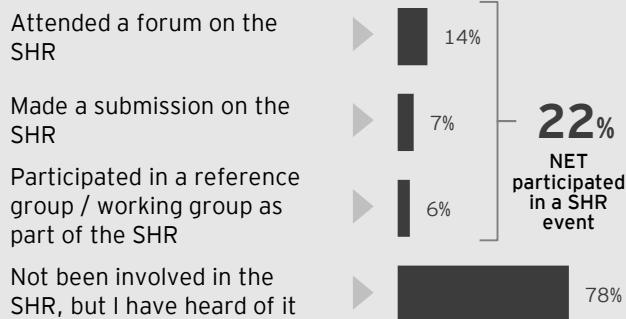


Base: n=1,744 (All respondents)

- Read the report extensively
- Read the executive summary / key findings
- Seen media coverage and am aware of the key findings
- I have heard of it but don't know about the key findings
- I have not heard of the review

Of staff who are aware of the SHR:

Q8. How involved have you been with the Sustainable Health Review?



Base: n=1,502 (aware of review)

“Overall I must say that the panel has done an excellent job in collating and articulating the key priorities.”
Allied Health staff member

Inconvenient truths

The SHR Interim Report identified 15 inconvenient truths. These inconvenient truths outline the current challenges and barriers the Panel identified within the WA Health system.

1. The focus remains on treatment rather than prevention
2. Consumers and carers are not central enough
3. There are significant and persistent inequities in health outcomes among some groups of people
4. The system can be difficult to navigate for health consumers
5. Staff do not feel valued and respected
6. Healthcare does not equal hospital beds
7. WA is lagging behind in transparency and accountability
8. The system rewards volume rather than value
9. Workforce costs remain well above national benchmarks
10. Considerable waster and technical inefficiencies across the system
11. The broad skills of the workforce are not fully utilised nor well positioned for technological changes
12. Medical dominance and vested interests slow the pace of change
13. Too many rules and bureaucracy making it harder for patients and staff
14. Past ICT delivery has been poor
15. The WA Health system has fallen short of good change management

Participants were asked to identify on a five point agreement scale the extent to which they agreed each inconvenient truth reflected the current state of the WA health system. Participants were also provided an 'unable to comment' option to allow them to 'opt-out' of providing a response against any of the inconvenient truth statements.

Inconvenient truths - key themes distilled from staff comments and responses



Staff confirmed that they do not always feel valued and respected

- ▶ 86% of staff agreed that the inconvenient truth 'staff do not always feel valued and respected' was reflective of the current state of the WA Health system. This statement consistently ranked as one of the top three most agreed with statements by staff working for a Health Service Providers and Health Support Services. This view was not consistently shared by Department of Health staff who more strongly agreed with other statements.
- ▶ Staff in clinical roles (87%) had the highest level of agreement with this statement, although the difference with non-clinical roles (83%) was not statistically significant.



Clinical staff more strongly agreed with the inconvenient truths than non-clinical staff

- ▶ Clinical staff more consistently agreed that the inconvenient truths were reflective of the current state of the WA health system. Generally however the difference between clinical and non-clinical results were not statistically significant.
- ▶ This is with the exception of their views on current bureaucracy where 86% of clinical staff agreed that 'too many rules and bureaucracy making it harder for patients and staff' compared with 82% of non-clinical staff.



Bureaucracy, quality measures and inefficiencies also resonated strongly with staff

- ▶ Staff agreed bureaucracy is prevalent and the system is inefficient both for them and patients.
- ▶ Over eight in ten (85%) agree or strongly agree that too many rules and bureaucracy make it harder for patients and staff. There was also strong agreement that quality should not be measured by the number of beds available (83%), waste and technical inefficiencies exist across the system (82%), and the system that is difficult to navigate for patients (80%).



Opinions were divided as to whether workforce costs remain above benchmarks

- ▶ Of all of the inconvenient truths more staff (28%) were unable to comment on whether 'Workforce costs remain well above national benchmarks' than any other statement.
- ▶ Further, 12% of staff disagreed that this statement was reflective of the current WA health system. This was particularly prevalent in the views of clinical staff, with only 27% agreeing with this statement, which was statistically significant when compared with 37% of non-clinical staff.

Inconvenient truths

Five inconvenient truths resonated strongly with staff

The inconvenient truths identified by the Panel have resonated with staff, there were five statements in particular where 80% or more staff agreed they were reflective of the current state

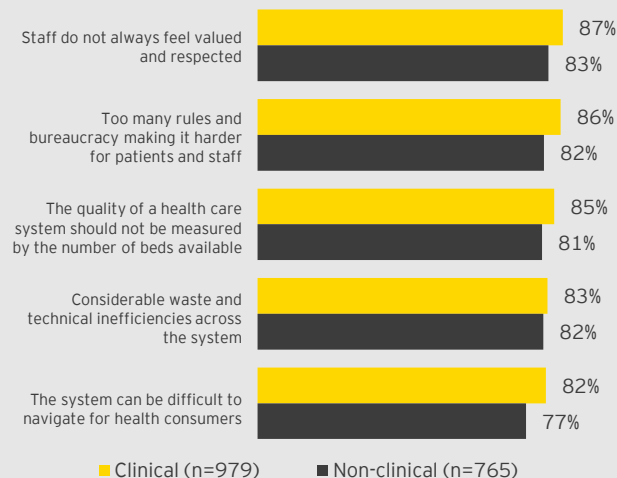
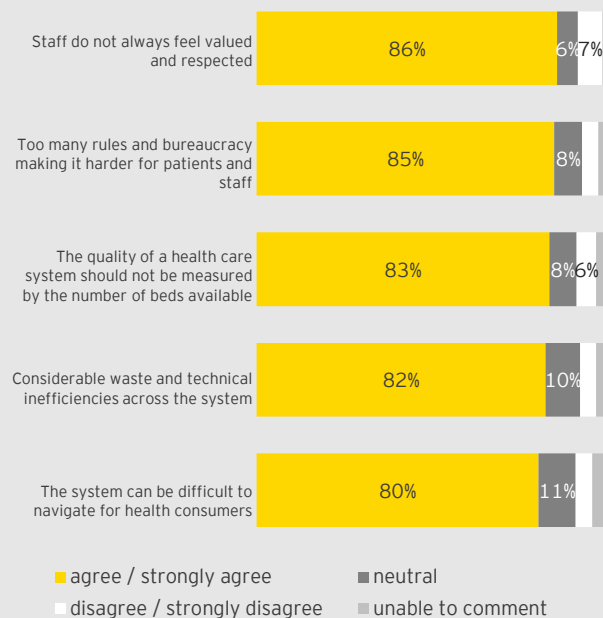
The majority of respondents agreed that staff do not always feel valued and respected

- ▶ Over eight in ten (86%) staff agree or strongly agree with this statement.
- ▶ This sentiment was consistent across the health system, however agreement was lower among Department of Health employees (72%).
- ▶ Clinical staff within Pharmacy (94%) and nursing / midwifery (90%) were most likely to agree with this statement.

There was also agreement that there are too many rules and bureaucracy, ineffective quality measures and waste and inefficiencies across the system.

- ▶ Medical staff were more likely to agree that rules and bureaucracy are making the system harder for patients and staff (90%).
- ▶ Further, nine in ten (89%) staff working in Child and Adolescent Health Service agree that the health system is difficult to navigate for health consumers.

Q6. To what extent do you agree with the following statements about the current state of the health system in Western Australia?



Base: n=1,744 (All respondents)
Note: Labels <6% not shown

“The main issue tends to be the middle level managers who don't have a background in digital technology so don't understand the projects they're trying to lead. We need the staff who have an extensive background in digital technology heading up these projects.”
Admin and clerical staff member

Inconvenient truths

Differing views exists between clinical and non-clinical staff

While both clinical and non-clinical agree that the WA Health system does not manage change effectively, there are divergent views on how reflective other statements are of the current state

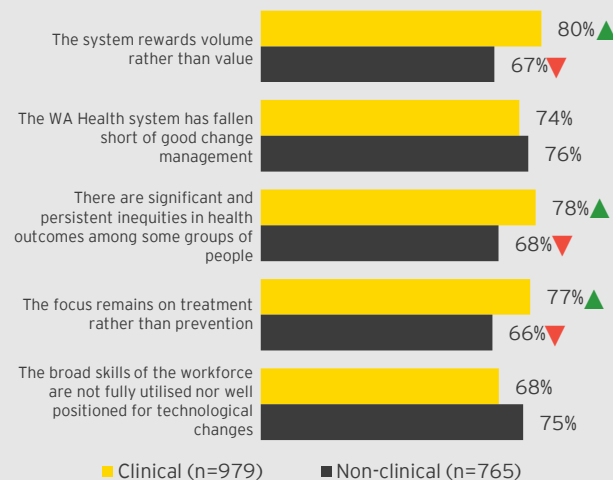
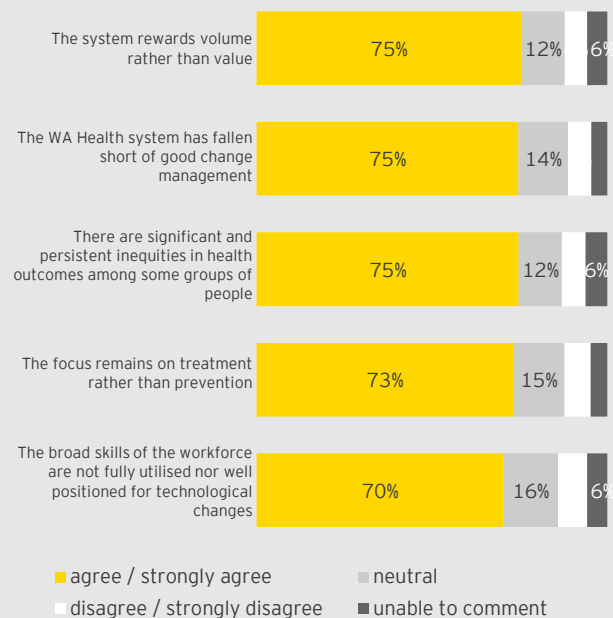
There are statistically significant differing views between clinical and non-clinical staff

- ▶ 80% of clinical staff agreed that the current system rewards volume over value compared with 67% of non-clinical. Clinical staff also more strongly agreed that there are persistent inequities in health outcomes 78% compared to 68% for non-clinical. They also more strongly agreed that the current focus of the system is on treatment rather than prevention 77% agreed compared to 66% for non-clinical staff

Both groups agreed that change is not managed well

- ▶ Both groups agree that the WA Health system falls short of good change management, overall three in four (75%) staff agreeing to this statement, and only one in sixteen (6%) disagree.

Q6. To what extent do you agree with the following statements about the current state of the health system in Western Australia?



Base: n=1,744 (All respondents)
Note: Labels <6% not shown

“The current model dissuades negative feedback, and tends to lead to administrative activities without genuine impact.”
Medical staff member

Inconvenient truths

Not all inconvenient truths resonate with everybody

Each inconvenient truth has resonated with at least some staff, however there are some statements which a proportion of staff disagree with

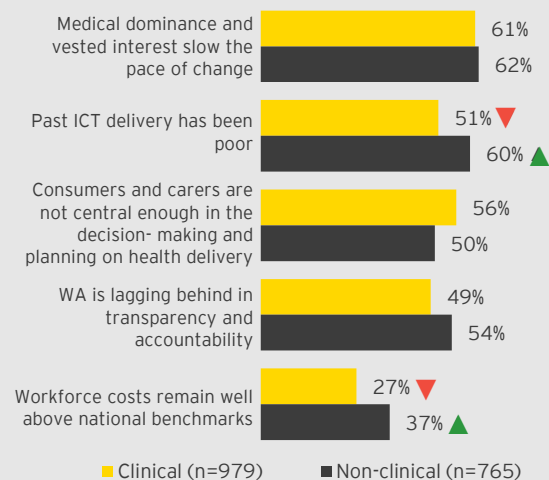
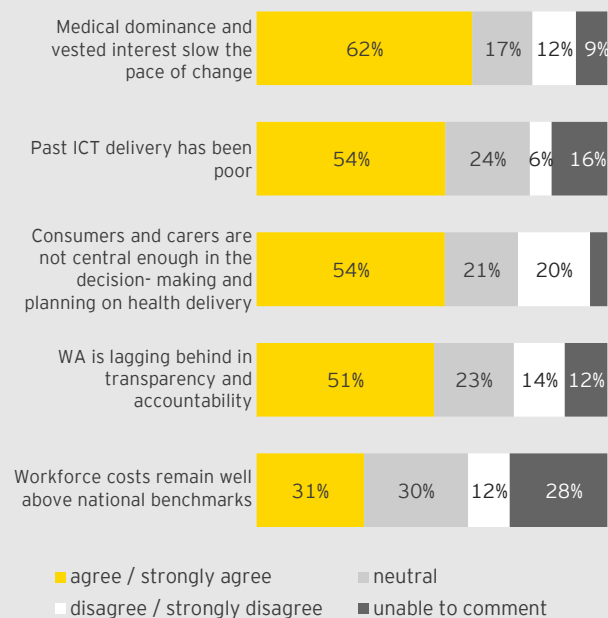
Workforce costs may not be well understood by staff

- ▶ Only 31% of staff agreed that workforce costs remain well above the national benchmark, while 28% were unable to comment.
- ▶ Only four in ten (44%) admin and clerical staff as well as half (51%) of those working in the Department of Health agree that workforce costs are high in comparison to benchmarks. Staff from these WA Health system entities were also less likely to select the 'unable to comment' option compared to other Health Service Providers.

Nurses and Allied Health workers most strongly agree that Medical dominance and vested interests slow the pace of change

- ▶ 68% of staff in nurses / midwives role and 70% in Allied Health roles agree that the pace of change in the health system is adversely effected by vested interests and medical dominance. This sentiment was shared by 26% of staff in a medical role.

Q6. To what extent do you agree with the following statements about the current state of the health system in Western Australia?



Base: n=1,744 (All respondents)
Note: Labels <6% not shown

“Most hospitals are too top heavy, multiple Directors doing the same job. far too much micro management.”
Nurse / midwife staff member

Inconvenient truths

The most salient statements differ between Health Service Providers and the Department of Health

Staff from health service providers share consistent views on which Inconvenient Truth statements they agree are most reflective of the current WA health system. There is some divergence in the views of staff from the Department of Health

It was agreed that staff do not always feel valued and respected

- ▶ This statement consistently ranked as one of the top three most agreed with statements by staff working for a Health Service Providers and Health Support Services.
- ▶ This view was not consistently shared by Department of Health staff who more strongly agreed with other statements, including 'there are significant and persistent inequities in health outcomes among some groups of people', with 94% agreeing with this statement.

Staff from five of the seven entities rate in their top three that the quality of a healthcare system should not be measured by the number of beds available

- ▶ Within Child and Adolescent, East Metropolitan, South Metropolitan, WA Country Health Services and the Department of Health, over eight in ten staff agree or strongly agree in changing the focus of measurement of determining the quality of the system.

Q6. To what extent do you agree with the following statements about the current state of the health system in Western Australia? (%agree/strongly agree)

Health Service	1st	2nd	3rd
Child and Adolescent Health Service	The system can be difficult to navigate for health consumers (89%)	The quality of a health care system should not be measured by the number of beds available (87%)	Staff do not always feel valued and respected (86%)
East Metropolitan Health Service	The quality of a health care system should not be measured by the number of beds available (86%)	Considerable waste and technical inefficiencies across the system (86%)	Staff do not always feel valued and respected (82%)
North Metropolitan Health Service	Too many rules and bureaucracy making it harder for patients and staff (88%)	Staff do not always feel valued and respected (87%)	Considerable waste and technical inefficiencies across the system (85%)
South Metropolitan Health Service	Staff do not always feel valued and respected (86%)	The quality of a health care system should not be measured by the number of beds available (84%)	Too many rules and bureaucracy making it harder for patients and staff (82%)
WA Country Health Service	Too many rules and bureaucracy making it harder for patients and staff (88%)	Staff do not always feel valued and respected (88%)	The quality of a health care system should not be measured by the number of beds available (84%)
Health Support Services	Too many rules and bureaucracy making it harder for patients and staff (85%)	Staff do not always feel valued and respected (83%)	Considerable waste and technical inefficiencies across the system (80%)
Department of Health	There are significant and persistent inequities in health outcomes among some groups of people (94%)	The system can be difficult to navigate for health consumers (88%)	The quality of a health care system should not be measured by the number of beds available (88%)

12 Directions

The Sustainable Health Review Panel identified 12 Preliminary Directions in the Interim Report. Across these nine Recommendations were made for Immediate Action where work can commence immediately, and a range of Areas for Further Work were identified which will inform the next phase of consultation and support the development of the Panel's Final Report and Recommendations.

Direction 1 Keep people healthy and get serious about prevention and health promotion

Direction 2 Focus on person-centred services

Direction 3 Better use of resources with more care in the community

Direction 4 Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA Health system

Direction 5 New ways to support equity in country health

Direction 6 Develop partnerships for Aboriginal health outcomes

Direction 7 Create and support the right culture

Direction 8 Greater use of technology, data and innovation to support consumers, clinicians and drive change

Direction 9 Harness and support health and medical research collaboration and innovation

Direction 10 Develop a supported and flexible workforce

Direction 11 Plan and invest more wisely

Direction 12 Building financial sustainability, strong governance, systems and support services

Participants were asked to assess each Directions impact on a five point scale on their likelihood to lead to a sustainable health system. Respondents could also go into further detail by providing qualitative responses to each Direction.

12 Directions – key themes distilled from staff comments and responses



The 12 Directions are supported by staff from across the WA Health system

- ▶ 96% of staff identified that at least one or more of the Directions would lead to a more sustainable health system for WA.
- ▶ Of all the Directions, three were identified as being the most likely to lead to sustainability. With around eight in ten (77%) of staff identifying that the following would 'definitely will' lead to change:
 - Keep people healthy and get serious about prevention and health promotion;
 - Plan and invest more wisely;
 - Develop a supported and flexible workforce



An increased focus on collaboration to increase access to primary health

- ▶ Linking health users with community based services will lead to a more sustainable system via...
 - **Health pathways...** collaborating with other government or not-for-profit bodies to develop pathways for patients and those at risk to enable greater accessibility to existing health information and services and provide a continuation of care
 - **Primary healthcare...** preventing the use of more expensive services by ensuring availability and accessibility of GP and community based services
 - **Speaking locally...** two-way communication within regional areas to understand the broader issues and develop services, which are appropriate to addressing needs or prevention



Investing wisely for the long term

- ▶ A number of staff identified a need to focusing expenditure into areas which will reduce costs in the long term, including...
 - **Preventative health...** community based programs which promote healthy behaviours and connections, as well as traditional education activities, to increase wellness
 - **Training...** creating skilled leaders and educating staff about preventative health strategies, with the view that these leaders / skilled persons will train others
 - **Integrated systems...** reducing duplicated systems through an integrated e-health record for both public and private providers



Focus on staff development, accountability and respect

- ▶ Support staff and encourage an adaptable mindset by...
 - **Let staff be heard...** ensure there are mechanisms in place to allow staff to have their opinions heard and respected
 - **Right skills...** enable the right mix of skills, particularly of those in leadership positions, though cross-organisational programs and training
 - **Accountability...** create a health system which ensures strategies are visibly reviewed and appropriate feedback given and acted upon

Overall strong support for the 12 Directions

All 12 Directions are supported by staff as likely to lead to a sustainable health system, with levels of support ranging from seven in ten to almost nine in ten across Directions

Five Directions in particular receive the strongest support, with over eight in ten staff indicating they will or definitely will lead to sustainability

Staff agreed that a more sustainable health system can be created through improved primary prevention, wiser investments and better use of resources, in addition to creating a more flexible and supported workforce with the right culture

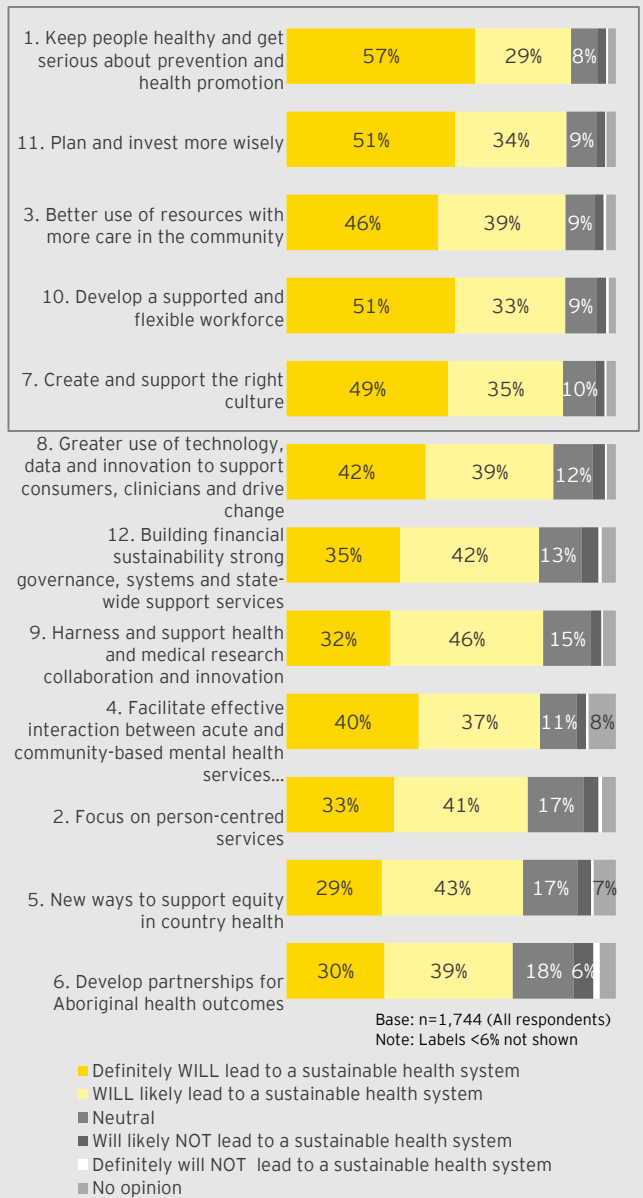
► Around one in two staff from across the WA Health system say that the following strategies 'definitely will' lead to a more sustainable health system:

- Keeping people healthy and getting serious about prevention and health promotion (57%)
- Planning and investing more wisely (51%)
- Develop a supported and flexible workforce (51%)
- Create and support the right culture (49%)
- Better use of resources with more care in the community (46%)

Views are mixed on the Directions receiving the lowest level of support, the level of support differs by demographic group

► Support for Directions such as 'new ways to support equity in country health' (definitely will: 29%) and 'develop partnerships for Aboriginal health outcomes' (30%) varies across the workforce, depending on staff location and role. This is discussed further on pages 34 and 35.

Q9. To what extent do you think these 12 Directions will lead to a sustainable health system?



"The directions are good but not strong enough. It is impossible not to agree with them. We need stronger direction and courage to address the 'inconvenient truths', in particular managing community expectations of what a free public health service can do, close small hospitals and addressing doctor greed."

Admin and clerical staff member

Directions are supported by all health services

There was a consistent view across the WA health system of the Directions staff believed would be the most likely to lead to sustainability

In particular, support for primary prevention activities and investing more wisely is strong across all health services, receiving support from around eight in ten staff

The levels of support for better use of resources within the community and developing a supported and flexible workforce, with the right culture had some variation within health services but still supported by the majority of staff

- ▶ Specifically, the strongest support for these Directions is from:
 - Better use of resources with more care in the community - South Metropolitan Health Service (90%)
 - Develop a supported and flexible workforce - Child and Adolescent Health Service (94%)
- ▶ Lower support for these Directions is from:
 - Better use of resources with more care in the community - East Metropolitan Health Service (77%)
 - Develop a supported and flexible workforce - Health Support Services (75%)
 - Create and support the right culture - East Metropolitan Health Service (77%)

Health Support Services are most supportive of a greater use of technology, data and compared to the other directions

- ▶ Almost nine in ten (87%) staff from Health Support Services say that greater use of technology, data and innovations will drive change, making this the top rated direction within this health service, while it is sixth strongest among staff from all health services.
- ▶ Support by staff from Health Support Services for the other 11 Directions tends to be lower than other health services, with 'will' and 'defiantly will' ratings ranging from 55% (new ways to support country health) to 83% (plan and invest more wisely).

Q9. To what extent do you think these 12 Directions will lead to a sustainable health system? (%will/definitely will) (by health service)

% will / definitely will	All	CAHS	EMHS	NMHS	SMHS	WACHS	HSS	DoH
n=	1744	180	175	453	315	339	128	137
1. Keep people healthy and get serious about prevention and health promotion	86%	90%	85%	86%	86%	87%	81%	90%
11. Plan and invest more wisely	85%	89%	78%	85%	88%	85%	83%	88%
3. Better use of resources with more care in the community	85%	90%	77% ▼	83%	90% ▲	87%	79%	85%
10. Develop a supported and flexible workforce	85%	94% ▲	79%	83%	86%	87%	75% ▼	84%
7. Create and support the right culture	84%	91%	77% ▼	85%	86%	85%	82%	83%
8. Greater use of technology, data and innovation to support consumers, clinicians and drive change	81%	82%	76%	81%	83%	81%	87%	86%
12. Building financial sustainability strong governance, systems and state-wide support services	77%	81%	68% ▼	79%	77%	77%	81%	79%
9. Harness and support health and medical research collaboration and innovation	78%	81%	76%	78%	80%	78%	68%	78%
4. Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA Health system	77%	81%	73%	77%	81%	77%	58% ▼	73%
2. Focus on person-centred services	73%	79%	65%	72%	74%	80% ▲	58% ▼	71%
5. New ways to support equity in country health	72%	79%	60% ▼	69%	73%	83% ▲	55% ▼	77%
6. Develop partnerships for Aboriginal health outcomes	69%	76%	61%	68%	68%	74%	58%	79%

Base: n=1,744 (All respondents)

CAHS=Child and Adolescent, EMHS = East Metropolitan, NMHS=North Metropolitan, SMHS=South Metropolitan, WACHS=WA Country, HSS=Health Support Services, DoH=Department of Health Other (n=17) not shown

Support is stronger within certain groups

Awareness of and engagement with the Sustainable Health Review helps drive support for the Directions

Voices championing the 12 Directions are from a wide-range of staffing groups and backgrounds, however the strongest voices are from younger, female staff

Awareness of the Sustainable Health Review, and what it seeks to achieve will encourage greater levels of support for Directions

- ▶ As discussed earlier (pg. 15), not all staff are aware of the Sustainable Health Review.
- ▶ Not surprisingly, those staff who have attended or participated in at least one activity relating to the review are the most likely to indicate strong support for at least one of the Directions (91%).
- ▶ Staff are less likely to strongly support the Directions if they are not aware of the Sustainable Health Review (74%).

More female, younger staff say at least one of the 12 Directions will lead to a sustainable health system, than any other group

- ▶ Regardless of age or gender demographic, more than eight in ten staff are strongly supportive to at least one of the 12 Directions. There is however higher support from staff 44 years and younger (88%) and female staff (87%) when compared to males (80%) or staff aged 45 years or older (82%).
- ▶ The largest portion of the WA Health system workforce is actually made up of this cohort of staff, with 50% of the total workforce being 44 years and younger and 79% being female.

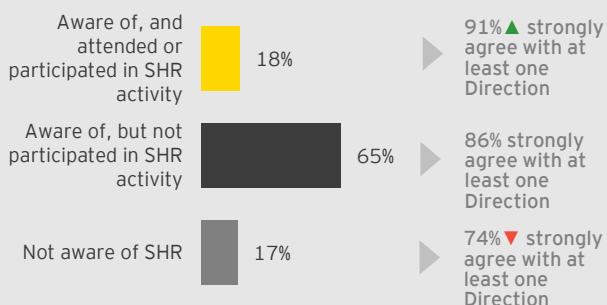
Q9. To what extent do you think these 12 Directions will lead to a sustainable health system?

85%
of staff say at least one of the 12 Directions 'definitely will' lead to change



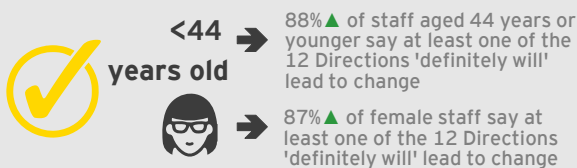
Support for the 12 Directions varies by staff awareness with the Sustainable Health Review and demographic:

Q8. How involved have you been with the Sustainable Health Review?

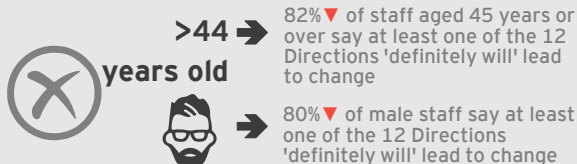


Base: n=1,744 (All respondents)

Strongest support from...



Lower support from...



Base: n=1,744 (All respondents)

"I believe if we achieve the 12 Directions, there will be less concerns for [any] other services... But everyone has to have input, and buy in, to achieve the goals for the direction necessary."

Medical staff member

Responses for each Direction

The 12 Directions identified by the SHR Panel were:

Direction 1 Keep people healthy and get serious about prevention and health promotion

Direction 2 Focus on person-centred services

Direction 3 Better use of resources with more care in the community

Direction 4 Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA Health system

Direction 5 New ways to support equity in country health

Direction 6 Develop partnerships for Aboriginal health outcomes

Direction 7 Create and support the right culture

Direction 8 Greater use of technology, data and innovation to support consumers, clinicians and drive change

Direction 9 Harness and support health and medical research collaboration and innovation

Direction 10 Develop a supported and flexible workforce

Direction 11 Plan and invest more wisely

Direction 12 Building financial sustainability, strong governance, systems and statewide support services

In addition to assessing the potential impact of each Direction, participants were asked to assess the impact of the areas for future work identified. In addition participants were provided the opportunity to provide further detail on what they believed was required to maximise the improvements for the Direction.

Direction 1.

Keep people healthy and get serious about prevention and health promotion

Nine in ten staff (86%) agree that a more sustainable health system can be created through getting serious about prevention and health promotion activities

Further, almost six in ten (57%) say that this Direction 'definitely will' lead to a sustainable health system

- ▶ This positive sentiment is particularly strong amongst:
 - Female staff members (definitely will females: 62% ▲, males: 46% ▼).
 - Staff in a technical (67%), allied health (63%) or nursing / midwifery role (62%).

Staff views on how to achieve stronger prevention and promotion are mixed - collaboration and partnerships, greater education, increased funding and actively discouraging unhealthy lifestyle activities were identified as critical to maximising improvements

- ▶ Overall, 7% of staff made a further comment about what will help maximise this Direction, of which, 65% of comments were of a neutral / factual tone, 23% of a negative tone* identifying potential barriers which would need to be addressed or negative perception of the Direction and 13% of a positive tone highlighting opportunities or positive perception of the Direction. Staff in a medical role were more likely to leave a comment about this Direction (17%) than other staffing groups.
- ▶ Staff responses about how to maximise improvements for this Direction were mixed. Most commonly, one in three (32%) suggest increasing funding while around one in four suggest discouraging unhealthy activities (27%) and / or more community-based engagement programs (23%). A further 17% suggest more information and / or collaborating with other government or not-for-profit bodies.

Keep people healthy and get serious about prevention and health promotion

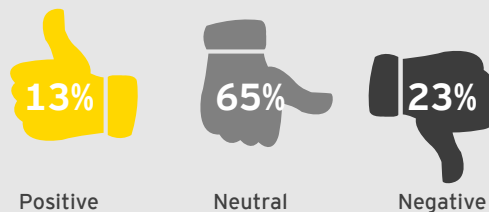
% will/ definitely will **86%**



- Definitely WILL lead to a sustainable health system
- WILL likely lead to a sustainable health system
- Neutral
- Will likely NOT lead to a sustainable health system
- Definitely will NOT lead to a sustainable health system
- No opinion

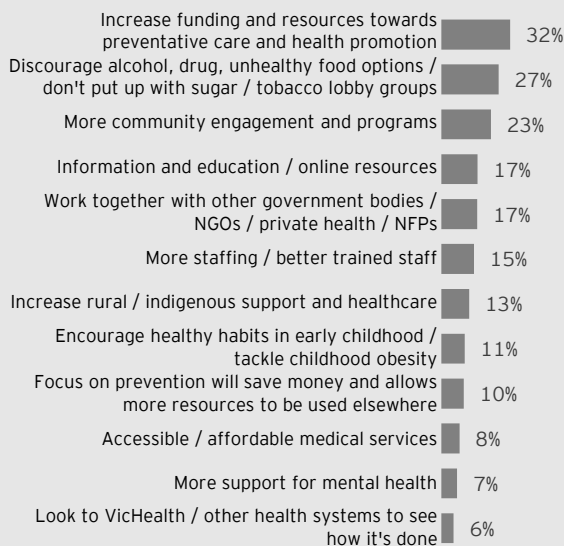
Base: n=1,744 (All respondents)

Sentiment* of comments left about Direction



Base: n=135 (Staff who made a comment about the direction)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=135 (Staff who made a comment about the direction)
Suggestions receiving less than 6% of responses not shown



"The key to reducing cost in the public health system and to preventing chronic disease is developing effective working relationships and agreed patient pathways between hospitals and primary care providers."

Allied Health staff member

*definition of sentiment / tone can be found on page 49

Direction 2.

Focus on person-centred services

Three in four staff (73%) agree that a more sustainable health system can be created through the delivery of services which have a focus on the end user

Further, one in three (33%) say that this Direction 'definitely will' lead to a sustainable health system

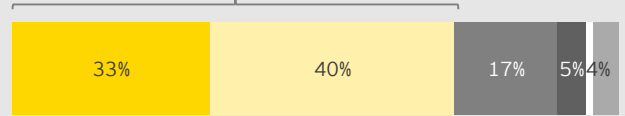
- ▶ This positive sentiment is particularly strong amongst:
 - Those working in a community setting (community clinic: 45%, other community facility: 41%).
 - Staff in a nursing / midwifery role (40% ▲), particularly when comparing against those in a medical role (17% ▼).

Staff views on how to maximise impact for this Direction vary - having a navigator function to connect people to the right areas, making services more accessible and affordable and improved staff development

- ▶ When asked to choose between the areas of further work with respect to which would have a greater impact on this Direction, almost twice as many picked a navigator function to help connect people with services (51%) than working with other agencies and services to collaborate (29%).
- ▶ Further, 3% of staff made a comment about what would help maximise this Direction. Staff employed directly by the Department of Health were more likely to leave a comment about this Direction (10%).
- ▶ Based on staff comments, four in ten (39%) suggest better staff training would maximise improvements for this Direction, while around one in five suggested making services more affordable (22%) and / or more providing more information or making information more accessible (18%).

Focus on person-centred services

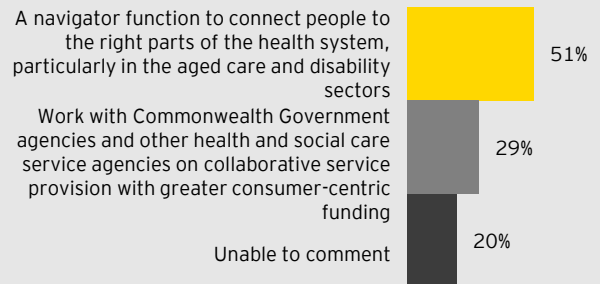
% will/ definitely will **73%**



- Definitely WILL lead to a sustainable health system
- WILL likely lead to a sustainable health system
- Neutral
- Will likely NOT lead to a sustainable health system
- Definitely will NOT lead to a sustainable health system
- No opinion

Base: n=1,744 (All respondents)

Q11. Which of the following areas will have the greatest impact on this Direction?



Base: n=1,744 (All respondents)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=64 (Staff who made a comment about the direction)
Suggestions receiving less than 5% of responses not shown

“Many older people cannot navigate the self directed health services and are missing appointments. I find myself the majority of the time not just treating them for that which I've been referred but almost case managing their care needs across the system at large. These people need higher levels of direction.”
Allied Health staff member

Direction 3.

Better use of resources with more care in the community

Better use of resources in the community is supported by over eight in ten staff (85%) in driving sustainability

Further, almost one in two (46%) say that this Direction 'definitely will' lead to a sustainable health system

- ▶ This positive sentiment is particularly strong amongst:
 - Those working in a community setting (community clinic: 59%, other community facility: 63%).
 - Staff in a nursing / midwifery (53%) or pharmacy role (53%).

Staff identified that the most impactful ways to maximise this Direction is to explore different models to enhance emergency department (ED) diversions, such as increased resources for GPs, and formalise partnerships with WA Primary Health Alliance (WAPHA)

- ▶ When asked to choose between the areas of further work with respect to which would have a greater impact on this Direction, more staff say that focusing on diversions from the ED (41%) and formalising the relationship with WAPHA (41%) will have a greater impact than analysing the risks/benefits of telehealth (24%) or using it for mental health (23%).
- ▶ Further, 4% of staff made a comment about what will help maximise this Direction
- ▶ From these comments, one in four (25%) say that supporting more community services will maximise the improvements from this Direction, one in five (18%) say increasing staff or better trained staff and 15% say ensuring more resources are directed at GPs, including affordable after hours visits.



“There is no doubt that better management in the community for people with chronic health conditions will lead to reduced ED attendances. However, this should not be confused with spending funds on ED diversion programs for people who actually need to present to ED because the GP services at the time are not available.”
Admin and clerical staff member

Better use of resources with more care in the community

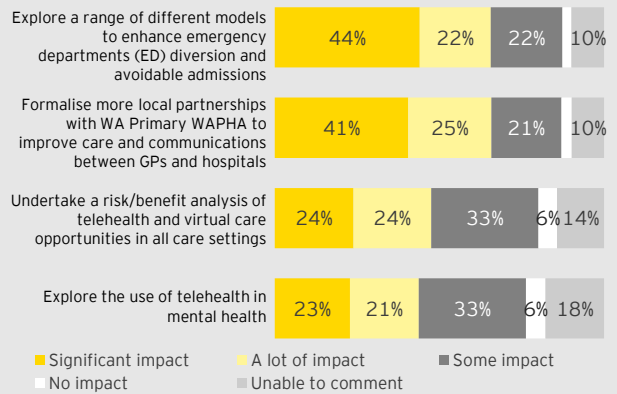
% will/
definitely will **85%**



- Definitely WILL lead to a sustainable health system
- WILL likely lead to a sustainable health system
- Neutral
- Will likely NOT lead to a sustainable health system
- Definitely will NOT lead to a sustainable health system
- No opinion

Base: n=1,744 (All respondents)

Q12. How much impact will the following areas have on the below Direction?



Base: n=1,744 (All respondents)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=83 (Staff who made a comment about the direction)
Suggestions receiving less than 5% of responses not shown

Direction 4.

Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA health system

Almost eight in ten (77%) staff say that facilitating effective links between acute and community-based health services, thus delivering mental health reforms will support a more sustainable health system

Further, four in ten (40%) say that this Direction 'definitely will' lead to a sustainable health system

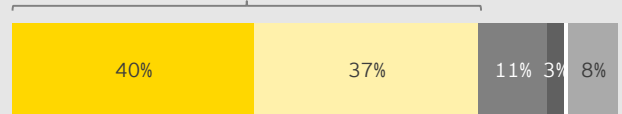
- ▶ This positive sentiment is particularly strong amongst those working in a community setting (community clinic: 53%, other community facility: 49%).

Staff views on how to facilitate an effective interaction between acute and community mental health services are mixed, although broadly reflect themes from other Directions

- ▶ Overall, 2% of staff made a further comment about what will help maximise this Direction, of which, 43% of comments were of a neutral / factual tone, 45% of a negative tone and 12% of a positive tone*.
- ▶ Staff responses about how to maximise improvements for this Direction are mixed. Most commonly, one in five suggest working collaboratively between agencies (21%) and increasing funding in the area (21%) while one in six (17%) suggest primary prevention measures. These suggestions are consistent with the themes from Direction 1 (health prevention), Direction 3 (community services) and Direction 11 (investing wisely).

Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA Health system

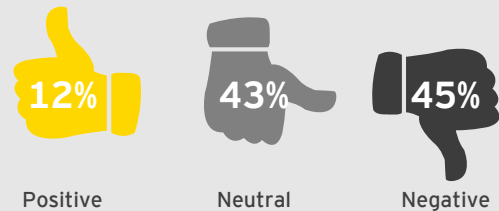
% will/ definitely will **77%**



- Definitely WILL lead to a sustainable health system
- WILL likely lead to a sustainable health system
- Neutral
- Will likely NOT lead to a sustainable health system
- Definitely will NOT lead to a sustainable health system
- No opinion

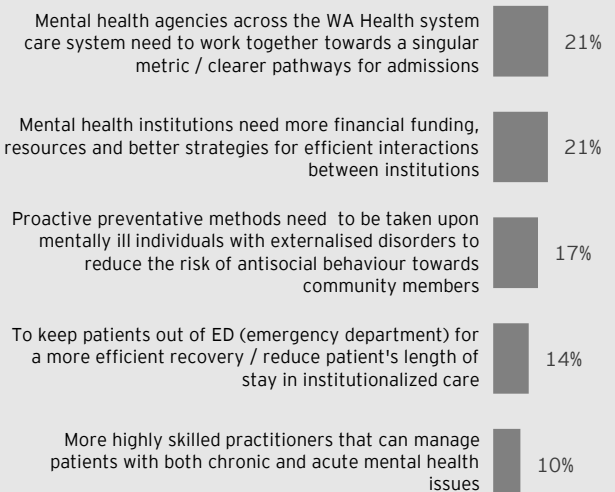
Base: n=1,744 (All respondents)

Sentiment* of comments left about direction



Base: n=47 (Staff who made a comment about the direction)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=47 (Staff who made a comment about the direction)
Suggestions receiving less than 10% of responses not shown



"Our older adult mental health services are full of dementia patients. Nursing homes do not want to care for patients with BPSD because they do not have the skills or the resources. So they bed block. How does effective interaction between acute and community MHS improve this? It doesn't. Put the resources in first. Then sort the communication out." *Nurse and midwife staff member*

*definition of sentiment / tone can be found on page 49

Direction 5.

New ways to support equity in country health

Seven in ten (72%) of staff agree that a more sustainable health system can be created through supporting equity in country health

Further, three in ten (29%) say that this Direction 'definitely will' lead to a sustainable health system

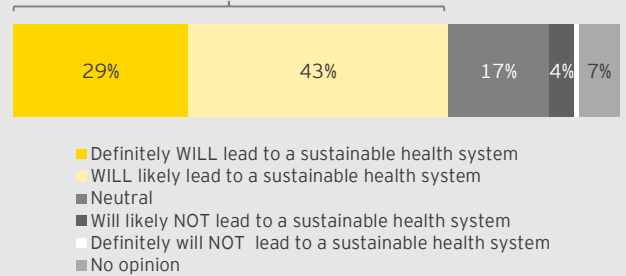
- ▶ This positive sentiment is particularly strong amongst:
 - Those working in WA Country Health Service (46%).
 - Working in regional areas - regional: 45% ▲, metropolitan: 25% ▼).
 - Staff in a nursing / midwifery role (36%).

Staff views on how to maximise impact for this Direction vary - increasing funding, formalising relationships between metropolitan and regional hospitals and providing a continuation of healthcare by appropriately qualified staff will be critical

- ▶ When asked to choose between the areas of further work with respect to which would have a greater impact on this Direction, almost three-times as many picked formalising arrangements with regional and metropolitan hospitals (60%) than focusing on a patient transport network (21%).
- ▶ 4% of staff made a further comment about what will help maximise this Direction. Staff employed within WA Country Health Services are more likely to leave a comment about this Direction (7%) and medical staff (9%) are more likely to leave a comment than other roles.
- ▶ Staff responses about how to maximise improvements for this Direction are mixed. Commonly, the comments centre around improving accessibility whether it be making services more affordable (29%), providing specialists (26%), improving patient transport (21%) or telehealth (19%). One in four (27%) also would like to improve staff training in regional areas.

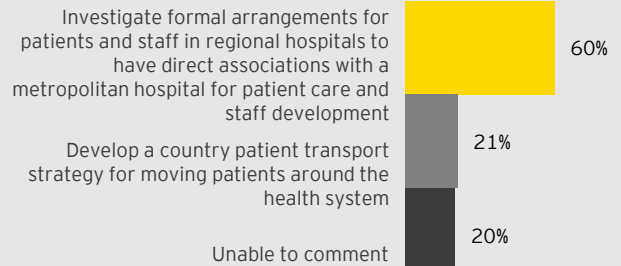
New ways to support equity in country health

% will/ definitely will **72%**



Base: n=1,744 (All respondents)

Q13. Which of the following areas will have the greatest impact on the below Direction?



Base: n=1,744 (All respondents)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=63 (Staff who made a comment about the direction)
Suggestions receiving less than 4% of responses not shown

“Where an existing relationship exists between a visiting specialist and the country community, support the patient to have continuity of care if treatment is required in the city.”
Medical staff member

Direction 6.

Develop partnerships for Aboriginal health outcomes

Seven in ten (69%) staff say developing partnerships for Aboriginal health outcomes will support a more sustainable health system

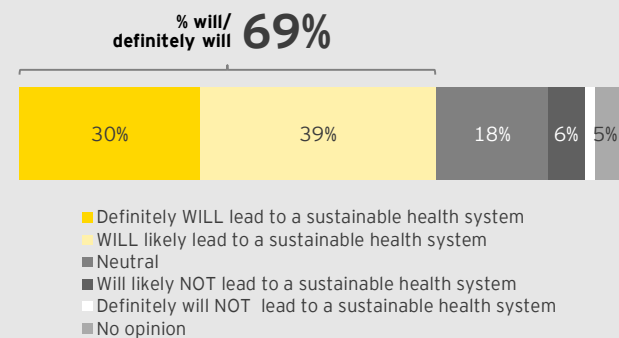
Further, three in ten (30%) say that this Direction 'definitely will' lead to a sustainable health system

- ▶ This positive sentiment is particularly strong amongst:
 - Those working in WA Country Health Service (36%).
 - Those working in a community setting (community clinic: 41%, other community facility: 45%).
 - Staff in a nursing / midwifery role (36%).

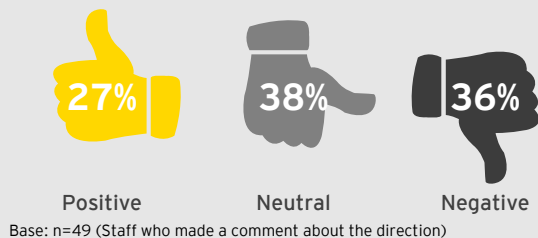
Staff views on how to maximise improvements for this Direction focus on engaging the community and focus on areas outside of primary health such as cultural and socio-economic factors

- ▶ Overall, 2% of staff made a further comment about how to maximise improvements for this Direction, of which, 38% of comments were of a neutral / factual tone, 36% of a negative tone and 27% of a positive tone*. Staff employed directly by the Department of Health were more likely to leave a comment about this Direction (11%).
- ▶ Two in five (41%) say that involving local leaders and directly engaging with the community is needed to effectively develop partnerships. For greater health outcomes for Aboriginal persons, broader issues also need to be addressed, including improving poverty and quality of life within this group (28%) and a greater level of cultural awareness and understanding for all (21%).

Develop partnerships for Aboriginal health outcomes



Sentiment* of comments left about direction



Q20. What is required to help maximise improvements for the following Direction?



“More care in the community should not automatically assign GP’s as gate keepers. To break the nexus of poor aboriginal health and life expectancy, focus must be on babies and children and preparing young aboriginal women for pregnancy and motherhood. Adult chronicity - damage is already done.”
Admin and clerical staff member

*definition of sentiment / tone can be found on page 49

Direction 7.

Create and support the right culture

Eight in ten (84%) staff agree creating and supporting the right culture will or definitely will lead to a more sustainable health system

Further, one in two (49%) say that this Direction 'definitely will' lead to a sustainable health system

- ▶ There are similar levels of support for this Direction across the different demographic subgroups. Positive sentiments however are stronger from those who have been involved or attended a SHR activity (58%) compared to those who are not aware of the SHR (40%).

Staff views on how to maximum improvements for this Direction are mixed - focusing on equitability and respect and effective leadership and accountability will be critical

- ▶ When asked to choose between the areas of further work with respect to which would have a greater impact on this Direction, there was a reasonably even split between staff who agree metrics for workforce health and safety (42%) would have the greater impact compared with publishing consumer feedback (38%).
- ▶ Further, 7% of staff made a comment about what would help maximise this Direction. Staff with a longer tenure were more likely to leave a comment than newer staff:
 - Worked three or more years: 8% ▲, 2 years or less: 2% ▼).
- ▶ Staff responses about how to maximise improvements for this Direction are mixed although a focus on improving equity and respect is a common theme. Comments focus on treating everyone equal - regardless of rank (28%) or beliefs (27%) and addressing discrimination (17%). Suggestions for how to do this included ensuring managers have the right skills (23%) and are held accountable (22%).
 - Harassment issues receives more mentions by staff from non-clinical roles (35% ▲) than clinical roles (6% ▼)

Create and support the right culture

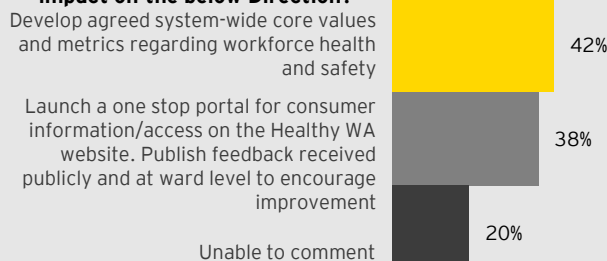
% will/ definitely will **84%**



- Definitely WILL lead to a sustainable health system
- WILL likely lead to a sustainable health system
- Neutral
- Will likely NOT lead to a sustainable health system
- Definitely will NOT lead to a sustainable health system
- No opinion

Base: n=1,744 (All respondents)

Q14. Which of the following areas will have the greatest impact on the below Direction?



Base: n=134 (All respondents)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=134 (Staff who made a comment about the direction)
Suggestions receiving less than 10% of responses not shown

“Provide Nurse Managers with admin assistance so that they can actually manage rather than complete paperwork and red tape. Allow greater scope in recruitment and selection to select for cultural fit and core values, along with KSAs.”
Admin and clerical staff member

Direction 8.

Greater use of technology, data and innovation to support consumers, clinicians and drive change

Eight in ten staff (81%) agreed greater use of technology, data and innovation will drive sustainability

Further, almost two in five (42%) say that this Direction 'definitely will' lead to a sustainable health system

- ▶ This positive sentiment is particularly strong amongst:
 - Work in non-clinical role (definitely will non-clinical: 48% ▲, clinical: 39% ▼).

The most impactful ways to maximise this Direction is to explore options for implementing a state-wide electronic medial record, particularly if it is integrated as one standardised system across the entire health system

- ▶ When asked to choose between the areas of further work with respect to which would have a greater impact on this Direction, almost six in ten (57%) staff say that focusing on implementing a state-wide medical record will have a significant impact. This area has a greater impact than developing a digital strategy (36%), partnering with the federal My Health Record Program (30%) or enacting actions from the data linkage review (23%), although for the latter one in three (35%) were unable to comment.
- ▶ Further, 6% of staff made a comment about what will help maximise this Direction. Staff directly employed by the Department of Health (17%) were more likely to leave a comment.
- ▶ From these comments, one in three (30%) identified that current system are out of date and one in four (23%) highlighted the number of current systems and data bases as an issue. Staff suggested it would be important to move to one standardised system (29%) across the whole health sector, including public and private.

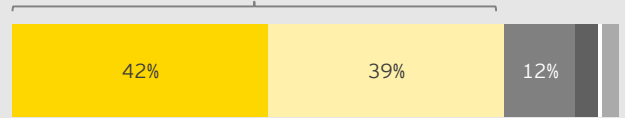


“There are so many programs and databases in use across health, some (especially in patient care in hospital) why can't these be linked into one program. Many health systems across the country and around the world use electronic health records and we are just so far behind.”

Nurse and midwife staff member

Greater use of technology, data and innovation to support consumers, clinicians and drive change

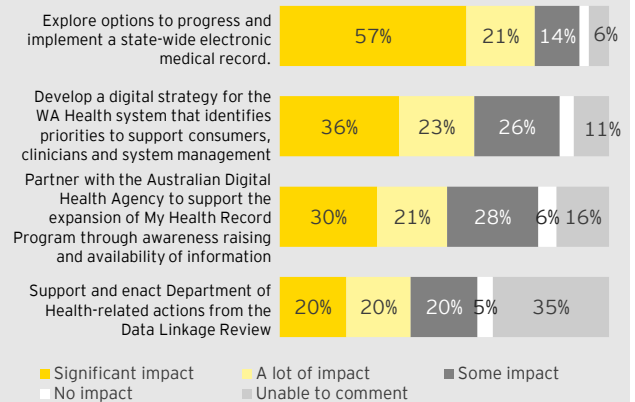
% will/ definitely will **81%**



- Definitely WILL lead to a sustainable health system
- WILL likely lead to a sustainable health system
- Neutral
- Will likely NOT lead to a sustainable health system
- Definitely will NOT lead to a sustainable health system
- No opinion

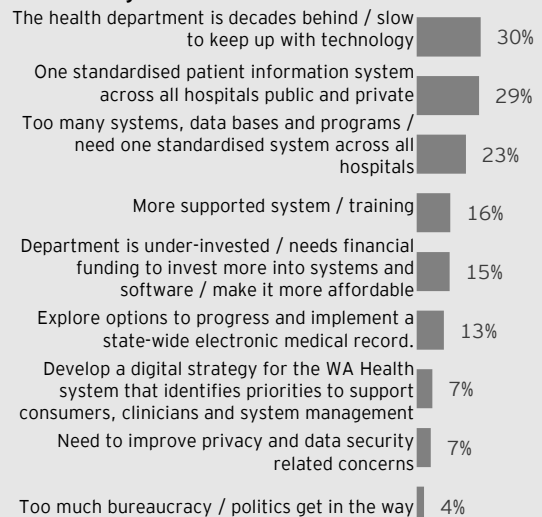
Base: n=1,744 (All respondents)

Q15. How much impact will the following areas have on the below Direction?



Base: n=1,744 (All respondents)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=123 (Staff who made a comment about the direction)
Suggestions receiving less than 4% of responses not shown

Direction 9.

Harness and support health and medical research collaboration and innovation

Almost eight in ten (78%) staff say harnessing health and medical research, and fostering collaboration with research areas will support a more sustainable health system

Further, three in ten (32%) say that this Direction 'definitely will' lead to a sustainable health system

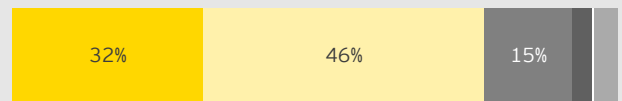
- ▶ There are similar levels of support for this Direction across the different demographic subgroups within WA Health system.

Staff views align with the Direction - that is maximising medical research collaboration and innovation will drive a more sustainable health system

- ▶ Overall, 3% of staff made a further comment about what will help maximise this Direction, of which, 64% of comments were of a neutral / factual tone, 30% of a negative tone and 6% of a positive tone*.
- ▶ The broad theme of half (51%) of the comments was reflective of the articulation of this Direction - that maximising improvements will be achieved through effective collaboration with medical research.
- ▶ Other suggestions for how to maximise improvements for this Direction included better policy making (18%), reducing red tape (15%) and allocating funding on an evidence-based model (14%).

Harness and support health and medical research collaboration and innovation

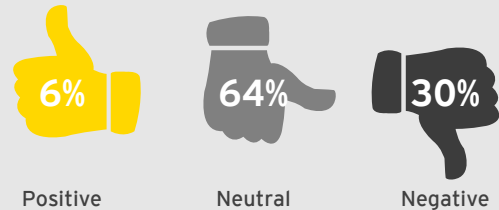
% will/ definitely will **78%**



- Definitely WILL lead to a sustainable health system
- WILL likely lead to a sustainable health system
- Neutral
- Will likely NOT lead to a sustainable health system
- Definitely will NOT lead to a sustainable health system
- No opinion

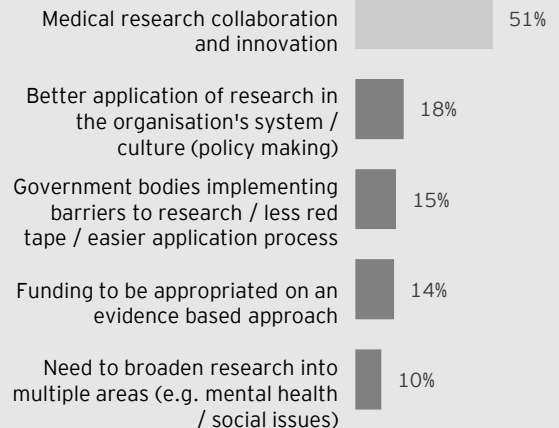
Base: n=1,744 (All respondents)

Sentiment* of comments left about direction



Base: n=50 (Staff who made a comment about the direction)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=50 (Staff who made a comment about the direction)

“The research and collaboration section in the interim report includes health research, yet the categories of research pertain exclusively to ‘medical model’ research on disease progression, management, and service improvement... it misses opportunities to address socially-determined, health-literacy related and complex health issues, which form a large component of the health burden.”
Admin and clerical staff member

*definition of sentiment / tone can be found on page 49

Direction 10.

Develop a supported and flexible workforce

Over eight in ten staff (85%) agreed that developing a supported and flexible workforce would lead to a more sustainable system

Further, one in two (51%) say that this Direction 'definitely will' lead to a sustainable health system

- ▶ This positive sentiment is particularly strong amongst:
 - Females staff members (definitely will females: 55% ▲, males: 37% ▼)

Improvements to this Direction could be maximised through increasing development opportunities including broader experience and leadership development, as well as ensuring staff feel valued and heard

- ▶ When asked to choose between the areas of further work with respect to which would have a greater impact on this Direction, three in ten say explore options to meet regional needs (34%), assessing Nurse Practitioner roles (31%), using an integrated and consistent workforce planning and data (29%) and building a contemporary corporate leadership program (29%) will have a significant impact.
- ▶ Further, 7% of staff made a further comment about what will help maximise this Direction.
- ▶ From these comments, one in four (25%) support the idea of broader training or experience, including opportunities to work in other areas of the health system, and one in five (18%) say focusing on developing leaders will help maximise improvements. In addition to training and developing ensure all staff views are heard and acknowledged (17%) and make staff feel valued (16%) will maximum benefit from this Direction.



"Greater reward and recognition needs to be given to those exceeding expectation or positively influencing work environment. Too often in health it is easier to sit back not take risks and when people do they are not adequately supported."

Admin and clerical staff member

Develop a supported and flexible workforce

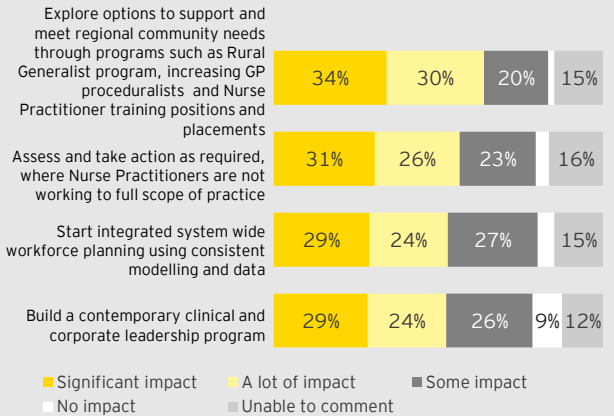
% will/ definitely will **85%**



- Definitely WILL lead to a sustainable health system
- WILL likely lead to a sustainable health system
- Neutral
- Will likely NOT lead to a sustainable health system
- Definitely will NOT lead to a sustainable health system
- No opinion

Base: n=1,744 (All respondents)

Q16. How much impact will the following areas have on the below Direction?



Base: n=1,744 (All respondents)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=143 (Staff who made a comment about the direction)
Suggestions receiving less than 10% of responses not shown

Direction 11.

Plan and invest more wisely

Over eight in ten (85%) staff say planning and investing more wisely will or definitely will lead to a more sustainable health system

Further, one in two (51%) say that this Direction 'definitely will' lead to a sustainable health system

- ▶ There are similar levels of support for this Direction across the different demographic subgroups within WA Health system.

Staff views on how to help maximum improvements include effectively planning and investing through focusing expenditure on areas which will reduce long-term spend, such as preventative health

- ▶ When asked to choose between the areas of further work with respect to which would have a greater impact on this Direction, around one in two (51%) of staff say that developing options for flexible purchasing which prioritise a number of factors, including whole population outcomes will have the greatest impact.
- ▶ Further, 4% of staff made a further comment about what will help maximise this Direction. Males (7%) and staff directly employed by the Department of Health (10%) were more likely to comment.
- ▶ Staff responses about how to maximise improvements for this Direction are mixed - comments and suggestions focused on increase investment into primary health prevention (19%), ground level staffing (17%) and new technologies (9%) while reducing investment in senior positions (9%) and facilities (12%).

“Remove the long winded process of equipment acquisition as by the time approval has finally been received we are being offered a superseded model. Addition of more consultation with end users of equipment to ensure that it meets the needs of the users and not a cheaper option which is then not used and high quality care is not delivered.”
Nurse and midwife staff member

Plan and invest more wisely

% will/
definitely will **85%**



- Definitely WILL lead to a sustainable health system
- WILL likely lead to a sustainable health system
- Neutral
- Will likely NOT lead to a sustainable health system
- Definitely will NOT lead to a sustainable health system
- No opinion

Base: n=1,744 (All respondents)

Q17. Which of the following areas will have the greatest impact on the below Direction?



Base: n=1,744 (All respondents)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=80 (Staff who made a comment about the direction)
Suggestions receiving less than 5% of responses not shown

Direction 12.

Building financial sustainability, strong governance, systems and statewide support services

Almost eight in ten (77%) staff agreed that building strong governance, systems and support services will create a more sustainable health system

Further, one in three (35%) say that this Direction 'definitely will' lead to a sustainable health system

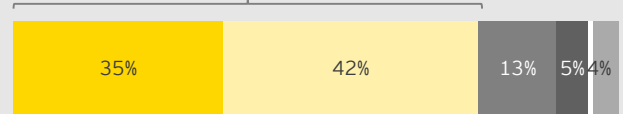
- ▶ This positive sentiment is particularly strong amongst:
 - Non-clinical staff members (definitely will non-clinical: 40% ▲, clinical: 32% ▼)

Staff views support the articulation and intent of this Direction, that the current system requires improvements - staff agree that strong governance and state-wide support services are required to build a more sustainable system. To achieve this staff suggest the system needs to improve accountability and assurance that staff are suitably trained.

- ▶ Overall, 3% of staff made a further comment about what will help maximise this Direction, of which, 66% of comments were of a neutral / factual tone, 32% of a negative tone and 2% of a positive tone*.
- ▶ Commonly, staff suggested there was a need for stronger governance and support services (27%) and there was acknowledgement and agreement that the current system requires improvements (32%).
- ▶ Suggestions for how to maximise improvements included making sure processes enable accountability and transparency (21%) and that the right people are in the right positions, particularly in management roles (17%).

Building financial sustainability strong governance, systems and state-wide support services

% will/ definitely will **77%**



- Definitely WILL lead to a sustainable health system
- WILL likely lead to a sustainable health system
- Neutral
- Will likely NOT lead to a sustainable health system
- Definitely will NOT lead to a sustainable health system
- No opinion

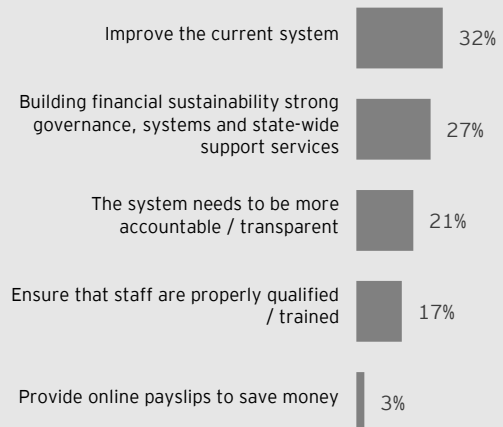
Base: n=1,744 (All respondents)

Sentiment* of comments left about direction



Base: n=67 (Staff who made a comment about the direction)

Q20. What is required to help maximise improvements for the following Direction?



Base: n=67 (Staff who made a comment about the direction)

“Allowing more part time workers. Possibly changing the Nursing Hours Per Patient Day ratios to include more AINs. More admin staff to do administrative work than getting experienced medical/nursing/allied health staff to do the administrative tasks, removing them from direct clinic care.”
Admin and clerical staff member

*definition of sentiment / tone can be found on page 49

Other areas to consider

Other than the 12 Directions already identified by the SHR Panel, participants were asked on two occasions within the survey whether there were any other areas which need to be considered by the SHR Panel.

Other ideas suggested by staff

Other areas for consideration suggested by staff can largely be categorised under the existing 12 Directions

Of the other suggestions left by staff, most can be categorised into one of the existing twelve Directions

One in two (56%) of staff say that there are other areas to consider as part of the Sustainable Health Review, in addition to the 12 Directions

- ▶ Staff were asked in twice within the survey whether there were any other areas which need to be considered by the SHR Panel. In total, over one in two (56%) staff suggest an area for further consideration at either one or both of these questions.
- ▶ Some staff are more likely to leave a comment than others, these include:
 - Staff in an clinical role (clinical: 59% ▲, non-clinical: 49% ▼), particularly those in a medical position (67%).
 - Older staff members (<44 years: 49% ▼, 45+ years: 63% ▲).
 - Staff employed in a regional area (regional: 63% ▲, metropolitan: 54% ▼).

Most of the areas to consider can be classified under the existing 12 Directions, but there are some areas which are not covered

- ▶ Comments from 20% of staff cannot easily be classified under existing Directions.
- ▶ This includes a consistent theme that current management is too top heavy (7%), increasing the gap between service design and strategic planning and the delivery of services.
- ▶ Also staff identified a need to increase focus on performance management processes and reviews (4%).

Areas for further consideration by the SHR panel

56%

of staff suggested another area for consideration by the panel to develop a more sustainable health system



Base: n=1,744 (All respondents)

Q10. Other than the 12 Directions already mentioned, are there any other major directions the Sustainable Health Review should consider to develop a more sustainable health system for Western Australia? / Q21. Is there anything else that the Panel has missed so far that is important in developing a more sustainable health system for Western Australia?

NET Other direction	20%
Management systems are too top heavy	7%
Undertake performance management	4%
Reduce admin workload	2%
Give people the right to die / don't invest into terminal patients	2%
Reduce the privatisation of public health	2%
Goals are good but won't cause positive change on their own	2%
Specialist / doctor / management wages are too high	2%
Better HR / hiring processes	1%
Introduce upfront cost for medical visit	1%
NET Direction 1: Keep people healthy and get serious about prevention and health promotion	13%
Promote consumer education in health literacy and reasonable expectations of the health system	6%
Keep people healthy and get serious about prevention and health promotion	6%
Promote health in youth / children	2%
Educate consumers about obesity / food health	1%
Consumer education around smoking / alcohol	1%
NET Direction 2: Focus on person-centred services	8%
Focus on person-centred services	4%
Work with commonwealth government agencies and other health and social care service agencies on collaborative service provision with greater consumer-centric funding	2%
Better discharge planning / post discharge care services	2%
NET Direction 3: Better use of resources with more care in the community	13%
Better use of resources with more care in the community	4%
Avoid duplication of services	4%
Formalise more local partnerships with WA primary health alliance (WAPHA) to improve care and communications between GPs and hospitals	2%
Improve aged care / disability support in community	2%
Explore a range of different models to enhance emergency departments (ED) diversion and avoidable admissions	2%
Distribute resources to a wider population rather than specialist practice	1%
NET Direction 4: Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA Health system	4%
Mental health: develop and implement a needs-based model to enhance or replace the current one	2%
Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA Health system	1%
Identify mechanisms to deliver appropriate and effective care for people with mental illness in the community setting.	1%

Base: n=1,005 (Staff suggested another area at Q10 or Q21)

Other ideas suggested by staff (cont.)

Other areas for consideration suggested by staff can largely be categorised under the existing 12 Directions

Nine in ten (87%) staff left comments which can be attributed to a Direction

In particular, Directions 7 and 10, which focus on a supportive and flexible workforce with the right culture, receive the most comments from staff. These directions in particular may need further clarity on how the review will address the following:

► **Direction 10: Develop a supported and flexible workforce (% of comments in brackets)**

- Improve management systems / reduce bureaucracy (16%)
- Employ more staff (8%)
- Better employment conditions e.g. full time contracts, paid overtime, remuneration (6%)
- Build a contemporary clinical and corporate leadership program (6%)
- Education / training of the workforce (6%)
- Rely on ground level / nursing staff lead change (5%)

► **Direction 7: Create and support the right culture (% of comments in brackets)**

- Support / listen to service and nursing staff (11%)
- Reduce information silos / better communication between organisations (5%)
- Ensure transparency and accountability in decision making (5%)

NET Direction 5: New ways to support equity in country health	2%
Develop a country patient transport strategy for moving patients around the health system	1%
New ways to support equity in country health	1%
NET Direction 6: Develop partnerships for Aboriginal health outcomes	1%
Develop partnerships for Aboriginal health outcomes	1%
NET Direction 7: Create and support the right culture	27%
Support / listen to service and nursing staff	11%
Reduce information silos / better communication between organisations	5%
Ensure transparency and accountability in decision making	5%
Create and support the right culture	4%
Address workplace bullying	2%
Develop agreed system-wide core values and metrics regarding workforce health and safety	2%
Address nepotism / corruption in the workforce	2%
NET Direction 8: Greater use of technology, data and innovation to support consumers, clinicians and drive change	9%
Invest / upgrade in ICT solutions	6%
Greater use of technology, data and innovation to support consumers, clinicians and drive change	2%
Explore options to progress and implement a state-wide electronic medical record.	1%
ICT systems are too fragmented	1%
NET Direction 9: Harness and support health and medical research collaboration and innovation	3%
Implement multi-disciplinary health teams and service provision	2%
Learn from other countries health systems	1%
NET Direction 10: Develop a supported and flexible workforce	43%
Improve management systems / reduce bureaucracy	16%
Employ more staff	8%
Better employment conditions e.g. full time contracts, paid overtime, remuneration	6%
Build a contemporary clinical and corporate leadership program	6%
Education / training of the workforce	6%
Rely on ground level / nursing staff lead change	5%
Develop a supported and flexible workforce	4%
Hire / train for management skills rather than promoting medical staff to management	2%
Improve work / life balance for employees	2%
Professional development for staff	1%
Assess and take action as required, where nurse practitioners are not working to full scope of practice	1%
NET Direction 11: Plan and invest more wisely	14%
Reduce wastage of medical materials	4%
Continue to pursue fairer resource allocation with the commonwealth for rural, remote and regional WA focusing on access to GPs, MBS and PBS	4%
Resource existing services better	3%
Plan and invest more wisely	3%
Develop options for flexible purchasing and funding mechanisms which prioritise value, quality and population outcomes	2%
NET Direction 12: Building financial sustainability strong governance, systems and state-wide support services	11%
Improve financial efficiency / make financial resources more accountable	6%
Environmental sustainability	3%
Building financial sustainability strong governance, systems and state-wide support services	2%

Base: n=1,005 (Staff suggested another area at Q10 or Q21)

Appendices

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Appendix 4: Survey instrument	89



Appendix 1

Method, design and report interpretation



Methodology

Objectives of the SHR staff survey

- ▶ The SHR staff survey was designed to gather employee feedback on:
 - the current challenges and barriers to creating a more sustainable health system in WA
 - the 12 Directions presented by the Panel in the Interim Report, as well as the recommendations for future action
 - any additional areas to be addressed to help create a more sustainable health system

Deployment methodology

- ▶ The survey was deployed as an online survey to all 44,000 WA health system employees via the WA Health system's global email distribution list. A generic link, which could be accessed from any PC or device, was used to simplify the process for respondent.
- ▶ Paper surveys were also made available to employees without access to the internet.
- ▶ A help-desk (phone and email) was also established to provide technical support, as well as providing an alternative mechanisms for employees with visual impairments to complete the survey.
- ▶ Testing of the survey language and structure was completed through face to face cognitive pilots. A soft launch of the survey to approximately 50 employees was also completed as a final technical test.
- ▶ The survey was officially launch to all WA Health employees on the 15 March via a Global email from the Director General.
- ▶ One official reminder email was sent to all WA health employees on the 18 April via a Global email from the Minister for Health.

Methodology key facts

Survey development

- ▶ Questions were developed based on the findings and language within the SHR Interim Report
- ▶ Input on survey design was sought from the SHR Panel and Department of Health representatives throughout the design phase
- ▶ The survey design and questions were tested with employees prior to deployment



Pilot surveys

- ▶ 8 face-to-face pilots were conducted with employees from three health services using a programmed version of the online survey
- ▶ Face-to-face pilots took place on the 9 March 2018
- ▶ Feedback was incorporated into the final version of the survey



Online survey

- ▶ The survey was deployed between 15 March until the 27 April 2018
- ▶ 44,000 WA Health system employees were invited
- ▶ 1,744 quantitative online surveys were completed
- ▶ The average survey length was approximately 19 minutes in duration
- ▶ All responses were received via the online system, no paper surveys were requested or completed
- ▶ No phone calls or emails were received by the help-desk



Survey Design

Questionnaire design

- ▶ Design criteria to guide the design of the survey was identified and agreed with the SHR Secretariat. The design criteria specified that the survey would:
 - Be simple and quick to access / complete
 - Maintain anonymity of respondent
 - Create a sense of genuine engagement
 - Provide practical feedback to inform the Final SHR report
 - Gather only important demographic information required for the analysis of survey responses
 - Use a mix of question types and response frames, primarily closed ended questions to improve analysis and reporting capability, with limited open ended questions to provide further clarification on key points
 - Focus on gathering targeted feedback on the Panel's preliminary observations and Directions
- ▶ The survey covered a number of measures, reflecting the survey outcome requirements outlined on the right. Key design features of the survey included:
 - Filtering questions dependent on response to earlier questions
 - Use of 'unable to comment' or 'no opinion' answer codes in response scales for staff who do not know or have a view on topics
 - Non-compulsory open ended questions, allowing staff the option to provide additional feedback or ideas in free text format
 - Use of a variety of question types and response frames including: multi/single select, scale, trade-off and free-text
 - Randomising the order Directions were displayed to reduce order effect

Design outcomes



Representative sample of all employees from across the WA health system



Quantitative measures of key themes identified in the SHR Interim Report including:

- Inconvenient truths
- 12 Directions, and
- Areas for further work



Gather factual and practical view of employee feedback which can be used to inform the SHR Final Report



Capture perceptions at an overall organisation level; and against key demographics and subgroups

Interpreting this report

There are particular phrases, symbols and icons that are used throughout this report that are defined and described below.

Key definitions

Clinical staff	Based on Q1 responses: Medical, Agency nurse and midwife, Nurse and midwife, Allied Health, Pharmacy
Non-clinical staff	Based on Q1 responses: = Admin and clerical, Hotel services, Maintenance services, Technical, Temporary personnel / contractor, Other
Net Agree	Respondents giving a rating of 'agree' and 'strongly agree'
Net Disagree	Respondents giving a rating of 'disagree' and 'strongly disagree'

Subgroup Nets

Subgroup nets have been used in this report, combining one or more subgroup components for ease of interpretation and greater statistical power. Nets have been calculated where there is a logical grouping in subgroups, as is the case with clinical and non-clinical described above, or where subgroups form similar response patterns, as is the case with the netted groups for under 44 year olds and over 45 year olds.

Verbatim responses

Verbatim responses to 'other specify' coded answers have been reviewed and been coded into themes. The coding is tailored to each individual question. Codes have been created to ensure no more than 10% of respondents are classified as 'other'.

Sentiment of comments

Comment sentiment is referenced throughout the Directions portion of this report, the following definitions should be used when interpreting sentiment results:

- **Positive:** comments identifying opportunities for maximisation or positive perception of the Direction
- **Neutral:** comments are statements of facts or a neutral perception of the Direction
- **Negative:** comments identifying potential barriers which would need to be addressed or negative perception of the Direction

Tests for statistical significance

Tests for statistical significance have been conducted within subgroups. These tests have been undertaken at the 95% confidence level. This means that if there is a statistically significant difference between the results for answers within a subgroup, we can be 95% confident that the difference has not occurred by chance; rather that it reflects a genuine difference in the population.

Symbols: to help with interpretation of charts, the following have been included:

- ▲ indicates that a result is significantly higher (at the 95% confidence level) compared with other subgroups.
- ▼ indicates that a result is significantly lower (at the 95% confidence level) compared with other subgroups.

Sample size

The margin of error, at the 95% confidence level, associated with the achieved samples or groups are:

Sample sizes	Margin of error
1,744	± 2.35
1000	± 3.10
500	± 4.83
200	± 6.93
100	± 9.80

The margin of error indicates the error margin that surrounds results from the sample. For example, if the margin of error is 2.35%, and 50% of employees strongly agree that 'staff do not always feel valued and respected', we can be 95% confident that if this survey was repeated, on 19 out of 20 occasions the result would fall between 47.65% and 52.35%.

Symbols: Care should be taken in interpreting the data across subgroups where sample sizes are less than 30.

- ! indicates a low sample size

Interpreting this report (cont'd)

Weighting

Survey results have been weighted to be reflective of the demographics of the WA health system workforce. In cases where demographic subgroups within gender, age, health service and staffing category (clinical, non-clinical) are over- or under-represented in the data, a weight has been assigned to that response in order to make the results more reflective of the actual population / composition of the workforce. Workforce composition has been determined using data provided by the Department of Health on the 16 March 2018.

Sample structure				
		No. of responses (unweighted)	unweighted %	weighted %
Total				
Gender	Male	412	24%	20%
	Female	1203	69%	73%
	Other	4	0%	0%
	No answer	125	7%	7%
Age	15-24	26	1%	5%
	25-34	247	14%	23%
	35-44	367	21%	23%
	45-54	577	33%	24%
	55-64	467	27%	21%
	Over 65	60	3%	4%
Staffing category	Clinical	987	57%	66%
	Non-clinical	757	43%	34%
Health service provider	Child and Adolescent	180	10%	9%
	East Metropolitan	175	10%	16%
	North Metropolitan	453	26%	29%
	South Metropolitan	315	18%	19%
	WA Country	339	19%	21%
	Health Support Services	128	7%	3%
	Department of Health	137	8%	2%
	Other	17	1%	1%

Percentages

Respondents who qualified and completed a survey but did not answer a particular question are excluded from the calculation of statistics and tabulation of results for that question.

Data percentages displayed throughout the report are rounded to the nearest whole number. As such, if there is an expectation for a given chart or table that all percentages stated should add to 100%, this may not happen due to the summation of rounded percentages.

Report references

The *Sustainable Health Review [SHR]* (March 2018) Interim report is referenced at various points throughout this report. Findings from this are presented to add richness to the recent research conducted.

Response rates

The response rate for this survey was 4%, which is based on the number of completed surveys divided by the number of completes plus the number of refusals.

This response rate was at the lower end of the anticipated range for a survey of this type, however they are still sufficient to provide a reliable and representative view of employees within the WA health system.

Appendix 2

Participant profile



Respondent sample structure

		No. of Interviews (unweighted) #	Weighted %	¹ Max Margins of Error +/-
Total		1744	100%	2.3
Staffing Category	Nurse and midwife (include nursing / midwife managerial positions)	512	33%	4.3
	Admin and clerical (e.g. HR, business support, IT, marketing, policy, finance and executive positions)	631	28%	3.9
	Allied Health (include allied health managerial positions)	281	20%	5.9
	Medical (include medical managerial positions)	180	11%	7.3
	Pharmacy (include pharmaceutical managerial positions)	24	2%	20.4
	Technical (include technical managerial positions)	41	1%	15.5
	Hotel services (e.g. catering, cleaning, stores/supply laundry and transport occupations)	28	1%	18.9
	Maintenance services (e.g. engineering, grounds and garden, and security based occupations)	14	1%	27.2
	Temporary personnel / contractor	13	0%	28.3
	Agency nurse and midwife	5	0%	49
	Other	15	1%	26.2
	NET Clinical	987	66%	3.1
	NET Non-clinical	757	34%	3.6
Health Service	Child and Adolescent Health Service	180	9%	7.3
	East Metropolitan Health Service	175	16%	7.4
	North Metropolitan Health Service	453	29%	4.6
	South Metropolitan Health Service	315	19%	5.5
	WA Country Health Service	339	21%	5.3
	Health Support Services	128	3%	8.7
	Department of Health	137	2%	8.4
	NET Other	17	1%	24.5
	Multiple Health Services	5	0%	49.0
	Other Community Health Service	5	0%	49.0
	Mental Health Commission	6	0%	43.8
Prefer not to answer	1	0%	-	
Location	Metropolitan area	1428	80%	2.6
	Regional WA	316	20%	5.5
	Outside of WA	0	0%	-

Respondent sample structure

		No. of Interviews (unweighted) #	Weighted %	¹ Max Margins of Error +/-
Total		1744	100%	2.3
Main place of work	Community clinic	146	9%	8.1
	Other community facility	52	3%	13.7
	Hospital site	1064	70%	3.0
	Office / administrative site	436	15%	4.7
	Other	46	3%	14.6
Tenure	Less than 12 months	64	4%	12.3
	1 to 2 years	102	7%	9.8
	3 to 4 years	176	11%	7.4
	5 to 9 years	368	24%	5.1
	10 to 14 years	317	18%	5.5
	15 to 19 years	218	12%	6.7
	Over 20 years	499	24%	4.4
	NET 2 years or less	166	11%	7.6
	NET 3 years or more	1578	89%	2.5
Gender	Male	412	20%	4.8
	Female	1203	73%	2.8
	Other	4	0%	56.6
	Prefer not to answer	125	7%	8.8
Age	15 to 24 years	26	5%	19.6
	25 to 34 years	247	23%	6.2
	35 to 44 years	367	23%	5.1
	45 to 54 years	577	24%	4.1
	55 to 64 years	467	21%	4.5
	65 years and above	60	4%	12.8
	NET 44 years and under	640	50%	3.9
	NET 45 years and older	1104	50%	3.0

Respondent sample structure

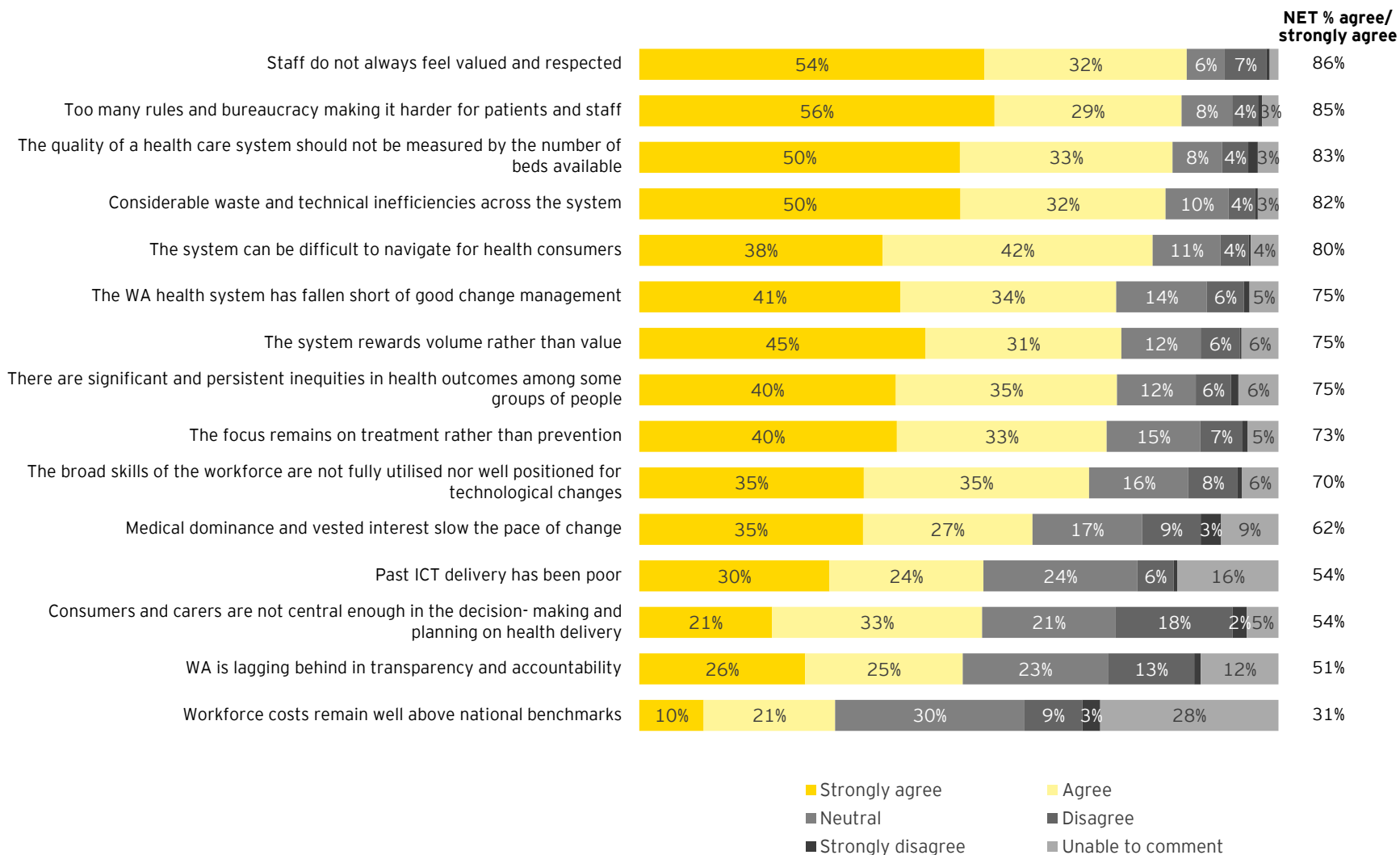
		No. of Interviews (unweighted) #	Weighted %	¹ Max Margins of Error +/-
Total (Work in a hospital)		1064	100%	3.0
Hospital	Albany Hospital	11	1%	31.0
	Armadale Hospital	48	7%	14.3
	Augusta Hospital	1	0%	-
	Bentley Hospital	15	2%	26.2
	Broome Hospital	13	1%	28.3
	Bunbury Hospital	26	2%	19.6
	Busselton Hospital	7	1%	40.0
	Carnarvon Hospital	4	0%	56.6
	Collie Hospital	1	0%	-
	Denmark Hospital	5	0%	49.0
	Derby Hospital	10	1%	32.7
	Esperance Hospital	8	1%	37.0
	Exmouth Hospital	2	0%	98.0
	Fiona Stanley Hospital	186	16%	7.2
	Fremantle Hospital	50	4%	14.0
	Geraldton Hospital	20	2%	22.5
	Graylands Hospital	21	2%	21.9
	Kalgoorlie Hospital	11	1%	31.0
	Karratha Hospital	2	0%	98.0
	Katanning Hospital	3	0%	69.3
	King Edward Memorial Hospital	65	6%	12.3
	Kununurra Hospital	3	0%	69.3
	Margaret River Hospital	1	0%	-
	Merredin Hospital	1	0%	-
	Narrogin Hospital	3	0%	69.3
	Newman Hospital	0	0%	-
	Nickol Bay Hospital	3	0%	69.3
	Northam Hospital	7	1%	40.0
	Onslow Hospital	0	0%	-
	Osborne Park Hospital	29	2%	18.5
	Perth Children's Hospital	8	1%	37.0
	Port Hedland Hospital	5	1%	49.0
	Princess Margaret Hospital	91	7%	10.3
	Rockingham Hospital	37	3%	16.3
	Roebourne Hospital	0	0%	-
	Royal Perth Hospital	87	10%	10.6
	Sir Charles Gairdner Hospital	236	23%	6.4
	Tom Price Hospital	0	0%	-
	Warren Hospital	2	0%	98.0
	York Hospital	2	0%	98.0
Other Metropolitan hospital	4	0%	56.6	
Other Regional hospital	22	2%	21.4	
Other Community Facility	6	0%	43.8	
Multiple hospitals	4	0%	56.6	
Prefer not to answer	4	0%	56.6	

Appendix 2

Detailed results



Staff views about the inconvenient truths (To what extent do you agree with the following statements about the current state of the health system in Western Australia?)



Base: n=1,744 (All respondents)
 Q6. To what extent do you agree with the following statements about the current state of the health system in Western Australia?

Staff views about the inconvenient truths (To what extent do you agree with the following statements about the current state of the health system in Western Australia?)

Staff views about inconvenient truths (% agree / strongly agree with statement)

	Total n = 1,744	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 979	Non-clinical n = 765	Child and Adolescent n = 180	East Metro. n = 1715	North Metro. n = 453	South Metro. n = 315	WA Country n = 339	Health Support n = 128	Dept. of Health n = 137	Other n = 171	Metro n = 1428	Regional n = 316	2 or less years n = 166	3+ years n = 1,578	<44 years n = 640	45+ years n = 1,104	Male n = 412	Female n = 1,203
Staff do not always feel valued and respected	86%	87%	83%	86%	82%	87%	86%	88%	83%	72%▼	94%	85%	87%	78%	87%	85%	87%	82%	86%
Too many rules and bureaucracy making it harder for patients and staff	85%	86%	82%	83%	80%	88%	82%	88%	85%	76%	89%	84%	87%	77%	86%	83%	87%	83%	86%
The quality of a health care system should not be measured by the number of beds available	83%	85%	81%	87%	86%	81%	84%	84%	80%	88%	92%	84%	83%	75%	84%	84%	83%	77%▼	86%▲
Considerable waste and technical inefficiencies across the system	82%	83%	82%	80%	86%	85%	81%	80%	80%	76%	68%	83%	78%	78%	83%	82%	83%	85%	82%
The system can be difficult to navigate for health consumers	80%	82%	77%	89%	80%	79%	80%	81%	71%	88%	92%	81%	79%	74%	81%	78%	83%	75%	82%
The WA health system has fallen short of good change management	75%	74%	76%	77%	73%	78%	76%	69%	76%	73%	66%	76%▲	68%▼	60%▼	76%▲	72%	77%	81%	73%▼
The system rewards volume rather than value	75%	80%▲	67%▼	76%	74%	77%	78%	74%	74%	71%	49%	76%	74%	58%▼	77%▲	73%	78%	72%	77%
There are significant and persistent inequities in health outcomes among some groups of people	75%	78%▲	68%▼	82%	74%	73%	70%	78%	61%▼	94%▲	82%	74%	78%	69%	75%	75%	75%	76%	76%
The focus remains on treatment rather than prevention	73%	77%▲	66%▼	75%	69%	72%	74%	76%	64%	87%▲	81%	73%	76%	67%	74%	73%	73%	73%	74%
The broad skills of the workforce are not fully utilised nor well positioned for technological changes	70%	68%	75%	72%	67%	75%	64%	70%	78%	75%	80%	71%	67%	69%	71%	70%	71%	74%	69%
Medical dominance and vested interest slow the pace of change	62%	61%	62%	57%	64%	64%	58%	62%	53%	74%	62%	62%	60%	58%	62%	59%	64%	58%	64%▲
Past ICT delivery has been poor	54%	51%▼	60%▲	56%	55%	55%	55%	47%	62%	71%▲	42%	56%▲	45%▼	38%▼	56%▲	52%	56%	69%▲	49%▼
Consumers and carers are not central enough in the decision-making and planning on health delivery	54%	56%	50%	60%	54%	50%	51%	58%	54%	57%	38%	52%	58%	48%	54%	52%	56%	46%▼	57%▲
WA is lagging behind in transparency and accountability	51%	49%	54%	50%	46%	56%	46%	49%	53%	61%	58%	51%	48%	43%	51%	49%	52%	53%	50%
Workforce costs remain well above national benchmarks	31%	27%▼	37%▲	25%	28%	34%	31%	28%	28%	51%▲	35%	32%	26%	25%	31%	29%	32%	39%▲	29%

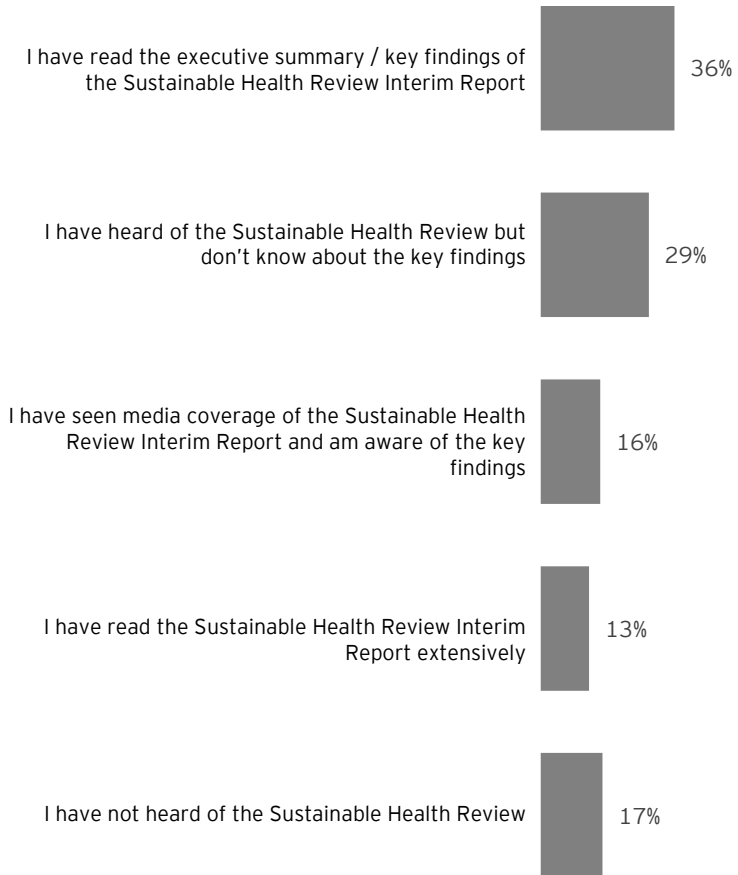
Base: n=1,744 (All respondents)

Q6. To what extent do you agree with the following statements about the current state of the health system in Western Australia?

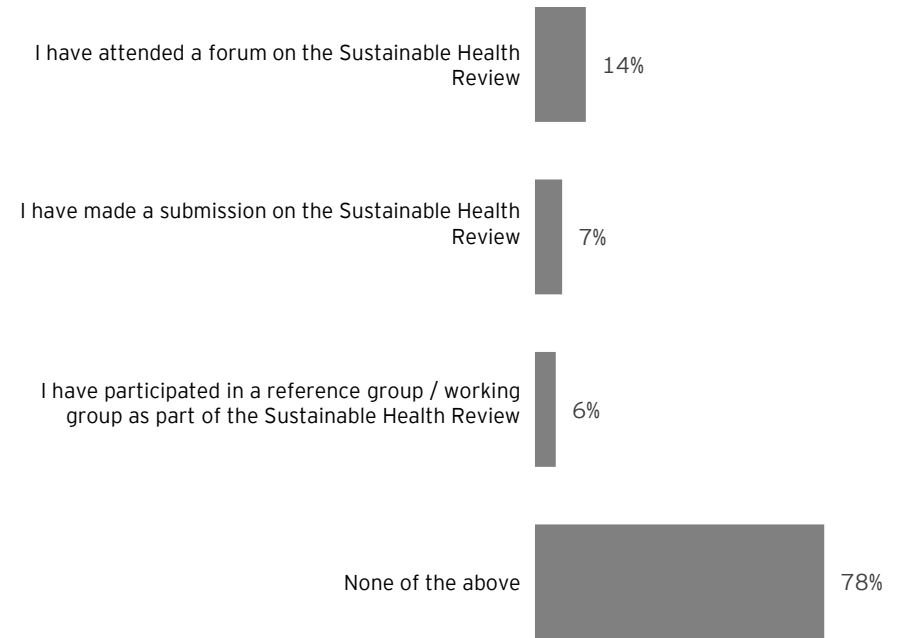
!Note Caution, small base size. ▲ ▼ Significant difference between sub-group and total without the sub-group. 'Prefer not to answer' and Other gender not shown

Awareness and involvement with the Sustainable Health Review

Awareness with the Sustainable Health Review



Involvement with the Sustainable Health Review



Base: n=1,744 (All respondents)
Q7. Have you heard of the Sustainable Health Review before today?

Base: n=1,502 (Aware of the Sustainable Health Review)
Q8. How involved have you been with the Sustainable Health Review?

Awareness and involvement with the Sustainable Health Review

Awareness with the Sustainable Health Review (%)

	Total n = 1,744	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 979	Non-clinical n = 765	Child and Adolescent n = 180	East Metro. n = 1715	North Metro. n = 453	South Metro. n = 315	WA Country n = 339	Health Support n = 128	Dept. of Health n = 137	Other n = 171	Metro n = 1428	Regional n = 316	2 or less years n = 166	3+ years n = 1,578	<44 years n = 640	45+ years n = 1,104	Male n = 412	Female n = 1,203
I have read the executive summary / key findings of the Sustainable Health Review Interim Report	36%	34%	40%	39%	32%	33%	34%	38%	47%	61%▲	72%	37%	34%	32%	37%	34%	38%	43%▲	34%▼
I have heard of the Sustainable Health Review but don't know about the key findings	29%	30%	27%	27%	28%	31%	32%	27%	31%	11%▼	14%	29%	31%	24%	30%	31%	28%	27%	30%
I have seen media coverage of the Sustainable Health Review Interim Report and am aware of the key findings	16%	15%	18%	11%	17%	17%	16%	15%	15%	19%	16%	16%	16%	15%	16%	15%	17%	18%	15%
I have read the Sustainable Health Review Interim Report extensively	13%	12%	16%	7%▼	13%	15%	12%	12%	17%	31%▲	20%	13%	11%	7%	14%	11%	15%	19%▲	11%▼
I have not heard of the Sustainable Health Review	17%	18%	13%	22%	19%	14%	19%	19%	7%▼	2%▼	10%	16%	20%	32%▲	15%▼	19%	14%	11%▼	18%

Involvement with the Sustainable Health Review (%)

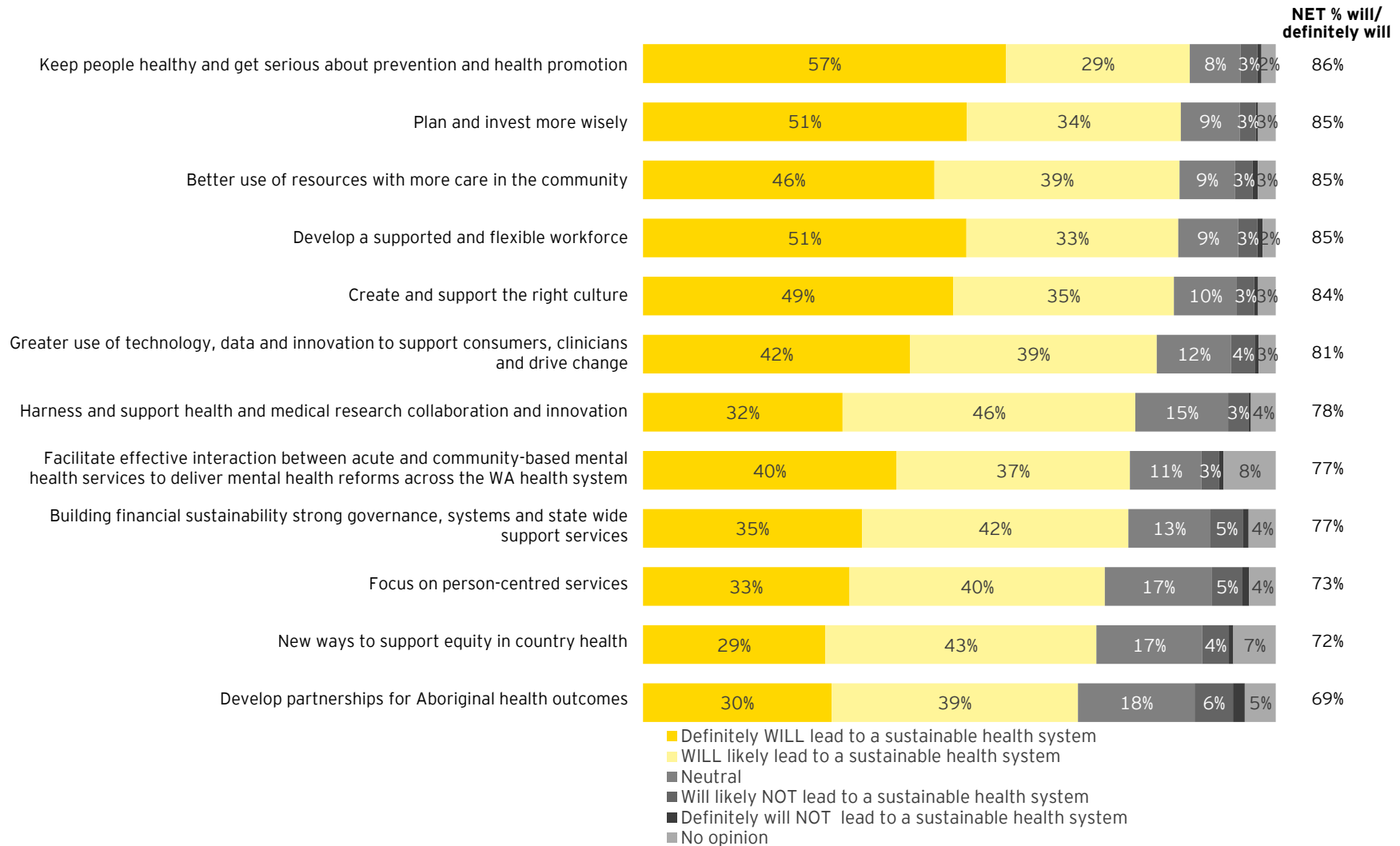
	Total n = 1,502	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 823	Non-clinical n = 679	Child and Adolescent n = 146	East Metro. n = 142	North Metro. n = 399	South Metro. n = 266	WA Country n = 283	Health Support n = 117	Dept. of Health n = 134	Other n = 15	Metro n = 1243	Regional n = 259	2 or less years n = 126	3+ years n = 1,376	<44 years n = 541	45+ years n = 961	Male n = 373	Female n = 1,019
I have attended a forum on the Sustainable Health Review	14%	13%	15%	6%	7%	17%	6%▼	22%▲	6%	32%▲	13%	12%▼	20%▲	10%	14%	11%▼	17%▲	14%	13%
I have made a submission on the Sustainable Health Review	7%	8%	7%	6%	4%	7%	9%	10%	3%	11%	0%	7%	7%	5%	8%	8%	7%	13%▲	6%▼
I have participated in a reference group / working group as part of the Sustainable Health Review	6%	6%	5%	4%	5%	7%	4%	6%	9%	12%▲	5%	6%	6%	3%	6%	5%	6%	7%	5%
None of the above	78%	78%	77%	83%	86%▲	75%	84%	70%▼	84%	54%▼	82%	79%	73%	85%	77%	81%▲	75%▼	72%	80%▲

Base: n=1,744 (All respondents) | Q7. Have you heard of the Sustainable Health Review before today?

Base: n=1,502 (Aware of the Sustainable Health Review) | Q8. How involved have you been with the Sustainable Health Review?

!Note Caution, small base size. ▲ ▼ Significant difference between sub-group and total without the sub-group. 'Prefer not to answer' and Other gender not shown

Staff views about the 12 Directions (To what extent will they lead to a sustainable health system?)



Base: n=1,744 (All respondents)
 Q9. To what extent do you think these 12 Directions will lead to a sustainable health system?

Staff views about the 12 Directions (To what extent will they lead to a sustainable health system?)

Staff views about 12 Directions (% will / definitely will lead to a sustainable health system)

	Total n = 1,744	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 979	Non-clinical n = 765	Child and Adolescent n = 180	East Metro. n = 1715	North Metro. n = 453	South Metro. n = 315	WA Country n = 339	Health Support n = 128	Dept. of Health n = 137	Other n = 171	Metro n = 1428	Regional n = 316	2 or less years n = 166	3+ years n = 1,578	<44 years n = 640	45+ years n = 1,104	Male n = 412	Female n = 1,203
Keep people healthy and get serious about prevention and health promotion	86%	87%	85%	90%	85%	86%	86%	87%	81%	90%	95%	86%	87%	89%	86%	90%▲	83%▼	77%▼	90%▲
Plan and invest more wisely	85%	85%	85%	89%	78%	85%	88%	85%	83%	88%	92%	85%	85%	87%	85%	86%	84%	81%	87%▲
Better use of resources with more care in the community	85%	85%	84%	90%	77%▼	83%	90%▲	87%	79%	85%	91%	84%	87%	91%	84%	87%	82%	77%▼	89%▲
Develop a supported and flexible workforce	85%	86%	82%	94%▲	79%	83%	86%	87%	75%▼	84%	80%	84%	86%	80%	85%	86%	83%	74%▼	89%▲
Create and support the right culture	84%	84%	83%	91%	77%▼	85%	86%	85%	82%	83%	75%	84%	84%	84%	84%	86%	82%	82%	85%
Greater use of technology, data and innovation to support consumers, clinicians and drive change	81%	79%	84%	82%	76%	81%	83%	81%	87%	86%	100%	82%	79%	84%	81%	85%▲	78%▼	83%	82%
Harness and support health and medical research collaboration and innovation	78%	79%	75%	81%	76%	78%	80%	78%	68%	78%	67%	78%	78%	79%	78%	81%▲	74%▼	74%	80%▲
Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA health system	77%	79%	73%	81%	73%	77%	81%	77%	58%▼	73%	82%	77%	78%	74%	77%	79%	75%	66%▼	81%▲
Building financial sustainability strong governance, systems and state wide support services	77%	76%	78%	81%	68%	79%	77%	77%	81%	79%	75%	76%	78%	81%	76%	77%	76%	74%	79%▲
Focus on person-centred services	73%	76%▲	68%▼	79%	65%	72%	74%	80%▲	58%▼	71%	37%	71%▼	80%▲	73%	73%	74%	72%	58%▼	79%▲
New ways to support equity in country health	72%	74%	67%	79%	60%▼	69%	73%	83%▲	55%▼	77%	50%	69%▼	83%▲	77%	71%	75%	68%	59%▼	77%▲
Develop partnerships for Aboriginal health outcomes	69%	70%	66%	76%	61%	68%	68%	74%	58%	79%	76%	68%	73%	74%	68%	71%	66%	59%▼	73%▲

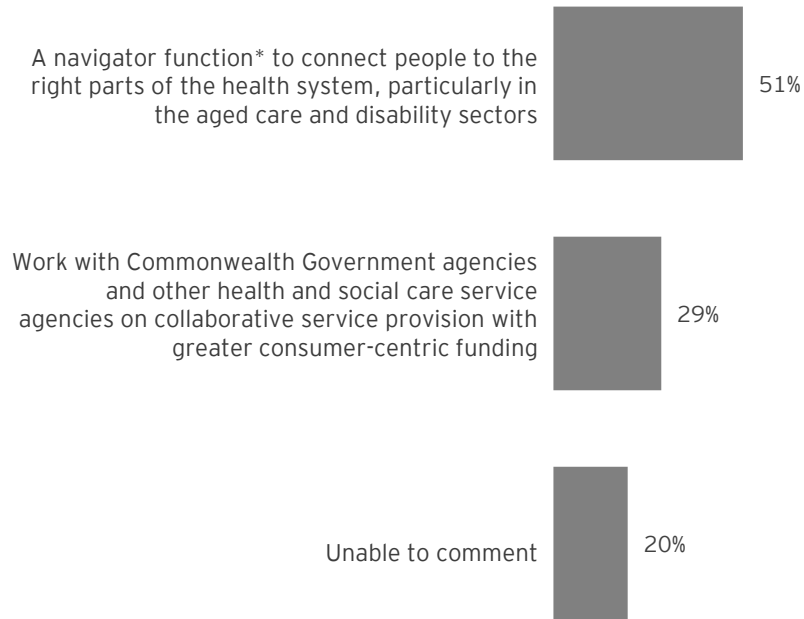
Base: n=1,744 (All respondents)

Q9. To what extent do you think these 12 Directions will lead to a sustainable health system?

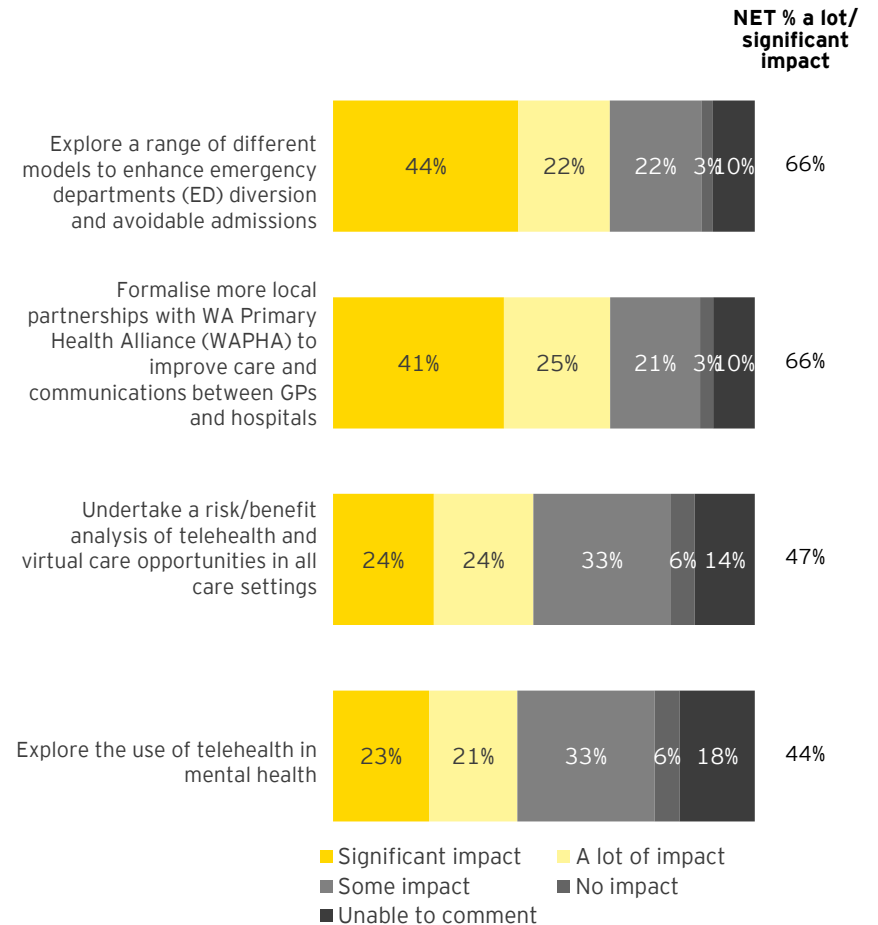
!Note Caution, small base size. ▲ ▼ Significant difference between sub-group and total without the sub-group. 'Prefer not to answer' and Other gender not shown

Which of the following areas will have the greatest impact on the below Direction?

Focus on person-centred services



Better use of resources with more care in the community



Base: n=1,744 (All respondents)
 Q11. Which of the following areas will have the greatest impact on the below Direction?

Base: n=1,744 (All respondents)
 Q12. How much impact will the following areas have on the below Direction?

Which of the following areas will have the greatest impact on the below Direction?

Staff views about which area will have the greatest impact on focus on person-centred services (%)

	Total n = 1,744	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 979	Non-clinical n = 765	Child and Adolescent n = 180	East Metro. n = 1715	North Metro. n = 453	South Metro. n = 315	WA Country n = 339	Health Support n = 128	Dept. of Health n = 137	Other n = 171	Metro n = 1428	Regional n = 316	2 or less years n = 166	3+ years n = 1,578	<44 years n = 640	45+ years n = 1,104	Male n = 412	Female n = 1,203
A navigator function* to connect people to the right parts of the health system, particularly in the aged care and disability sectors	51%	50%	54%	51%	50%	51%	50%	53%	50%	48%	49%	51%	51%	59%	50%	53%	50%	47%	54%
Work with Commonwealth Government agencies and other health and social care service agencies on collaborative service provision with greater consumer-centric funding	29%	30%	26%	27%	25%	29%	31%	29%	21%	34%	31%	28%	31%	21%	29%	27%	30%	32%	29%
Unable to comment	20%	20%	20%	22%	24%	20%	19%	18%	28%	18%	20%	21%	18%	21%	20%	20%	20%	22%	17% ▼

Staff views about which area will have the greatest impact on new ways to support equity in country health (%)

NET a lot / significant impact	Total n = 1,744	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 979	Non-clinical n = 765	Child and Adolescent n = 180	East Metro. n = 1715	North Metro. n = 453	South Metro. n = 315	WA Country n = 339	Health Support n = 128	Dept. of Health n = 137	Other n = 171	Metro n = 1428	Regional n = 316	2 or less years n = 166	3+ years n = 1,578	<44 years n = 640	45+ years n = 1,104	Male n = 412	Female n = 1,203
Explore a range of different models to enhance emergency departments (ED) diversion and avoidable admissions	66%	66%	66%	57%	64%	63%	70%	71%	61%	62%	49%	64%	71%	66%	66%	68%	64%	63%	68%
Formalise more local partnerships with WA Primary Health Alliance (WAPHA) to improve care and communications between GPs and hospitals	66%	68%	62%	66%	59%	70%	72%	62%	53% ▼	71%	53%	66%	63%	70%	65%	67%	64%	58% ▼	69% ▲
Undertake a risk/benefit analysis of telehealth and virtual care opportunities in all care settings	47%	45%	53%	43%	39%	49%	49%	52%	45%	53%	42%	47%	49%	45%	48%	48%	47%	43%	50% ▲
Explore the use of telehealth in mental health	44%	41%	49%	39%	40%	44%	42%	49%	39%	50%	38%	43%	46%	47%	43%	42%	45%	40%	46% ▲

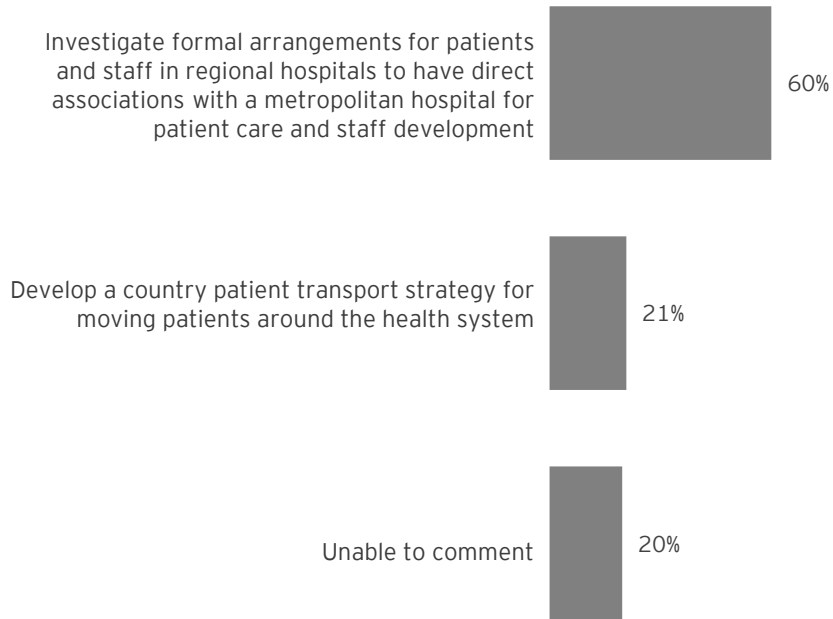
Base: n=1,744 (All respondents)

Q11. Which of the following areas will have the greatest impact on the below Direction? | Q12. How much impact will the following areas have on the below Direction?

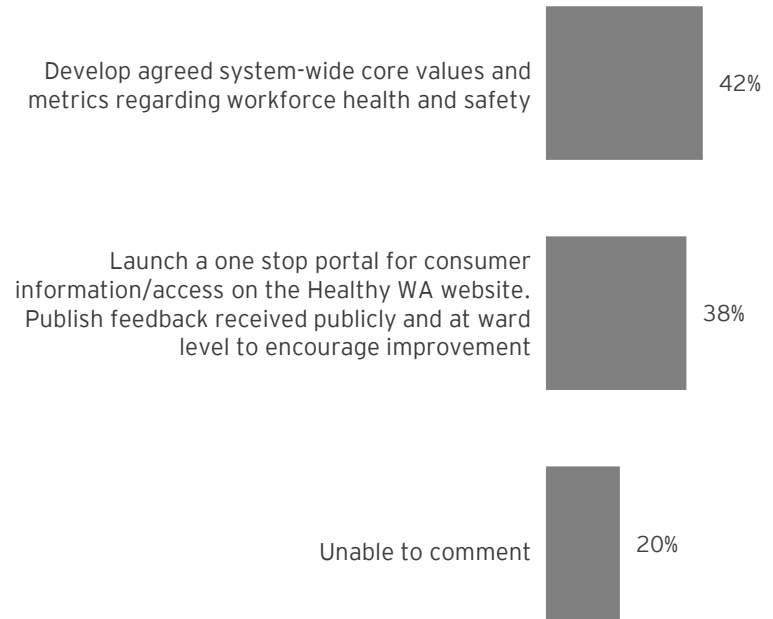
!Note Caution, small base size. ▲ ▼ Significant difference between sub-group and total without the sub-group. *Prefer not to answer' and Other gender not shown

Which of the following areas will have the greatest impact on the below Direction?

New ways to support equity in country health



Create and support the right culture



Base: n=1,744 (All respondents)
 Q13. Which of the following areas will have the greatest impact on the below Direction?

Base: n=1,744 (All respondents)
 Q14. Which of the following areas will have the greatest impact on this Direction?

Which of the following areas will have the greatest impact on the below Direction?

Staff views about which area will have the greatest impact on new ways to support equity in country health (%)

	Total n = 1,744	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 979	Non-clinical n = 765	Child and Adolescent n = 180	East Metro. n = 1715	North Metro. n = 453	South Metro. n = 315	WA Country n = 339	Health Support n = 128	Dept. of Health n = 137	Other n = 171	Metro n = 1428	Regional n = 316	2 or less years n = 166	3+ years n = 1,578	<44 years n = 640	45+ years n = 1,104	Male n = 412	Female n = 1,203
Investigate formal arrangements for patients and staff in regional hospitals to have direct associations with a metropolitan hospital for patient care and staff development	60%	63%▲	53%▼	64%	58%	60%	65%	57%	54%	54%	41%	61%	56%	53%	61%	61%	59%	60%	61%
Develop a country patient transport strategy for moving patients around the health system	21%	19%	24%	15%	18%	18%	18%	31%▲	20%	22%	25%	18%▼	33%▲	25%	20%	20%	22%	22%	21%
Unable to comment	20%	18%	23%	21%	25%	22%	17%	12%▼	26%	23%	34%	22%▲	11%▼	22%	19%	20%	19%	19%	18%

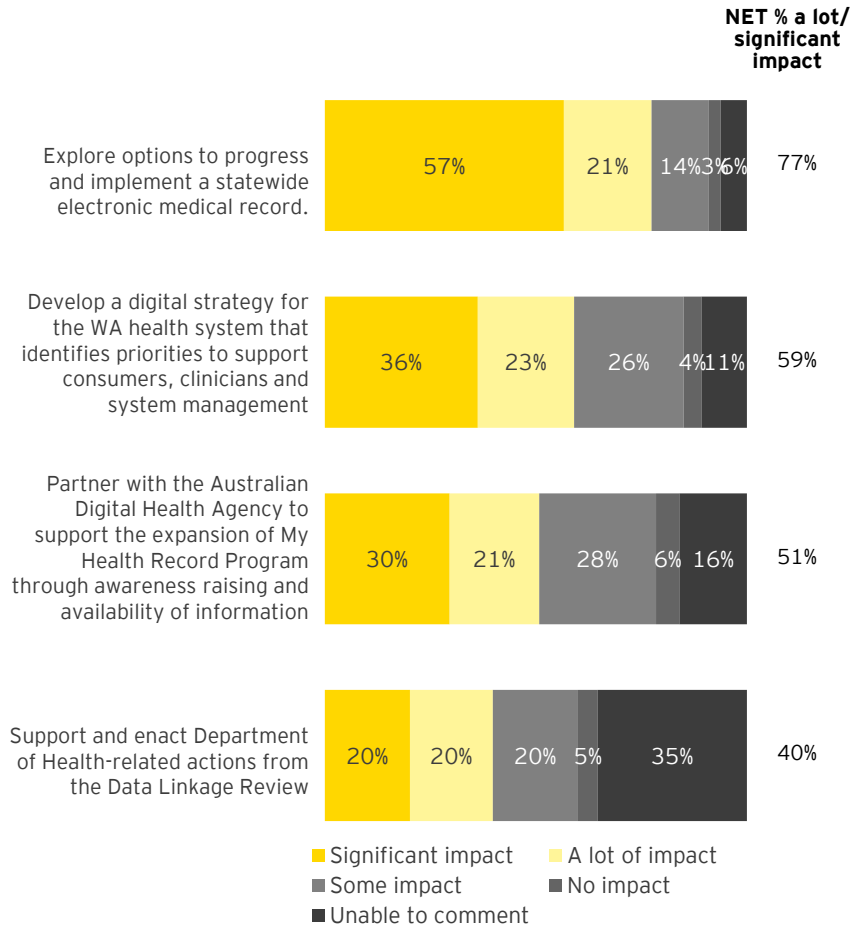
Staff views about which area will have the greatest impact on create and support the right culture (%)

	Total n = 1,744	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 979	Non-clinical n = 765	Child and Adolescent n = 180	East Metro. n = 1715	North Metro. n = 453	South Metro. n = 315	WA Country n = 339	Health Support n = 128	Dept. of Health n = 137	Other n = 171	Metro n = 1428	Regional n = 316	2 or less years n = 166	3+ years n = 1,578	<44 years n = 640	45+ years n = 1,104	Male n = 412	Female n = 1,203
Develop agreed system-wide core values and metrics regarding workforce health and safety	42%	42%	43%	48%	40%	45%	36%	44%	47%	38%	35%	42%	43%	36%	43%	40%	44%	47%	42%
Launch a one stop portal for consumer information/access on the Healthy WA website. Publish feedback received publicly and at ward level to encourage improvement	38%	37%	39%	38%	35%	37%	45%	34%	38%	46%	47%	39%	34%	44%	37%	41%	34%	33%	40%
Unable to comment	20%	21%	18%	15%	26%	19%	19%	22%	16%	16%	18%	19%	22%	21%	20%	19%	21%	19%	18%

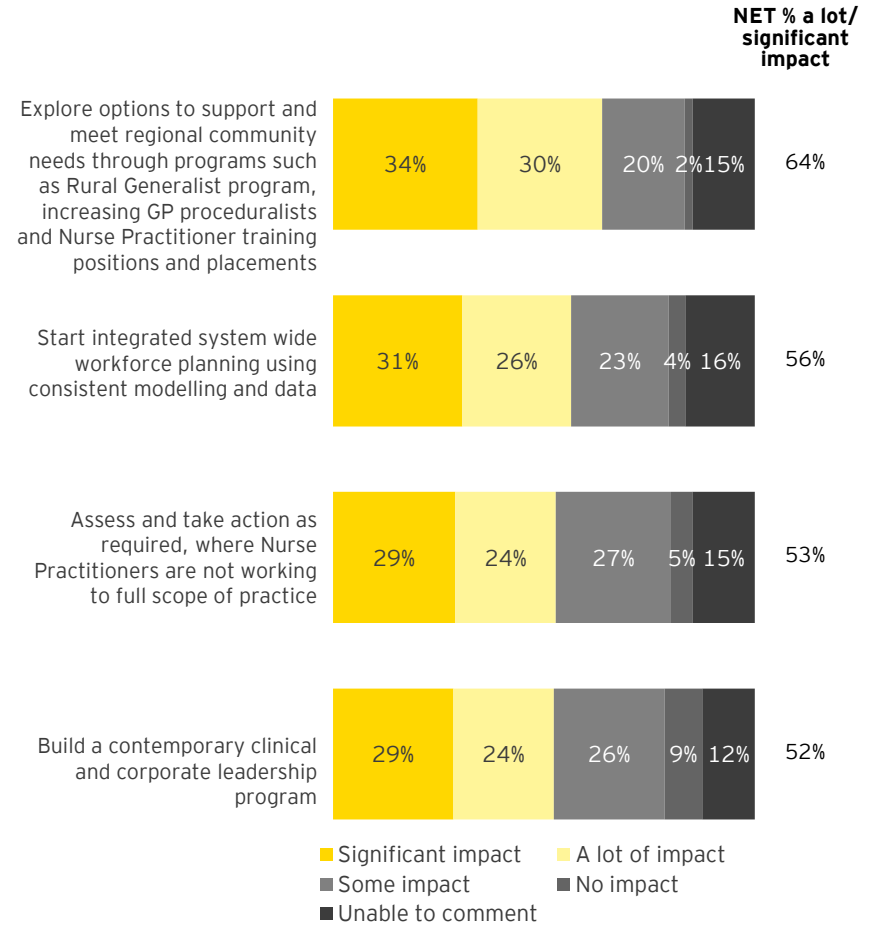
Base: n=1,744 (All respondents)
 Q13. Which of the following areas will have the greatest impact on the below Direction? | Q14. Which of the following areas will have the greatest impact on the below Direction?
 !Note Caution, small base size. ▲ ▼ Significant difference between sub-group and total without the sub-group. 'Prefer not to answer' and Other gender not shown

Which of the following areas will have the greatest impact on the below Direction?

Greater use of technology, data and innovation to support consumers, clinicians and drive change



Develop a supported and flexible workforce



Base: n=1,744 (All respondents)
Q15. How much impact will the following areas have on the below Direction?

Base: n=1,744 (All respondents)
Q16. How much impact will the following areas have on the below Direction?

Which of the following areas will have the greatest impact on the below Direction?

Staff views about which area will have the greatest impact on greater use of technology, data and innovation to support consumers, clinicians and drive change (%)

NET a lot / significant impact	Total n = 1,744	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 979	Non-clinical n = 765	Child and Adolescent n = 180	East Metro. n = 1715	North Metro. n = 453	South Metro. n = 315	WA Country n = 339	Health Support n = 128	Dept. of Health n = 137	Other n = 171	Metro n = 1428	Regional n = 316	2 or less years n = 166	3+ years n = 1,578	<44 years n = 640	45+ years n = 1,104	Male n = 412	Female n = 1,203
Explore options to progress and implement a statewide electronic medical record.	77%	79%	75%	78%	73%	80%	78%	77%	71%	75%	86%	77%	77%	80%	77%	79%	76%	78%	79%
Develop a digital strategy for the WA health system that identifies priorities to support consumers, clinicians and system management	59%	56%▼	65%▲	58%	56%	60%	58%	60%	67%	61%	50%	59%	60%	64%	58%	59%	59%	62%	60%
Partner with the Australian Digital Health Agency to support the expansion of My Health Record Program through awareness raising and availability of information	51%	50%	53%	53%	47%	54%	48%	49%	52%	54%	41%	51%	48%	53%	51%	51%	51%	52%	52%
Support and enact Department of Health-related actions from the Data Linkage Review	40%	39%	41%	38%	38%	46%▲	35%	36%	38%	54%▲	34%	41%	37%	38%	40%	38%	41%	43%	40%

Staff views about which area will have the greatest impact on develop a supported and flexible workforce (%)

NET a lot / significant impact	Total n = 1,744	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 979	Non-clinical n = 765	Child and Adolescent n = 180	East Metro. n = 1715	North Metro. n = 453	South Metro. n = 315	WA Country n = 339	Health Support n = 128	Dept. of Health n = 137	Other n = 171	Metro n = 1428	Regional n = 316	2 or less years n = 166	3+ years n = 1,578	<44 years n = 640	45+ years n = 1,104	Male n = 412	Female n = 1,203
Explore options to support and meet regional community needs through programs such as Rural Generalist program, increasing GP proceduralists and Nurse Practitioner training positions and placements	64%	65%	62%	56%	59%	65%	64%	72%▲	47%▼	59%	40%	62%▼	73%▲	65%	64%	65%	63%	51%▼	70%▲
Assess and take action as required, where Nurse Practitioners are not working to full scope of practice	56%	56%	57%	54%	47%	58%	62%	61%	45%	45%	38%	55%	62%	58%	56%	57%	56%	48%▼	61%▲
Start integrated system wide workforce planning using consistent modelling and data	53%	52%	55%	52%	48%	56%	52%	54%	51%	57%	33%	52%	55%	56%	52%	52%	53%	48%	55%▲
Build a contemporary clinical and corporate leadership program	52%	52%	52%	57%	43%	53%	51%	59%	44%	50%	51%	51%	59%	56%	52%	54%	51%	49%	55%▲

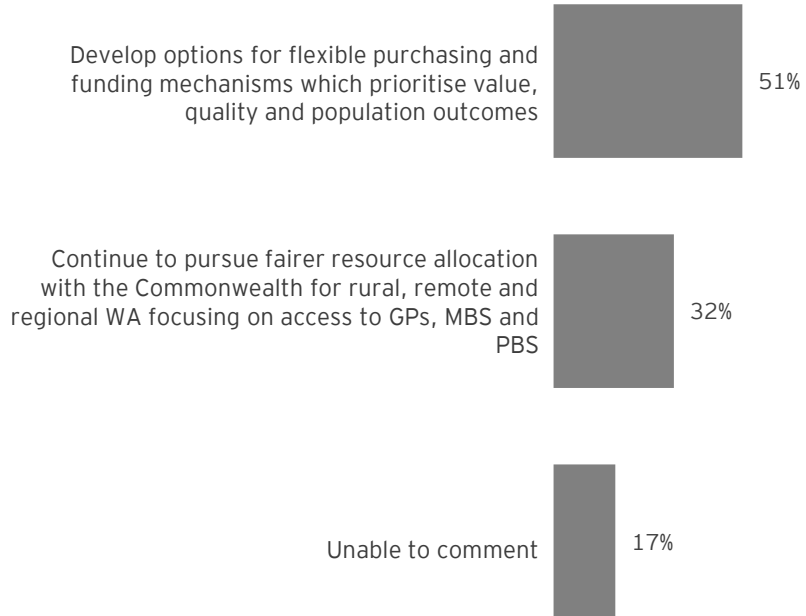
Base: n=1,744 (All respondents)

Q15. How much impact will the following areas have on this the below Direction? | Q16. How much impact will the following areas have on the below Direction?

!Note Caution, small base size. ▲ ▼ Significant difference between sub-group and total without the sub-group. 'Prefer not to answer' and Other gender not shown

Which of the following areas will have the greatest impact on the below Direction?

Plan and invest more widely



Base: n=1,744 (All respondents)
Q17. Which of the following areas will have the greatest impact on the below Direction?

Which of the following areas will have the greatest impact on the below Direction?

Staff views about which area will have the greatest impact on plan and invest more widely (%)

	Total n = 1,744	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 979	Non-clinical n = 765	Child and Adolescent n = 180	East Metro. n = 1715	North Metro. n = 453	South Metro. n = 315	WA Country n = 339	Health Support n = 128	Dept. of Health n = 137	Other n = 171	Metro n = 1428	Regional n = 316	2 or less years n = 166	3+ years n = 1,578	<44 years n = 640	45+ years n = 1,104	Male n = 412	Female n = 1,203
Develop options for flexible purchasing and funding mechanisms which prioritise value, quality and population outcomes	51%	50%	52%	51%	52%	52%	57%	42%▼	52%	62%	45%	54%▲	39%▼	51%	51%	52%	50%	59%▲	50%
Continue to pursue fairer resource allocation with the Commonwealth for rural, remote and regional WA focusing on access to GPs, MBS and PBS	32%	34%	30%	28%	30%	30%	27%	46%▲	24%	22%	49%	29%▼	48%▲	28%	33%	32%	33%	26%	34%
Unable to comment	17%	16%	18%	21%	19%	18%	16%	12%	24%	16%	5%	18%	12%	20%	16%	16%	17%	15%	16%

Base: n=1,744 (All respondents)

Q17. Which of the following areas will have the greatest impact on the below Direction?

!Note Caution, small base size. ▲ ▼ Significant difference between sub-group and total without the sub-group. 'Prefer not to answer' and Other gender not shown

Coded questions

What is required to help maximise improvements for the following Direction?

Direction 1: Keep people healthy and get serious about prevention and health promotion (%)

	Total n = 135	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 79	Non-clinical n = 56	Child and Adolescent n = 10!	East Metro. n = 9	North Metro. n = 22!	South Metro. n = 19!	WA Country n = 35	Health Support n = 3	Dept. of Health n = 35	Other n = 2	Metro n = 105	Regional n = 30	2 or less years n = 10!	3+ years n = 125	<44 years n = 55	45+ years n = 80	Male n = 35	Female n = 89
Sentiment - positive	13%	14%	9%	17%		16%	22%	5%		9%	16%	6%	27%	12%	16%	9%	3%	16%	
Sentiment - negative	23%	23%	22%	13%		28%	22%	22%		28%	23%	21%	5%	24%	17%	29%	37%	18%	
Sentiment - neutral	65%	63%	69%	70%		56%	56%	72%		63%	61%	73%	68%	64%	67%	62%	61%	66%	
Increase funding and resources towards preventative care and health promotion	32%	31%	35%	26%		25%	21%	34%		22%	32%	31%	5%	34%	40%	21%	33%	30%	
Discourage alcohol, drug, unhealthy food options / don't put up with sugar / tobacco lobby groups	27%	29%	20%	11%		34%	31%	16%		24%	32%	14%	24%	27%	23%	31%	38%	25%	
More community engagement and programs	23%	27%	11%	37%		6%	9%	36%		11%	18%	36%	0%	25%	26%	19%	19%	24%	
Information and education / online resources	17%	20%	9%	17%		19%	9%	19%		10%	15%	21%	17%	17%	17%	17%	18%	18%	
Work together with other government bodies / ngos / private health / nfps	17%	15%	22%	18%		12%	9%	18%		31%	15%	21%	10%	17%	19%	14%	19%	17%	
More staffing / better trained staff	15%	17%	11%	0%		29%	11%	18%		4%	14%	19%	0%	16%	14%	17%	8%	15%	
Increase rural / indigenous support and healthcare	13%	13%	12%	0%		0%	4%	24%		10%	7%	28%	5%	14%	11%	15%	10%	15%	
Encourage healthy habits in early childhood / tackle childhood obesity	11%	9%	16%	25%		13%	14%	9%		5%	11%	10%	22%	10%	7%	16%	8%	13%	
Focus on prevention will save money and allows more resources to be used elsewhere	10%	12%	7%	7%		12%	9%	10%		11%	11%	10%	0%	11%	10%	11%	13%	10%	
Accessible / affordable medical services	8%	10%	4%	11%		8%	15%	10%		7%	7%	12%	0%	9%	5%	13%	17%	7%	
More support for mental health	7%	8%	5%	6%		23%	0%	0%		2%	10%	0%	0%	8%	4%	11%	10%	7%	
Look to VicHealth / other health systems to see how it's done	6%	6%	6%	13%		5%	4%	6%		3%	5%	6%	22%	5%	6%	5%	2%	6%	
Other	18%	20%	14%	7%		16%	20%	27%		17%	17%	23%	14%	19%	13%	25%	18%	16%	
Keep people healthy and get serious about prevention and health promotion (no further information)	27%	28%	24%	41%		48%	20%	21%		26%	28%	23%	24%	27%	30%	23%	22%	29%	

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

!Note Caution, small base size. Cells are blank if base size is less than 10.

▲ ▼ Significant difference between sub-group and total without the sub-group. 'Prefer not to answer' and Other gender not shown

What is required to help maximise improvements for the following Direction?

Direction 2: Focus on person-centred services (%)

	Total n = 64	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 43	Non-clinical n = 21!	Child and Adolescent n = 5	East Metro. n = 8	North Metro. n = 19!	South Metro. n = 4	WA Country n = 15!	Health Support n = 1	Dept. of Health n = 12!	Other n = 0	Metro n = 51	Regional n = 13!	2 or less years n = 3	3+ years n = 61	<44 years n = 20!	45+ years n = 44	Male n = 17!	Female n = 40
Sentiment - positive	4%	4%	6%			0%		0%		4%	6%	0%		5%	7%	3%	8%	4%	
Sentiment - negative	43%	49%	21%			48%		55%		40%	40%	52%		44%	42%	43%	36%	40%	
Sentiment - neutral	53%	47%	74%			52%		45%		56%	54%	48%		51%	51%	54%	55%	56%	
Better trained staff / more supportive patient care	39%	42%	28%			46%		41%		4%	45%	16%		41%	55%	28%	40%	35%	
More funding / make services more affordable	22%	26%	9%			29%		25%		0%	22%	22%		23%	18%	25%	37%	15%	
Provide more information / more accessible	18%	13%	33%			4%		30%		17%	15%	28%		18%	13%	21%	26%	15%	
More communication between staff and to patients	14%	12%	22%			15%		29%		6%	13%	19%		15%	14%	14%	5%	14%	
Increase community engagement and awareness	10%	11%	5%			12%		20%		0%	11%	6%		11%	8%	11%	15%	3%	
Better health care system for chronic illnesses and diseases / shorter waiting times for procedures	10%	13%	0%			12%		6%		17%	11%	8%		10%	5%	14%	5%	12%	
A navigator function to connect people to the right parts of the health system, particularly in the aged care and disability sectors	8%	8%	11%			0%		12%		4%	7%	15%		6%	13%	5%	8%	10%	
Better resource management / reduce palliative care resources	5%	7%	0%			10%		6%		0%	4%	8%		5%	9%	3%	0%	8%	
Increase rural / indigenous support and healthcare	3%	3%	0%			0%		6%		0%	2%	8%		3%	0%	5%	5%	2%	
Work with commonwealth government agencies and other health and social care service agencies on collaborative service provision with greater consumer-centric funding	2%	0%	9%			0%		0%		4%	3%	0%		2%	0%	4%	7%	0%	
Other	19%	15%	30%			16%		23%		37%	16%	30%		19%	12%	23%	10%	19%	
Focus on person-centred services (no further information)	11%	8%	23%			11%		14%		27%	10%	19%		12%	1%	19%	23%	8%	

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

!Note Caution, small base size. Cells are blank if base size is less than 10.

▲ ▼ Significant difference between sub-group and total without the sub-group. 'Prefer not to answer' and Other gender not shown

What is required to help maximise improvements for the following Direction?

Direction 3: Better use of resources with more care in the community (%)

	Total n = 83	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 53	Non-clinical n = 30	Child and Adolescent n = 6	East Metro. n = 8	North Metro. n = 19!	South Metro. n = 16!	WA Country n = 16!	Health Support n = 3	Dept. of Health n = 15!	Other n = 0	Metro n = 69	Regional n = 14!	2 or less years n = 2	3+ years n = 81	<44 years n = 27!	45+ years n = 56	Male n = 27!	Female n = 52
Sentiment - positive	9%	7%	14%			6%	8%	24%		0%	4%	29%		9%	13%	5%	0%	14%	
Sentiment - negative	22%	18%	34%			24%	31%	14%		38%	24%	12%		22%	7%	35%	25%	21%	
Sentiment - neutral	69%	75%	52%			70%	60%	62%		62%	72%	59%		69%	80%	60%	75%	65%	
Support more community services	25%	28%	13%			36%	32%	25%		22%	24%	30%		24%	23%	26%	30%	25%	
More staffing / better trained staff	18%	23%▲	1%▼			30%	24%	21%		0%	20%	11%		19%	24%	13%	19%	14%	
More resources for GPs / affordable home visits	15%	16%	10%			0%	10%	15%		16%	16%	11%		15%	19%	11%	14%	17%	
Conduct research / provide evidence of the success of community based services	14%	15%	12%			13%	19%	4%		18%	17%	5%		15%	21%	9%	22%	12%	
Explore a range of different models to enhance emergency departments (ED) diversion and avoidable admissions	14%	16%	8%			15%	16%	12%		0%	14%	14%		15%	18%	11%	8%	19%	
Ensure it is managed well	10%	8%	18%			10%	5%	10%		0%	10%	13%		11%	14%	7%	14%	10%	
Ease of transition of patients between hospital and community based health care services	8%	10%	2%			0%	11%	17%		10%	5%	20%		8%	7%	10%	1%	13%▲	
Increase accessibility to allied health services	6%	8%	0%			5%	5%	12%		0%	8%	0%		6%	9%	4%	0%	5%	
More support for palliative care	5%	6%	0%			0%	5%	12%		16%	2%	14%		5%	6%	3%	0%	7%	
Undertake a risk / benefit analysis of telehealth and virtual care opportunities in all care settings	4%	4%	4%			8%	7%	0%		0%	5%	0%		4%	3%	6%	5%	5%	
Formalise more local partnerships with WA primary health alliance (WAPHA) to improve care and communications between GPs and hospitals	3%	2%	6%			0%	6%	4%		10%	3%	5%		3%	1%	5%	6%	3%	
Explore the use of telehealth in mental health	1%	0%	3%			0%	0%	0%		14%	1%	0%		1%	0%	1%	0%	1%	
Other	22%	18%	36%			24%	23%	20%		18%	21%	26%		23%	15%	28%	22%	23%	
Better use of resources with more care in the community (no further information)	39%	41%	32%			44%	36%	33%		40%	39%	41%		40%	45%	34%	39%	40%	

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

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What is required to help maximise improvements for the following Direction?

Direction 4: Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA health system (%)

	Total n = 47	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 30	Non-clinical n = 17	Child and Adolescent n = 3	East Metro. n = 5	North Metro. n = 12	South Metro. n = 6	WA Country n = 13	Health Support n = 0	Dept. of Health n = 7	Other n = 1	Metro n = 37	Regional n = 10	2 or less years n = 1	3+ years n = 46	<44 years n = 11	45+ years n = 36	Male n = 15	Female n = 28
Sentiment - positive	12%	15%	5%			6%		17%			16%	0%		13%	14%	12%	20%	2%	
Sentiment - negative	45%	39%	61%			31%		44%			42%	56%		47%	18%	60%	57%	40%	
Sentiment - neutral	43%	46%	34%			62%		39%			43%	44%		41%	68%	28%	24%	58%	
Mental health agencies across the WA health care system need to work together towards a singular metric / clearer pathways for admissions	21%	25%	11%			19%		29%			22%	18%		22%	21%	21%	29%	12%	
Mental health institutions need more financial funding , resources and better strategies for efficient interactions between institutions	21%	21%	22%			20%		13%			22%	18%		22%	13%	26%	23%	20%	
Proactive preventative methods need to be taken upon mentally ill individuals with externalised disorders to reduce the risk of antisocial behaviour towards community members	17%	19%	11%			7%		19%			14%	28%		14%	10%	21%	29%	14%	
To keep patients out of ED (emergency department) for a more efficient recovery / reduce patient's length of stay in institutionalized care	14%	16%	8%			29%		0%			17%	0%		14%	26%	6%	0%	24%	
More highly skilled practioners that can manage patients with both chronic and acute mental health issues	10%	12%	7%			7%		12%			8%	18%		11%	0%	16%	14%	10%	
Other	12%	12%	13%			16%		13%			12%	11%		12%	14%	11%	5%	11%	
Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA health system (no further information)	23%	18%	35%			38%		26%			22%	24%		24%	30%	18%	17%	30%	

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

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What is required to help maximise improvements for the following Direction?

Direction 5: New ways to support equity in country health (%)

	Total n = 63	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 44	Non-clinical n = 19!	Child and Adolescent n = 2	East Metro. n = 5	North Metro. n = 13!	South Metro. n = 6	WA Country n = 24!	Health Support n = 1	Dept. of Health n = 11!	Other n = 1	Metro n = 42	Regional n = 21!	2 or less years n = 4	3+ years n = 59	<44 years n = 23!	45+ years n = 40	Male n = 14!	Female n = 45
Sentiment - positive	27%	35%	4%			19%		32%		24%		27%	28%		24%	34%	20%	27%	23%
Sentiment - negative	34%	23%	64%			38%		29%		62%		33%	35%		36%	26%	42%	15%	39%
Sentiment - neutral	39%	42%	32%			43%		39%		14%		40%	37%		40%	40%	39%	57%	38%
Increase funding and resources to rural healthcare / make it more affordable	29%	25%	37%			18%		44%		0%		24%	37%		28%	21%	36%	26%	25%
More staff / better trained staff in rural communities	27%	30%	17%			20%		31%		5%		26%	28%		26%	28%	26%	24%	24%
Access to specialists and allied health services in rural areas	26%	30%	13%			15%		31%		31%		21%	34%		25%	24%	28%	24%	27%
Investigate formal arrangements for patients and staff in regional hospitals to have direct associations with a metropolitan hospital for patient care and staff development	23%	22%	26%			0%		34%		25%		14%	41%		23%	22%	25%	32%	23%
Develop a country patient transport strategy for moving patients around the health system	21%	20%	24%			19%		19%		20%		28%	9%		16%	30%	11%	25%	17%
Utilise telehealth / make it more accessible	19%	13%	36%			29%		14%		19%		23%	11%		20%	16%	22%	24%	19%
Support indigenous health care / culturally sensitive services	4%	0%	17%			5%		5%		18%		4%	5%		4%	5%	3%	0%	6%
More aged care support / quality aged care services in rural areas	4%	5%	0%			9%		3%		0%		3%	4%		4%	4%	3%	0%	5%
Other	12%	14%	5%			25%		7%		6%		12%	12%		13%	9%	15%	11%	13%
New ways to support equity in country health (no further information)	23%	19%	35%			18%		41%		31%		17%	35%		25%	21%	25%	5%	22%

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

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What is required to help maximise improvements for the following Direction?

Direction 6: Develop partnerships for Aboriginal health outcomes (%)

	Total n = 49	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 30	Non-clinical n = 19!	Child and Adolescent n = 4	East Metro. n = 3	North Metro. n = 8	South Metro. n = 5	WA Country n = 14!	Health Support n = 0	Dept. of Health n = 14!	Other n = 1	Metro n = 39	Regional n = 10!	2 or less years n = 3	3+ years n = 46	<44 years n = 17!	45+ years n = 32	Male n = 17!	Female n = 29!
Sentiment - positive	27%	26%	27%					27%		39%		29%	19%		29%	18%	34%	16%	25%
Sentiment - negative	36%	36%	35%					42%		28%		36%	34%		39%	46%	25%	33%	39%
Sentiment - neutral	38%	37%	39%					32%		33%		35%	46%		32%	35%	40%	51%	35%
Involve aboriginal leaders / engage with the community	41%	49%	24%					37%		45%		44%	34%		44%	51%	32%	35%	42%
Improve the quality of life of aboriginal population / address poverty / life expectancy	28%	21%	45%					18%		35%		29%	26%		25%	25%	31%	31%	30%
More cultural awareness and understanding	21%	24%	15%					25%		9%		19%	27%		23%	22%	21%	20%	25%
Pursue different / new methods	13%	13%	12%					32%		11%		12%	16%		14%	17%	9%	0%	13%
Encourage and employ more aboriginal staff in the health industry	10%	11%	8%					5%		9%		10%	8%		11%	0%	19%	1%	16%
Other	25%	27%	23%					39%		5%		17%	51%		24%	17%	34%	26%	26%
Develop partnerships for aboriginal health outcomes (no further information)	32%	29%	39%					27%		41%		36%	20%		35%	37%	27%	23%	31%

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

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What is required to help maximise improvements for the following Direction?

Direction 7: Create and support the right culture (%)

	Total n = 134	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 70	Non-clinical n = 64	Child and Adolescent n = 7	East Metro. n = 12	North Metro. n = 44	South Metro. n = 17	WA Country n = 32	Health Support n = 7	Dept. of Health n = 15	Other n = 0	Metro n = 107	Regional n = 27	2 or less years n = 4	3+ years n = 130	<44 years n = 51	45+ years n = 83	Male n = 42	Female n = 80
Sentiment - positive	5%	4%	6%		6%	8%	7%	0%		0%	6%	0%		4%	8%	2%	3%	6%	
Sentiment - negative	61%	57%	68%		69%	58%	65%	59%		42%	62%	57%		61%	57%	65%	42%	67%	
Sentiment - neutral	34%	39%	26%		25%	33%	28%	41%		58%	31%	43%		35%	35%	33%	55%	27%	
A culture where everyone is equal / management hierarchy is not overly emphasized / nepotism	28%	24%	33%		35%	23%	39%	28%		9%	28%	24%		28%	23%	32%	28%	28%	
Respect all workers and patients / acceptance of diverse value and beliefs	27%	30%	21%		18%	28%	29%	25%		45%	26%	30%		27%	26%	27%	21%	30%	
Ensure good leadership / people skills are an essential key for management roles	23%	17%	32%		7%	22%	26%	30%		27%	21%	30%		24%	16%	31%	21%	25%	
Managers to be more accountable for their role / lead by example	22%	17%	30%		30%	19%	15%	25%		16%	24%	16%		23%	20%	24%	24%	18%	
Address racism / bullying / harassment issues	17%	6% ▼	35% ▲		32%	17%	6%	19%		12%	18%	13%		17%	15%	19%	11%	15%	
Being proactive / innovative	17%	13%	22%		14%	13%	15%	24%		26%	15%	24%		16%	15%	19%	22%	15%	
Focusing on being able provide high quality service and safety / focus on patient care	16%	14%	19%		23%	14%	5%	19%		8%	14%	23%		15%	13%	19%	20%	15%	
Make staff accountable for their own actions	14%	12%	17%		9%	15%	5%	21%		11%	14%	14%		14%	18%	10%	9%	15%	
Increase funding and resources / better financial planning	12%	12%	12%		0%	20%	17%	6%		10%	14%	5%		12%	8%	16%	18%	11%	
I don't know how it can change / will take a long time	10%	8%	12%		7%	11%	9%	7%		4%	11%	6%		10%	8%	12%	4%	10%	
Provide better training / standardise training	10%	9%	11%		0%	6%	4%	15%		15%	9%	14%		10%	11%	9%	19%	7%	
Support a culture of work and life balance / better flexible hours	7%	6%	9%		11%	9%	0%	7%		10%	7%	8%		7%	9%	5%	2%	9%	
Develop agreed system-wide core values and metrics regarding workforce health and safety	3%	2%	4%		0%	4%	11%	0%		0%	4%	0%		3%	6%	0%	0%	4%	
Launch a one stop portal for consumer information / access on the healthy WA website. publish feedback received publicly and at ward level to encourage improvement	1%	2%	0%		0%	2%	4%	0%		0%	1%	0%		1%	0%	2%	4%	0%	
Other	23%	23%	22%		16%	30%	27%	19%		18%	23%	23%		22%	25%	21%	17%	25%	
Create and support the right culture (no further information)	8%	8%	8%		6%	3%	11%	7%		6%	8%	6%		7%	9%	7%	6%	7%	

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

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What is required to help maximise improvements for the following Direction?

Direction 8: Greater use of technology, data and innovation to support consumers, clinicians and drive change (%)

	Total n = 123	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 61	Non-clinical n = 62	Child and Adolescent n = 7	East Metro. n = 12	North Metro. n = 30	South Metro. n = 13	WA Country n = 26	Health Support n = 11	Dept. of Health n = 23	Other n = 1	Metro n = 101	Regional n = 22	2 or less years n = 7	3+ years n = 116	<44 years n = 49	45+ years n = 74	Male n = 50	Female n = 66
Sentiment - positive	16%	11%	25%		22%	25%	6%	9%	29%	12%		19%	7%		17%	16%	16%	16%	16%
Sentiment - negative	54%	54%	53%		63%	36%	50%	70%	46%	60%		48%	73%		55%	61%	47%	46%	57%
Sentiment - neutral	30%	35%	22%		15%	40%	44%	21%	19%	28%		33%	21%		28%	23%	36%	37%	28%
The health department is decades behind / slow to keep up with technology	30%	32%	27%		24%	40%	15%	36%	34%	15%		27%	39%		32%	34%	26%	29%	32%
One standardised patient information system across all hospitals public and private	29%	31%	27%		29%	29%	15%	30%	41%	34%		30%	28%		29%	38%	21%	30%	31%
Too many systems, data bases and programs / need one standardised system across all hospitals	23%	24%	22%		43%	13%	12%	31%	29%	4%		22%	26%		24%	25%	21%	26%	19%
More supported system / training	16%	12%	23%		14%	21%	12%	11%	17%	21%		16%	17%		17%	12%	20%	13%	19%
Department is under-invested / needs financial funding to invest more into systems and software / make it more affordable	15%	18%	12%		6%	20%	26%	15%	0%	13%		16%	14%		16%	15%	16%	21%	11%
Explore options to progress and implement a state-wide electronic medical record.	13%	15%	9%		0%	8%	27%	12%	15%	11%		13%	11%		8%	17%	8%	10%	16%
Develop a digital strategy for the WA health system that identifies priorities to support consumers, clinicians and system management	7%	5%	12%		0%	11%	12%	5%	0%	16%		8%	6%		8%	5%	10%	8%	8%
Need to improve privacy and data security related concerns	7%	9%	3%		11%	6%	9%	3%	15%	11%		8%	3%		7%	8%	5%	13%	3%
Too much bureaucracy / politics get in the way	4%	2%	6%		0%	2%	0%	4%	7%	2%		3%	5%		4%	5%	2%	1%	5%
Support and enact Dept. of Health-related actions from the data linkage review	1%	0%	3%		0%	0%	0%	2%	0%	7%		0%	3%		1%	1%	1%	2%	0%
Partner with the Australian digital health agency to support the expansion of my health record program through awareness raising and availability of information	0%	0%	0%		0%	0%	0%	0%	0%	0%		0%	0%		0%	0%	0%	0%	0%
Other	23%	21%	27%		43%	15%	20%	29%	20%	10%		21%	33%		25%	19%	28%	24%	22%
Greater use of technology, data and innovation to support consumers, clinicians and drive change (no further information)	16%	16%	16%		6%	28%	5%	10%	24%	27%		17%	13%		17%	12%	20%	23%	11%

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

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What is required to help maximise improvements for the following Direction?

Direction 9: Harness and support health and medical research collaboration and innovation (%)

	Total n = 50	Category		Health service								Location		Tenure		Grouped age		Gender		
		Clinical n = 35	Non-clinical n = 15!	Child and Adolescent n = 3	East Metro. n = 4	North Metro. n = 16!	South Metro. n = 7	WA Country n = 7	Health Support n = 2	Dept. of Health n = 10!	Other n = 1	Metro n = 45	Regional n = 5	2 or less years n = 1	3+ years n = 49	<44 years n = 13!	45+ years n = 37	Male n = 17!	Female n = 29!	
Sentiment - positive	6%	7%	0%			4%				0%			5%			6%	0%	10%	6%	8%
Sentiment - negative	30%	28%	38%			41%				17%			31%			31%	25%	34%	42%	21%
Sentiment - neutral	64%	65%	62%			55%				83%			65%			63%	75%	56%	52%	71%
Funding to be appropriated on an evidence based approach	14%	14%	17%			22%				56%			16%			15%	14%	14%	7%	23%
Government bodies implementing barriers to research / less red tape / easier application process	15%	16%	10%			26%				9%			17%			15%	10%	18%	16%	17%
Need to broaden research into multiple areas (e.g. mental health / social issues)	10%	4%	33%			15%				0%			8%			10%	9%	10%	7%	15%
Better application of research in the organisation's system / culture (policy making)	18%	18%	16%			22%				8%			20%			18%	23%	14%	18%	21%
Other	13%	12%	16%			9%				35%			9%			13%	0%	22%	21%	10%
Harness and support health and medical research collaboration and innovation (no further information)	51%	54%	38%			33%				23%			51%			49%	57%	46%	50%	39%

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

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What is required to help maximise improvements for the following Direction?

Direction 10: Develop a supported and flexible workforce (%)

	Total n = 143	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 87	Non-clinical n = 56	Child and Adolescent n = 11!	East Metro. n = 12!	North Metro. n = 34	South Metro. n = 24!	WA Country n = 35	Health Support n = 9	Dept. of Health n = 18!	Other n = 0	Metro n = 112	Regional n = 31	2 or less years n = 6	3+ years n = 137	<44 years n = 49	45+ years n = 94	Male n = 45	Female n = 89
Sentiment - positive	2%	3%	1%	0%	0%	2%	3%	3%		9%	2%	4%		2%	3%	2%	7%	0%	
Sentiment - negative	51%	57%	38%	19%	60%	41%	53%	63%		43%	49%	58%		52%	46%	55%	49%	50%	
Sentiment - neutral	47%	40%	61%	81%	40%	57%	43%	34%		48%	49%	38%		46%	51%	43%	44%	49%	
Strengthen training / experience / offer more courses	25%	23%	29%	7%	14%	34%	26%	26%		21%	24%	30%		26%	24%	26%	22%	29%	
Increase focus on leadership development	18%	10%	34%	7%	25%	23%	15%	15%		6%	20%	12%		18%	28%	9%	23%	16%	
Listen / acknowledge staff concerns / views	17%	19%	15%	19%	11%	12%	20%	26%		6%	14%	28%		18%	16%	19%	18%	16%	
Invest in staff wellbeing / mental health / make them feel valued	16%	19%	9%	8%	8%	19%	17%	20%		0%	13%	23%		16%	16%	15%	13%	18%	
Performance management	15%	9%	28%	30%	18%	17%	3%	14%		17%	15%	16%		15%	23%	9%	7%	20%	
Streamline the recruitment process / make it equal	14%	9%	26%	40%	10%	16%	0%	19%		7%	15%	12%		14%	21%	9%	7%	16%	
Reduce the number of casual contracts / offer more permanent positions	14%	15%	13%	8%	18%	14%	15%	13%		9%	14%	15%		14%	10%	18%	10%	14%	
Fair awards	9%	9%	10%	8%	0%	14%	11%	7%		0%	9%	8%		9%	5%	12%	6%	12%	
Make work more multidisciplinary	7%	6%	9%	10%	8%	5%	11%	6%		15%	7%	6%		5%	10%	4%	8%	7%	
Not enough staff	7%	8%	5%	0%	0%	10%	7%	10%		0%	5%	12%		7%	7%	7%	2%	10%	
Build a contemporary clinical and corporate leadership program	7%	4%	12%	17%	0%	9%	3%	7%		12%	7%	6%		6%	4%	9%	7%	6%	
Better allocation of resources	7%	6%	8%	0%	11%	4%	11%	5%		0%	7%	5%		6%	7%	6%	6%	8%	
Assess and take action as required, where nurse practitioners are not working to full scope of practice	7%	7%	6%	0%	14%	9%	4%	3%		6%	8%	4%		6%	6%	7%	6%	8%	
Start integrated system wide workforce planning using consistent modelling and data	6%	6%	7%	20%	0%	8%	11%	2%		8%	9%	0%		5%	8%	5%	11%	4%	
Diminish sharing of roles between staff	5%	7%	0%	0%	7%	7%	9%	2%		0%	6%	2%		5%	2%	7%	11%	3%	
Allow employees to work from home (e.g. paperwork at home)	3%	2%	5%	0%	0%	2%	4%	6%		0%	3%	3%		3%	4%	2%	4%	2%	
Explore options to support and meet regional community needs through programs such as rural generalist program, increasing GP proceduralists and nurse practitioner training positions and placements	3%	2%	4%	0%	0%	0%	3%	7%		6%	1%	8%		3%	0%	4%	2%	3%	
Other	14%	12%	19%	18%	10%	15%	11%	15%		8%	14%	15%		15%	12%	16%	14%	15%	
Develop a supported and flexible workforce (no further information)	17%	18%	14%	41%	7%	21%	10%	10%		41%	17%	14%		16%	10%	22%	10%	20%	

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

!Note Caution, small base size. Cells are blank if base size is less than 10.

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What is required to help maximise improvements for the following Direction?

Direction 11: Plan and invest more wisely (%)

	Total n = 80	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 42	Non-clinical n = 38	Child and Adolescent n = 2	East Metro. n = 5	North Metro. n = 17	South Metro. n = 11	WA Country n = 21	Health Support n = 7	Dept. of Health n = 15	Other n = 2	Metro n = 63	Regional n = 17	2 or less years n = 2	3+ years n = 78	<44 years n = 25	45+ years n = 55	Male n = 30	Female n = 43
Sentiment - positive	5%	5%	4%			4%	0%	0%		7%	7%	0%		5%	7%	4%	9%	3%	
Sentiment - negative	37%	37%	37%			35%	50%	41%		28%	33%	50%		38%	35%	39%	38%	41%	
Sentiment - neutral	58%	57%	58%			60%	50%	59%		65%	61%	50%		57%	58%	57%	54%	56%	
Develop options for flexible purchasing and funding mechanisms which prioritise value, quality and population outcomes	6%	5%	6%			0%	0%	11%		4%	4%	10%		6%	6%	6%	12%	3%	
Continue to pursue fairer resource allocation with the commonwealth for rural, remote and regional WA focusing on access to GPs, MBS and PBS	1%	2%	1%			0%	0%	4%		4%	0%	4%		2%	0%	3%	0%	3%	
Invest into new technologies	9%	10%	7%			0%	8%	18%		13%	6%	15%		9%	9%	9%	11%	9%	
Invest less into senior positions	9%	10%	7%			4%	16%	9%		0%	8%	11%		9%	7%	10%	6%	12%	
Invest into ground level staff	17%	26%▲	1%▼			23%	14%	21%		0%	14%	26%		15%	26%	10%	10%	25%	
Invest into preventative health / health promotion	19%	23%	11%			19%	30%	12%		7%	20%	15%		17%	25%	13%	11%	28%	
Don't cut costs from other projects to make changes	5%	5%	5%			11%	0%	0%		18%	7%	0%		5%	9%	1%	0%	8%	
Plan for long term change	15%	16%	14%			14%	0%	18%		7%	20%	4%		15%	25%	7%	20%	8%	
WA health and government mismanage funds	11%	6%	21%			21%	16%	6%		10%	13%	7%		12%	11%	12%	22%	6%	
Explore private-public partnerships	4%	5%	3%			4%	16%	3%		0%	6%	0%		4%	0%	7%	11%	0%	
Stop investing in wasteful upgrades / facilities	12%	9%	18%			25%	16%	7%		0%	14%	9%		13%	11%	13%	16%	12%	
Invest into environmental solutions	3%	5%	1%			0%	14%	4%		5%	3%	4%		2%	4%	3%	0%	6%	
Better use of staff	5%	4%	8%			4%	12%	3%		5%	6%	4%		5%	6%	5%	3%	5%	
Other	22%	17%	32%			34%	26%	14%		22%	26%	13%		23%	12%	30%	20%	26%	
Plan and invest more wisely (no further information)	13%	10%	19%			16%	8%	17%		21%	10%	21%		13%	6%	19%	13%	16%	

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

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What is required to help maximise improvements for the following Direction?

Direction 12: Building financial sustainability strong governance, systems and state wide support services (%)

	Total n = 67	Category		Health service								Location		Tenure		Grouped age		Gender		
		Clinical n = 36	Non-clinical n = 31	Child and Adolescent n = 1	East Metro. n = 6	North Metro. n = 18!	South Metro. n = 12!	WA Country n = 16!	Health Support n = 4	Dept. of Health n = 8	Other n = 2	Metro n = 56	Regional n = 11!	2 or less years n = 3	3+ years n = 64	<44 years n = 19!	45+ years n = 48	Male n = 21!	Female n = 40	
Sentiment - negative	32%	30%	34%			35%	38%	21%					35%	16%		31%	18%	41%	37%	28%
Sentiment - neutral	66%	67%	65%			65%	62%	79%					62%	84%		67%	82%	55%	57%	71%
Sentiment - positive	2%	3%	1%			0%	0%	0%					3%	0%		2%	0%	4%	6%	1%
Improve the current system	32%	36%	25%			17%	50%	25%					37%	7%		31%	31%	32%	43%	26%
The system needs to be more accountable / transparent	21%	19%	25%			22%	13%	14%					22%	16%		22%	15%	25%	16%	23%
Ensure that staff are properly qualified / trained	17%	18%	15%			14%	48%	15%					17%	16%		18%	12%	20%	7%	19%
Provide online payslips to save money	3%	5%	0%			0%	0%	11%					0%	17%		3%	0%	5%	0%	5%
answercode	0%	0%	0%			0%	0%	0%					0%	0%		0%	0%	0%	0%	0%
Improve the allocation of finances (more money towards buying new technology and upgrading facilities)	0%	0%	0%			0%	0%	0%					0%	0%		0%	0%	0%	0%	0%
Improve staff morale / allocate tasks accordingly e.g. admin staff doing admin work, not doctors)	0%	0%	0%			0%	0%	0%					0%	0%		0%	0%	0%	0%	0%
Other	29%	32%	23%			20%	46%	31%					28%	29%		29%	29%	29%	41%	25%
Building financial sustainability strong governance, systems and state wide support services (no further information)	27%	31%	21%			40%	0%	25%					25%	39%		27%	30%	26%	30%	30%

Base: Staff who made a comment about the direction (varies)

Q20. What is required to help maximise improvements for the following Direction?

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Anything else?

What should be considered to develop a more sustainable health system (%)

	Total n = 1,005	Category		Health service								Location		Tenure		Grouped age		Gender			
		Clinical n = 607	Non-clinical n = 398	Child and Adolescent n = 104	East Metro. n = 89	North Metro. n = 272	South Metro. n = 182	WA Country n = 211	Health Support n = 57	Dept. of Health n = 79	Other n = 111	Metro n = 810	Regional n = 195	2 or less years n = 74	3+ years n = 931	<44 years n = 320	45+ years n = 685	Male n = 261	Female n = 658		
NET Other Direction	20%	21%	19%	17%	22%	26%	23%	12% ▼	16%	23%	22%	23%	15%	23% ▲	11% ▼	16%	21%	18%	23%	26%	18%
Management systems are too top heavy	7%	7%	5%	3%	7%	11% ▲	7%	3%	3%	0%	0%	8%	3%	3%	7%	6%	7%	7%	7%	6%	
Undertake performance management	4%	3%	5%	5%	4%	4%	3%	4%	3%	7%	0%	4%	2%	2%	4%	5%	3%	4%	4%	3%	
Reduce admin workload	2%	3%	1%	2%	5%	3%	1%	2%	2%	1%	8%	2%	3%	0%	3%	2%	3%	3%	3%	2%	
Give people the right to die / don't invest into terminal patients	2%	3%	0%	2%	2%	3%	4%	1%	0%	0%	0%	3%	1%	1%	2%	2%	2%	2%	2%	3%	
Reduce the privatisation of public health	2%	2%	2%	2%	1%	3%	3%	0%	2%	3%	0%	3%	0%	0%	2%	2%	2%	4%	2%	2%	
Goals are good but won't cause positive change on their own	2%	1%	4%	3%	1%	2%	2%	2%	1%	9% ▲	0%	2%	2%	3%	2%	1%	3%	2%	2%	2%	
Specialist / doctor / management wages are too high	2%	1%	2%	0%	2%	1%	4%	1%	2%	3%	0%	2%	1%	1%	2%	1%	2%	3%	1%	1%	
Better HR / hiring processes	1%	1%	2%	2%	2%	2%	0%	1%	1%	0%	8%	1%	1%	0%	1%	1%	2%	1%	1%	1%	
Introduce upfront cost for medical visit	1%	1%	0%	0%	0%	1%	1%	0%	1%	0%	0%	1%	0%	2%	0%	1%	0%	1%	1%	1%	
More private sector collaboration	0%	0%	0%	0%	1%	0%	1%	0%	0%	1%	0%	0%	0%	3% ▲	0% ▼	0%	0%	1% ▲	0% ▼	0%	
NET Direction 1: Keep people healthy and get serious about prevention and health promotion	13%	14%	13%	17%	8%	11%	14%	18%	6%	23%	0%	12%	20%	11%	14%	12%	14%	14%	14%	13%	
Promote consumer education in health literacy and reasonable expectations of the health system	6%	6%	6%	4%	2%	7%	5%	9%	4%	7%	0%	5%	10%	5%	6%	5%	7%	7%	6%	6%	
Keep people healthy and get serious about prevention and health promotion (no further information)	6%	6%	5%	6%	3%	4%	7%	8%	3%	15%	0%	5%	8%	5%	6%	6%	5%	6%	6%	6%	
Promote health in youth / children	2%	2%	2%	7% ▲	1%	1%	1%	3%	0%	0%	0%	2%	3%	0%	2%	1%	3%	2%	2%	2%	
Educate consumers about obesity / food health	1%	1%	1%	0%	1%	1%	2%	1%	1%	4%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
Consumer education around smoking / alcohol	1%	1%	1%	0%	2%	1%	0%	2%	0%	3%	0%	1%	2%	0%	1%	1%	1%	1%	1%	1%	
Promote family health	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	

Base: Staff who made a comment at Q10 or Q21 (n=1,005)
 Q10. Other than the 12 Directions already mentioned, are there any other major directions the Sustainable Health Review should consider to develop a more sustainable health system for Western Australia?
 Q21. Is there anything else that the Panel has missed so far that is important in developing a more sustainable health system for Western Australia?
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Anything else?

What should be considered to develop a more sustainable health system (%)

	Total n = 1,005	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 607	Non-clinical n = 398	Child and Adolescent n = 104	East Metro. n = 89	North Metro. n = 272	South Metro. n = 182	WA Country n = 211	Health Support n = 57	Dept. of Health n = 79	Other n = 111	Metro n = 810	Regional n = 195	2 or less years n = 74	3+ years n = 931	<44 years n = 320	45+ years n = 685	Male n = 261	Female n = 658
NET Direction 2: Focus on person-centred services	8%	8%	7%	6%	13%	7%	5%	8%	0%	10%	0%	8%	8%	8%	8%	7%	8%	6%	9%
Focus on person-centred services (no further information)	4%	4%	4%	4%	11%	4%	1%	3%	0%	2%	0%	5%	3%	5%	4%	4%	4%	2%	5%
Work with commonwealth government agencies and other health and social care service agencies on collaborative service provision with greater consumer-centric funding	2%	2%	2%	2%	2%	2%	1%	2%	0%	8%	0%	2%	2%	2%	2%	1%	3%	3%	2%
Better discharge planning / post discharge care services	2%	2%	1%	0%	2%	2%	3%	2%	0%	0%	0%	2%	2%	1%	2%	3%	1%	0%	3%
A navigator function to connect people to the right parts of the health system, particularly in the aged care and disability sectors	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
NET Direction 3: Better use of resources with more care in the community	13%	14%	11%	14%	9%	11%	13%	19%	13%	15%	0%	12%	19%	19%	13%	13%	13%	12%	14%
Better use of resources with more care in the community (no further information)	4%	5%	3%	8%	3%	4%	3%	6%	4%	5%	0%	4%	6%	7%	4%	4%	5%	4%	4%
Avoid duplication of services	4%	3%	4%	2%	1%	3%	2%	7%	2%	3%	0%	3%	7%	10%	3%	4%	3%	4%	4%
Formalise more local partnerships with WA primary health alliance (WAPHA) to improve care and communications between GPs and hospitals	2%	3%	2%	1%	4%	1%	3%	3%	3%	1%	0%	2%	3%	1%	3%	2%	2%	3%	2%
Improve aged care / disability support in community	2%	2%	1%	3%	0%	1%	4%	3%	0%	7%	0%	2%	3%	3%	2%	2%	2%	0%	3%
Explore a range of different models to enhance emergency departments (ED) diversion and avoidable admissions	2%	2%	1%	2%	1%	1%	1%	4%	4%	0%	0%	1%	4%	0%	2%	1%	2%	2%	1%
Distribute resources to a wider population rather than specialist practice	1%	1%	0%	0%	1%	2%	0%	1%	0%	1%	0%	1%	1%	0%	1%	1%	1%	0%	1%
Explore the use of telehealth in mental health	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%
Undertake a risk / benefit analysis of telehealth and virtual care opportunities in all care settings	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%▲	0%	0%	0%	0%	0%	0%	0%	0%	0%

Base: Staff who made a comment at Q10 or Q21 (n=1,005)
 Q10. Other than the 12 Directions already mentioned, are there any other major directions the Sustainable Health Review should consider to develop a more sustainable health system for Western Australia?
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Anything else?

What should be considered to develop a more sustainable health system (%)

	Total n = 1,005	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 607	Non-clinical n = 398	Child and Adolescent n = 104	East Metro. n = 89	North Metro. n = 272	South Metro. n = 182	WA Country n = 211	Health Support n = 57	Dept. of Health n = 79	Other n = 111	Metro n = 810	Regional n = 195	2 or less years n = 74	3+ years n = 931	<44 years n = 320	45+ years n = 685	Male n = 261	Female n = 658
NET Direction 4: Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA health system	4%	5%	2%	2%	4%	6%	4%	2%	3%	2%	0%	4%	2%	0%	4%	3%	5%	3%	4%
Mental health: develop and implement a needs-based model to enhance or replace the current one	2%	3%	1%	2%	4%	3%	3%	0%	1%	1%	0%	3%	0%	0%	2%	1%	3%	1%	3%
Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA health system (no further information)	1%	1%	0%	0%	0%	1%	1%	2%	0%	1%	0%	1%	2%	0%	1%	1%	1%	1%	1%
Identify mechanisms to deliver appropriate and effective care for people with mental illness in the community setting.	1%	1%	0%	0%	0%	2%	1%	0%	1%	0%	0%	1%	0%	0%	1%	1%	1%	1%	1%
NET Direction 5: New ways to support equity in country health	2%	1%	3%	1%	1%	2%	0%	4%	0%	1%	0%	1%	4%	1%	2%	2%	2%	1%	2%
Develop a country patient transport strategy for moving patients around the health system	1%	1%	2%	1%	1%	0%	0%	3%	0%	1%	0%	0%	3%	0%	1%	0%	1%	0%	1%
New ways to support equity in country health (no further information)	1%	0%	1%	1%	0%	1%	0%	0%	0%	0%	0%	1%	0%	1%	0%	1%	0%	0%	1%
Investigate formal arrangements for patients and staff in regional hospitals to have direct associations with a metropolitan hospital for patient care and staff development	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%	0%	0%	1%	0%
NET Direction 6: Develop partnerships for Aboriginal health outcomes	1%	2%	1%	4%	0%	1%	2%	1%	0%	1%	0%	1%	2%	3%	1%	2%	1%	1%	2%
Develop partnerships for aboriginal health outcomes (no further information)	1%	2%	1%	4%	0%	1%	2%	1%	0%	1%	0%	1%	2%	3%	1%	2%	1%	1%	2%

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Anything else?

What should be considered to develop a more sustainable health system (%)

	Total n = 1,005	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 607	Non-clinical n = 398	Child and Adolescent n = 104	East Metro. n = 89	North Metro. n = 272	South Metro. n = 182	WA Country n = 211	Health Support n = 57	Dept. of Health n = 79	Other n = 111	Metro n = 810	Regional n = 195	2 or less years n = 74	3+ years n = 931	<44 years n = 320	45+ years n = 685	Male n = 261	Female n = 658
NET Direction 7: Create and support the right culture	27%	28%	26%	28%	29%	29%	31%	23%	21%	22%	17%	29%	21%	22%	28%	31%	25%	19%	29%
Support / listen to service and nursing staff	11%	13%	8%	10%	12%	11%	13%	10%	7%	5%	0%	12%	9%	14%	11%	13%	10%	7%	13%
Reduce information silos / better communication between organisations	5%	5%	5%	6%	8%	4%	3%	5%	9%	7%	9%	5%	4%	2%	5%	6%	4%	5%	5%
Ensure transparency and accountability in decision making	5%	5%	4%	6%	5%	5%	4%	4%	3%	3%	7%	5%	3%	1%	5%	4%	5%	4%	4%
Create and support the right culture (no further information)	4%	4%	5%	5%	4%	6%	5%	2%	2%	3%	0%	5%	2%	3%	4%	5%	4%	2%	5%
Address workplace bullying	2%	1%	4%	3%	2%	2%	1%	3%	0%	3%	0%	2%	3%	1%	2%	2%	2%	0%	3%
Develop agreed system-wide core values and metrics regarding workforce health and safety	2%	2%	1%	3%	0%	2%	5%	1%	0%	1%	0%	2%	1%	2%	2%	3%	1%	2%	2%
Address nepotism / corruption in the workforce	2%	1%	3%	1%	2%	3%	2%	0%	2%	2%	0%	2%	0%	0%	2%	1%	3%	1%	1%
Build strong teams	0%	1%	0%	1%	2%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	1%	0%	1%
Launch a one stop portal for consumer information / access on the healthy WA website, publish feedback received publicly and at ward level to encourage improvement	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%
NET Direction 8: Greater use of technology, data and innovation to support consumers, clinicians and drive change	9%	7%	14%	6%	11%	9%	7%	9%	26%▲	15%	8%	10%	9%	16%	9%	9%	10%	14%	8%
Invest / upgrade in ICT solutions	6%	5%	8%	2%	7%	5%	4%	7%	17%	6%	8%	5%	7%	10%	5%	5%	6%	6%	6%
Greater use of technology, data and innovation to support consumers, clinicians and drive change (no further information)	2%	2%	4%	2%	3%	4%	2%	0%	4%	6%	0%	3%	0%	6%	2%	3%	2%	4%	2%
Explore options to progress and implement a state-wide electronic medical record.	1%	2%	1%	4%	1%	1%	2%	1%	0%	3%	0%	2%	1%	0%	2%	2%	1%	1%	2%
ICT systems are too fragmented	1%	1%	2%	0%	2%	0%	1%	1%	10%▲	1%	0%	1%	1%	1%	1%	0%	1%	3%▲	0%
Develop a digital strategy for the WA health system that identifies priorities to support consumers, clinicians and system management	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Partner with the Australian digital health agency to support the expansion of my health record program through awareness raising and availability of information	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Support and enact department of health-related actions from the data linkage review	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Base: Staff who made a comment at Q10 or Q21 (n=1,005)
 Q10. Other than the 12 Directions already mentioned, are there any other major directions the Sustainable Health Review should consider to develop a more sustainable health system for Western Australia?
 Q21. Is there anything else that the Panel has missed so far that is important in developing a more sustainable health system for Western Australia?
 !Note Caution, small base size. Cells are blank if base size is less than 10.

▲ Significant difference between sub-group and total without the sub-group. 'Prefer not to answer' and Other gender not shown

Anything else?

What should be considered to develop a more sustainable health system (%)

	Total n = 1,005	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 607	Non-clinical n = 398	Child and Adolescent n = 104	East Metro. n = 89	North Metro. n = 272	South Metro. n = 182	WA Country n = 211	Health Support n = 57	Dept. of Health n = 79	Other n = 11!	Metro n = 810	Regional n = 195	2 or less years n = 74	3+ years n = 931	<44 years n = 320	45+ years n = 685	Male n = 261	Female n = 658
NET Direction 9: Harness and support health and medical research collaboration and innovation	3%	4%	2%	4%	6%	1%	4%	3%	4%	2%	7%	3%	3%	1%	4%	2%	4%	4%	3%
Implement multi-disciplinary health teams and service provision	2%	3%	1%	2%	2%	1%	4%	2%	0%	2%	7%	2%	2%	1%	2%	2%	2%	2%	2%
Learn from other countries health systems	1%	1%	1%	1%	4%▲	0%	0%	1%	4%	0%	0%	1%	0%	0%	1%	0%	2%	1%	1%
Harness and support health and medical research collaboration and innovation (no further information)	0%	0%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%
NET Direction 10: Develop a supported and flexible workforce	43%	42%	43%	38%	41%	47%	42%	40%	38%	27%	68%	44%	39%	38%	43%	42%	43%	44%	42%
Improve management systems / reduce bureaucracy	16%	16%	16%	11%	15%	20%	17%	14%	15%	7%	31%	17%	14%	13%	16%	12%	19%	21%	14%
Employ more staff	8%	9%	5%	4%	6%	8%	8%	9%	5%	9%	0%	7%	10%	12%	7%	10%	5%	6%	8%
Better employment conditions e.g. full time contracts, paid overtime, remuneration	6%	6%	7%	6%	8%	7%	5%	6%	9%	1%	9%	7%	5%	6%	6%	8%	5%	5%	7%
Build a contemporary clinical and corporate leadership program	6%	7%	6%	3%	10%	8%	4%	5%	4%	5%	7%	7%	5%	5%	6%	6%	7%	10%	5%
Education / training of the workforce	6%	6%	6%	4%	5%	6%	7%	6%	3%	3%	0%	6%	5%	4%	6%	6%	6%	5%	7%
Rely on ground level / nursing staff lead change	5%	4%	5%	7%	5%	5%	5%	4%	1%	0%	8%	5%	4%	2%	5%	3%	6%	7%	4%
Develop a supported and flexible workforce (no further information)	4%	4%	3%	6%	2%	4%	5%	4%	1%	1%	28%	4%	3%	8%	4%	5%	3%	1%	5%
Hire / train for management skills rather than promoting medical staff to management	2%	1%	4%	2%	3%	2%	1%	2%	1%	3%	7%	2%	2%	0%	2%	1%	3%	1%	2%
Improve work / life balance for employees	2%	2%	1%	0%	3%	1%	4%	0%	0%	1%	0%	2%	0%	0%	2%	2%	1%	0%	2%
Professional development for staff	1%	1%	0%	1%	0%	2%	0%	2%	0%	0%	0%	1%	2%	0%	1%	1%	1%	2%	1%
Assess and take action as required, where nurse practitioners are not working to full scope of practice	1%	1%	0%	3%	0%	0%	0%	1%	0%	0%	0%	0%	2%	0%	1%	1%	1%	0%	1%
Explore options to support and meet regional community needs through programs such as rural generalist program, increasing GP proceduralists and nurse practitioner training positions and placements	0%	0%	1%	0%	0%	0%	1%	1%	0%	0%	0%	1%	0%	3%	0%	1%	0%	0%	0%
Start integrated system wide workforce planning using consistent modelling and data	0%	0%	0%	0%	0%	0%	0%	0%	2%▲	2%▲	0%	0%	0%	1%▲	0%▼	0%	0%	0%	0%

Base: Staff who made a comment at Q10 or Q21 (n=1,005)
 Q10. Other than the 12 Directions already mentioned, are there any other major directions the Sustainable Health Review should consider to develop a more sustainable health system for Western Australia?
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Anything else?

What should be considered to develop a more sustainable health system (%)

	Total n = 1,005	Category		Health service								Location		Tenure		Grouped age		Gender	
		Clinical n = 607	Non-clinical n = 398	Child and Adolescent n = 104	East Metro. n = 89	North Metro. n = 272	South Metro. n = 182	WA Country n = 211	Health Support n = 57	Dept. of Health n = 79	Other n = 111	Metro n = 810	Regional n = 195	2 or less years n = 74	3+ years n = 931	<44 years n = 320	45+ years n = 685	Male n = 261	Female n = 658
NET Direction 11: Plan and invest more wisely	14%	15%	12%	13%	13%	12%	14%	19%	11%	14%	38%	13%	21%	7%	15%	15%	14%	16%	15%
Reduce wastage of medical materials	4%	5%	2%	3%	4%	4%	5%	4%	0%	2%	0%	3%	5%	3%	4%	5%	3%	3%	5%
Continue to pursue fairer resource allocation with the commonwealth for rural, remote and regional WA focusing on access to GPs, MBS and PBS	4%	4%	3%	0%	0%	2%	2%	11%▲	4%	2%	0%	2%▼	11%▲	2%	4%	3%	4%	3%	4%
Resource existing services better	3%	3%	4%	3%	5%	2%	5%	2%	3%	2%	0%	3%	2%	1%	3%	3%	3%	5%	2%
Plan and invest more wisely (no further information)	3%	2%	5%	3%	1%	4%	2%	2%	8%	6%	17%	3%	2%	0%	3%	1%	4%	5%	2%
Develop options for flexible purchasing and funding mechanisms which prioritise value, quality and population outcomes	2%	2%▲	0%▼	3%	2%	1%	1%	2%	1%	3%	21%	2%	2%	0%	2%	3%	1%	1%	2%
NET Direction 12: Building financial sustainability strong governance, systems and state wide support services	11%	12%	7%	5%	14%	13%	10%	8%	10%	14%	7%	11%	9%	8%	11%	12%	10%	13%	10%
Improve financial efficiency / make financial resources more accountable	6%	6%	5%	2%	8%	9%	6%	2%	7%	4%	7%	7%	2%	1%	6%	4%	7%	8%	5%
Environmental sustainability	3%	4%	1%	4%	2%	3%	3%	4%	1%	10%	0%	3%	5%	5%	3%	5%	2%	2%	4%
Building financial sustainability strong governance, systems and state wide support services (no further information)	2%	2%	1%	0%	3%	2%	1%	2%	1%	0%	0%	2%	2%	1%	2%	3%	1%	4%	1%

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This survey is being conducted on behalf of the Minister for Health and the Sustainable Health Review (SHR) Panel.

Completing this survey is entirely voluntary and anonymous. There is no requirement to provide any information that uniquely identifies you.

This survey has been designed to collect employee views on the findings of the SHR Interim Report and to provide input into other areas the Panel may have missed in the first phase of consultation.

The Minister for Health and the Panel value the views of employees, as they bring valuable insights and ideas, as well as their experience from front line service delivery. The results of this survey will be reported to the Minister for Health, and the SHR Panel. Results will also be provided back to all staff.

The survey is open to all employees within the WA health system. This includes both permanent and temporary staff, including contractors.

Completing this survey

The survey will take about 15 minutes to complete

Return postal address

Please return completed surveys to the following address:

Sustainable Health Review Survey
Ernst and Young
GPO Box M939
Perth WA 6843

Confidentiality

The survey is administered by EY, an independent provider. Your responses will remain confidential. Any details you provide in the survey will be anonymised. For access to the EY Privacy Policy, go to <http://eysweeney.com.au/contact-us/privacy-policy>.

Should you need to contact us please call us on 1800 99 22 75.

We hope you enjoy the survey!

ABOUT YOU

<p>Q1. Which of the following staff categories best describes you?</p> <p>Please tick one response only.</p>	<p><u>Admin and clerical (e.g. HR, business support, IT, marketing, policy, finance and executive positions)</u> <input type="radio"/> 01</p> <p><u>Hotel services (e.g. catering, cleaning, stores/supply laundry and transport occupations)</u> <input type="radio"/> 02</p> <p><u>Maintenance services (e.g. engineering, grounds and garden, and security based occupations)</u> <input type="radio"/> 03</p> <p><u>Medical (include medical managerial positions)</u> <input type="radio"/> 04</p> <p><u>Agency nurse and midwife</u> <input type="radio"/> 05</p> <p><u>Nurse and midwife (include nursing / midwife managerial positions)</u> <input type="radio"/> 06</p> <p><u>Allied Health (include allied health managerial positions)</u> <input type="radio"/> 07</p> <p><u>Pharmacy (include pharmaceutical managerial positions)</u> <input type="radio"/> 08</p> <p><u>Technical (include technical managerial positions)</u> <input type="radio"/> 09</p> <p><u>Temporary personnel / contractor</u> <input type="radio"/> 10</p> <p><u>Other – please specify below</u> <input type="radio"/> 11</p>
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<p>Q2. Which WA Health system entity are you employed by?</p> <p>Please tick one response only.</p>	<p><u>Child and Adolescent Health Service</u> <input type="radio"/> 1</p> <p><u>East Metropolitan Health Service</u> <input type="radio"/> 2</p> <p><u>North Metropolitan Health Service</u> <input type="radio"/> 3</p> <p><u>South Metropolitan Health Service</u> <input type="radio"/> 4</p> <p><u>WA Country Health Service</u> <input type="radio"/> 5</p> <p><u>Health Support Services</u> <input type="radio"/> 6</p> <p><u>Department of Health</u> <input type="radio"/> 7</p> <p><u>Other – please specify below</u> <input type="radio"/> 8</p>
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<p>Q3. Is your primary place of work based in...</p> <p>Please tick one response only.</p>	Metropolitan area	<input type="radio"/>	1
	Regional WA	<input type="radio"/>	2
	Outside of WA	<input type="radio"/>	3

<p>Q4. What is your main place of work?</p> <p>Please tick one response only.</p>	Community clinic	Go to Q6	<input type="radio"/>	1
	Other community facility	Go to Q6	<input type="radio"/>	2
	Hospital site	Go to Q5	<input type="radio"/>	3
	Office/administrative site	Go to Q6	<input type="radio"/>	4
	Other	Go to Q6	<input type="radio"/>	5

<p>Q5. Which is your main place of work?</p> <p>Please tick one response only.</p>		
<p>METROPOLITAN HOSPITALS</p> <p>Armadale Hospital <input type="radio"/> 01</p> <p>Bentley Hospital <input type="radio"/> 02</p> <p>Fiona Stanley Hospital <input type="radio"/> 03</p> <p>Fremantle Hospital <input type="radio"/> 04</p> <p>King Edward Memorial Hospital <input type="radio"/> 05</p> <p>Osborne Park Hospital <input type="radio"/> 06</p> <p>Perth Children's Hospital <input type="radio"/> 07</p> <p>Princess Margaret Hospital <input type="radio"/> 08</p> <p>Rockingham Hospital <input type="radio"/> 09</p> <p>Royal Perth Hospital <input type="radio"/> 10</p> <p>Sir Charles Gairdner Hospital <input type="radio"/> 11</p> <p>Other - please specify below <input type="radio"/> 12</p>	<p>REGIONAL WA HOSPITALS</p> <p>Albany Hospital <input type="radio"/> 13</p> <p>Augusta Hospital <input type="radio"/> 14</p> <p>Bunbury Hospital <input type="radio"/> 15</p> <p>Busselton Hospital <input type="radio"/> 16</p> <p>Broome Hospital <input type="radio"/> 17</p> <p>Carnarvon Hospital <input type="radio"/> 18</p> <p>Collie Hospital <input type="radio"/> 19</p> <p>Derby Hospital <input type="radio"/> 20</p> <p>Denmark Hospital <input type="radio"/> 21</p> <p>Esperance Hospital <input type="radio"/> 22</p> <p>Exmouth Hospital <input type="radio"/> 23</p> <p>Geraldton Hospital <input type="radio"/> 24</p> <p>Kalgoorlie Hospital <input type="radio"/> 25</p> <p>Karratha Hospital <input type="radio"/> 26</p> <p>Katanning Hospital <input type="radio"/> 27</p> <p>Kununurra Hospital <input type="radio"/> 28</p> <p>Margaret River Hospital <input type="radio"/> 29</p> <p>Merredin Hospital <input type="radio"/> 30</p> <p>Narrogin Hospital <input type="radio"/> 31</p> <p>Newman Hospital <input type="radio"/> 32</p> <p>Nickol Bay Hospital <input type="radio"/> 30</p> <p>Northam Hospital <input type="radio"/> 32</p>	<p>REGIONAL WA HOSPITALS</p> <p>Onslow Hospital <input type="radio"/> 33</p> <p>Port Hedland Hospital <input type="radio"/> 34</p> <p>Roebourne Hospital <input type="radio"/> 35</p> <p>Tom Price Hospital <input type="radio"/> 36</p> <p>Warren Hospital <input type="radio"/> 37</p> <p>York Hospital <input type="radio"/> 38</p> <p>Other - please specify below <input type="radio"/> 39</p>

<p>Q6. How long have you worked for the WA health system including health service providers and Department of Health?</p> <p>Please tick one response only.</p>	<u>Less than 12 months</u>	<input type="radio"/> 1
	<u>1 to 2 years</u>	<input type="radio"/> 2
	<u>3 to 4 years</u>	<input type="radio"/> 3
	<u>5 to 9 years</u>	<input type="radio"/> 4
	<u>10 to 14 years</u>	<input type="radio"/> 5
	<u>15 to 19 years</u>	<input type="radio"/> 6
	<u>Over 20 years</u>	<input type="radio"/> 7

<p>Q7. Are you...</p> <p>Please tick one response only.</p>	<u>Male</u>	<input type="radio"/> 1
	<u>Female</u>	<input type="radio"/> 2
	<u>Other</u>	<input type="radio"/> 3
	<u>Prefer not to answer</u>	<input type="radio"/> 4

<p>Q8. What is your age?</p> <p>Please tick one response only.</p>	<u>15 to 24 years</u>	<input type="radio"/> 1
	<u>25 to 34 years</u>	<input type="radio"/> 2
	<u>35 to 44 years</u>	<input type="radio"/> 3
	<u>45 to 54 years</u>	<input type="radio"/> 4
	<u>55 to 64 years</u>	<input type="radio"/> 5
	<u>65 years and above</u>	<input type="radio"/> 6

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WA HEALTH BASELINE MEASUREMENT

Q9. To what extent do you agree with the following statements about the current state of the health system in Western Australia?

Please tick one response per row.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Unable to comment
The focus remains on treatment rather than prevention	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Consumers and carers are not central enough in the decision-making and planning on health delivery	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
There are significant and persistent inequities in health outcomes among some groups of people	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
The system can be difficult to navigate for health consumers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Staff do not always feel valued and respected	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
The quality of a health care system should not be measured by the number of beds available	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
WA is lagging behind in transparency and accountability	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
The system rewards volume rather than value	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Workforce costs remain well above national benchmarks	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Considerable waste and technical inefficiencies across the system	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
The broad skills of the workforce are not fully utilised nor well positioned for technological changes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Medical dominance and vested interest slow the pace of change	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Too many rules and bureaucracy making it harder for patients and staff	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Past ICT delivery has been poor	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
The WA health system has fallen short of good change management	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6

GENERAL VIEW OF SUSTAINABLE HEALTH REVIEW

<p>Q10. Have you heard of the Sustainable Health Review before today?</p> <p>Please tick all that apply.</p>	<p><u>I have read the Sustainable Health Review Interim Report extensively</u> <input type="checkbox"/> 1</p> <p><u>I have read the executive summary / key findings of the Sustainable Health Review Interim Report</u> <input type="checkbox"/> 2</p> <p><u>I have seen media coverage of the Sustainable Health Review Interim Report and am aware of the key findings</u> <input type="checkbox"/> 3</p> <p><u>I have heard of the Sustainable Health Review but don't know about the key findings</u> <input type="checkbox"/> 4</p> <p><u>I have not heard of the Sustainable Health Review</u> Go to Q12 <input type="radio"/> 5</p>
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<p>ANSWER IF YOU HAVE HEARD OF OR READ THE SUSTAINABLE HEALTH REVIEW</p> <p>Q11. How involved have you been with the Sustainable Health Review?</p> <p>Please tick all that apply.</p>	<p><u>I have attended a forum on the Sustainable Health Review</u> <input type="checkbox"/> 1</p> <p><u>I have made a submission on the Sustainable Health Review</u> <input type="checkbox"/> 2</p> <p><u>I have participated in a reference group / working group as part of the Sustainable Health Review</u> <input type="checkbox"/> 3</p> <p><u>None of the above</u> <input type="radio"/> 4</p>
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Q12. The Sustainable Health Review Interim Report identifies 12 Directions. To what extent do you think these 12 Directions will lead to a sustainable health system?

Please tick one response per row.

	Definitely will NOT lead to a sustainable health system	Will likely NOT lead to a sustainable health system	Neutral	WILL likely lead to a sustainable health system	Definitely WILL lead to a sustainable health system	No opinion
Keep people healthy and get serious about prevention and health promotion	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Focus on person-centred services	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Better use of resources with more care in the community	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA health system	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
New ways to support equity in country health	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Develop partnerships for Aboriginal health outcomes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Create and support the right culture	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Greater use of technology, data and innovation to support consumers, clinicians and drive change	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Harness and support health and medical research collaboration and innovation	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Develop a supported and flexible workforce	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Plan and invest more wisely	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
Building financial sustainability strong governance, systems and state wide support services	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6

MORE DETAIL ON DIRECTIONS

We would now like to capture your views on different parts of the Directions.

<p>Q11. Which of the following areas will have the greatest impact on the below Direction?</p> <p><u>Focus on person-centred services</u></p> <p>Please tick one response only.</p>	<p><u>A navigator function* to connect people to the right parts of the health system, particularly in the aged care and disability sectors</u> <input type="radio"/> 1</p> <p><u>Work with Commonwealth Government agencies and other health and social care service agencies on collaborative service provision with greater consumer-centric funding</u> <input type="radio"/> 2</p> <p><u>Unable to comment</u> <input type="radio"/> 3</p> <p><i>* A navigator function helps bridge the gap between health services and consumers by connecting consumers to the right parts of the health system using advice that is created and coordinated for the individual.</i></p> <p><i>For example Health Navigator coordinators are currently provided by WA Country Health Service and Silverchain for patients with one or more chronic conditions (e.g. diabetes, heart disease, asthma).</i></p> <p><i>Navigators can work with a patient's GP and other health care providers ensuring that they receive coordinated care. The service can be conducted over the phone or via video conference, which means patients can access support and advice from the comfort of home.</i></p>
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<p>Q12. How much impact will the following areas have on the below Direction?</p> <p><u>Better use of resources with more care in the community</u></p> <p>Please tick one response per row.</p>					
	No impact	Some impact	A lot of impact	Significant impact	Unable to comment
Explore a range of different models to enhance emergency departments (ED) diversion and avoidable admissions	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Explore the use of telehealth in mental health	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Undertake a risk/benefit analysis of telehealth and virtual care opportunities in all care settings	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Formalise more local partnerships with WA Primary Health Alliance (WAPHA) to improve care and communications between GPs and hospitals	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

<p>Q13. Which of the following areas will have the greatest impact on the below Direction?</p> <p><u>New ways to support equity in country health</u></p> <p>Please tick one response only.</p>	<p><u>Develop a country patient transport strategy for moving patients around the health system</u> <input type="radio"/> 1</p> <p><u>Investigate formal arrangements for patients and staff in regional hospitals to have direct associations with a metropolitan hospital for patient care and staff development</u> <input type="radio"/> 2</p> <p><u>Unable to comment</u> <input type="radio"/> 3</p>
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<p>Q14. Which of the following areas will have the greatest impact on the below Direction?</p> <p><u>Create and support the right culture</u></p> <p>Please tick one response only.</p>	<p><u>Launch a one stop portal for consumer information/access on the Healthy WA website. Publish feedback received publicly and at ward level to encourage improvement</u> <input type="radio"/> 1</p> <p><u>Develop agreed system-wide core values and metrics regarding workforce health and safety</u> <input type="radio"/> 2</p> <p><u>Unable to comment</u> <input type="radio"/> 3</p>
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<p>Q15. How much impact will the following areas have on the below Direction?</p> <p><u>Greater use of technology, data and innovation to support consumers, clinicians and drive change</u></p> <p>Please tick one response per row.</p>					
	No impact	Some impact	A lot of impact	Significant impact	Unable to comment
Develop a digital strategy for the WA health system that identifies priorities to support consumers, clinicians and system management	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Explore options to progress and implement a statewide electronic medical record.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Support and enact Department of Health-related actions from the Data Linkage Review	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Partner with the Australian Digital Health Agency to support the expansion of My Health Record Program through awareness raising and availability of information	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Q16. How much impact will the following areas have on the below Direction?

Develop a supported and flexible workforce

Please tick one response per row.

	No impact	Some impact	A lot of impact	Significant impact	Unable to comment
Start integrated system wide workforce planning using consistent modelling and data	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Explore options to support and meet regional community needs through programs such as Rural Generalist program, increasing GP proceduralists and Nurse Practitioner training positions and placements	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Assess and take action as required, where Nurse Practitioners are not working to full scope of practice	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Build a contemporary clinical and corporate leadership program	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

<p>Q17. Which of the following areas will have the greatest impact on the below Direction?</p> <p><u>Plan and invest more wisely</u></p> <p>Please tick one response only.</p>	<p><u>Develop options for flexible purchasing and funding mechanisms which prioritise value, quality and population outcomes</u> <input type="radio"/> 1</p> <p><u>Continue to pursue fairer resource allocation with the Commonwealth for rural, remote and regional WA focusing on access to GPs, MBS and PBS</u> <input type="radio"/> 2</p> <p><u>Unable to comment</u> <input type="radio"/> 3</p>
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ENABLERS TO ACHIEVE DIRECTIONS

<p>Q19. Would you like to comment on any of the Directions?</p> <p>Please tick only those Directions that you would like to provide feedback for.</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Keep people healthy and get serious about prevention and health promotion</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 01</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Focus on person - centred services</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 02</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Better use of resources with more care in the community</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 03</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA health system</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 04</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">New ways to create equity in country health</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 05</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Develop partnerships for Aboriginal health outcomes</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 06</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Create and support the right culture</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 07</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Greater use of technology</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 08</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Harness and support health and medical research collaboration and innovation</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 09</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Develop a supported and flexible workforce</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 10</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Plan and invest more wisely</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 11</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">Building financial sustainability strong governance, systems and state wide support services</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="checkbox"/> 12</td> </tr> <tr> <td style="border-bottom: 1px solid black; padding: 2px;">No comments</td> <td style="text-align: right; border-bottom: 1px solid black; padding: 2px;"><input type="radio"/> 13</td> </tr> </table>	Keep people healthy and get serious about prevention and health promotion	<input type="checkbox"/> 01	Focus on person - centred services	<input type="checkbox"/> 02	Better use of resources with more care in the community	<input type="checkbox"/> 03	Facilitate effective interaction between acute and community-based mental health services to deliver mental health reforms across the WA health system	<input type="checkbox"/> 04	New ways to create equity in country health	<input type="checkbox"/> 05	Develop partnerships for Aboriginal health outcomes	<input type="checkbox"/> 06	Create and support the right culture	<input type="checkbox"/> 07	Greater use of technology	<input type="checkbox"/> 08	Harness and support health and medical research collaboration and innovation	<input type="checkbox"/> 09	Develop a supported and flexible workforce	<input type="checkbox"/> 10	Plan and invest more wisely	<input type="checkbox"/> 11	Building financial sustainability strong governance, systems and state wide support services	<input type="checkbox"/> 12	No comments	<input type="radio"/> 13
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No comments	<input type="radio"/> 13																										

Q20. What is required to help maximise improvements for the following Direction?

NAME OF DIRECTION:

There is more space from page 14, for you to provide more comments on the Directions.

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ED None.

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