eHealth NSW

2022 eHealth NSW Customer Survey

Final Detailed Report
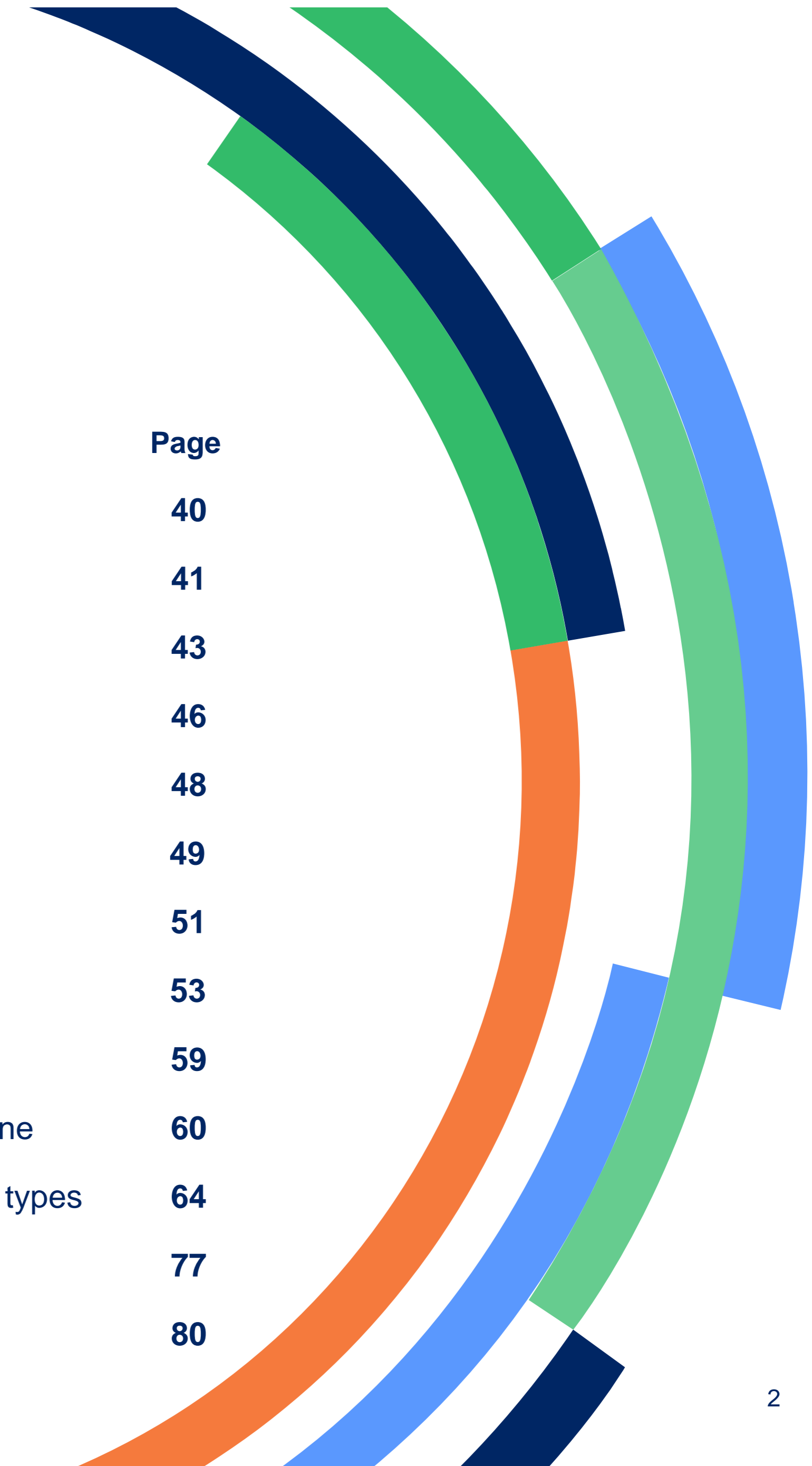
16.02.2023 | Version 3.0

NSW GOVERNMENT
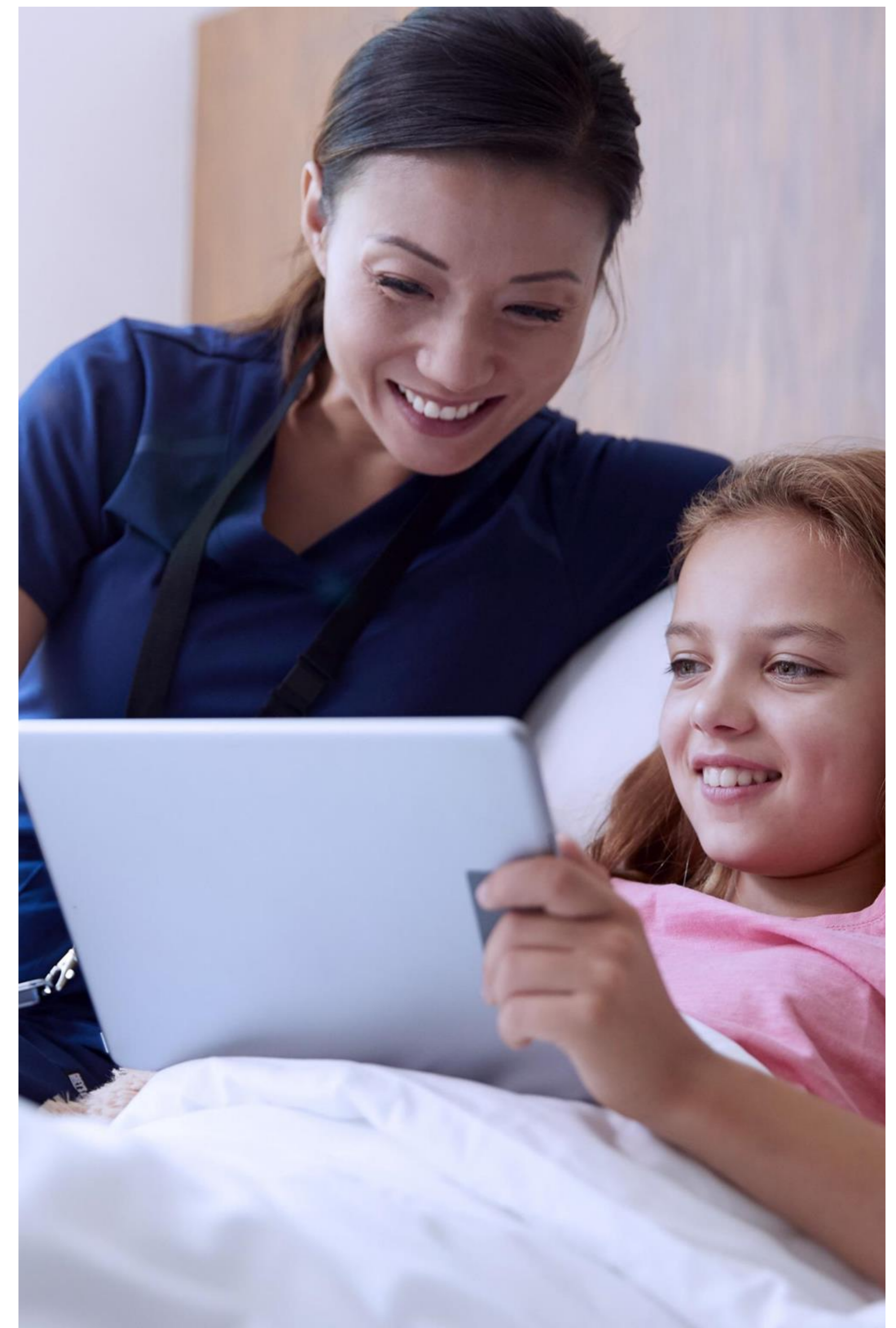
eHealth NSW

What you will find inside

eHealth NSW

Executive Summary

eHealth NSW

Snapshot: 2022 eHealth NSW Customer Survey results

The eHealth NSW Customer Survey invites our customers[1] to provide feedback on the performance of our organisation and the services we provide; we use this information to track our performance, identify opportunity areas and support improvement activities

Customer representation across health organisations

492 Responses from 37 organisations

21% Response Rate*

PLUS

44 interview participants

*Response rate based on 2,335 survey invitations sent

Ratings of Strategic Outcome Measures remain relatively unchanged since 2019; customers have a strong relationship with eHealth NSW and seek greater collaborative partnership

	2022	2019
Satisfaction with eHealth NSW's products & services	**5.7**	5.8
Trust eHealth NSW to deliver	**5.8**	5.8
Effort required to work with eHealth NSW (new measure for 2022)	**5.1**	-
Engagement with eHealth NSW	**5.5**	5.7

eHealth NSW Performance Attributes Results

Customers rated us highest on:

1. Providing solutions that protect privacy and ensure platform security
2. Having a strong relationship with customers
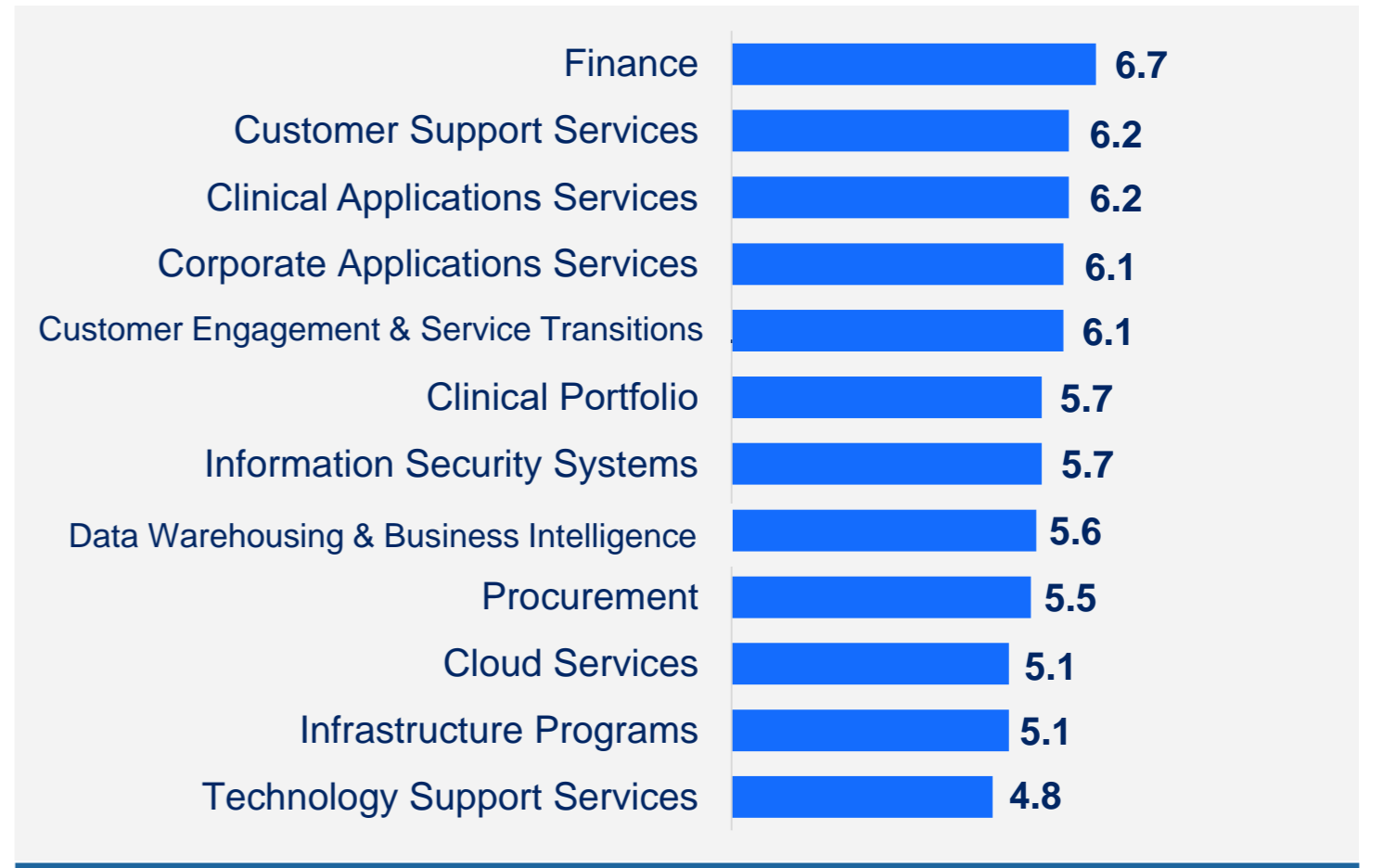3. eHealth NSW solutions help to provide safe patient care

Customers rated us lowest on:

1. Ensuring that pricing is clear and transparent
2. Demonstrating value for money
3. Understanding of customers' needs

Customer Commitments Performance
Average of 12 Service Lines

Easy to access	5.5
Act with empathy	6.8
Respect my time	5.8
Explain what to expect	5.5
Resolve the situation	5.9
Engage collaboratively	5.5

Finance leads on Satisfaction, however the range of results shows experiences are highly variable

Finance	6.7
Customer Support Services	6.2
Clinical Applications Services	6.2
Corporate Applications Services	6.1
Customer Engagement & Service Transitions	6.1
Clinical Portfolio	5.7
Information Security Systems	5.7
Data Warehousing & Business Intelligence	5.6
Procurement	5.5
Cloud Services	5.1
Infrastructure Programs	5.1
Technology Support Services	4.8

6 key improvement Opportunity Areas

1	Greater collaboration across the ICT lifecycle
2	Easier processes to benefit both staff and customers
3	Clarity and consistency in how services are managed
4	Clear guidance on how to navigate eHealth NSW
5	Shared customer centric mindsets and skills
6	Follow-through on customer feedback

[1]eHealth NSW customers are those who interact with eHealth NSW directly as part of planning, procuring, designing, implementing, or supporting digital products and services
Strategic Outcome Measures, Performance Attributes and Customer Commitments are measures on the scale of 1 to 10

eHealth NSW

Key Insights

While eHealth NSW's ratings of Strategic Outcome Measures remain relatively unchanged since 2019, customers have a strong, trusted relationship with eHealth NSW, especially demonstrated through the COVID-19 pandemic when they needed support the most.

Overall, customers want to see eHealth NSW as the partner of choice. To achieve a future step change in performance, eHealth NSW will need to focus on driving greater collaboration and understanding of needs to deliver the right services and offerings and evolve ways of working including clearer roles and responsibilities with customers.

- **Satisfaction and Trust remain unchanged**, largely because customers feel they still face similar challenges to 2019 and do not see improvements actioned from customer feedback. Customers did acknowledge the impact of COVID-19 pandemic across the health system.

- **Engagement levels are slowly trending down, impacted by perceptions of value for money.** Customers view value for money as getting the right service that supports their needs at a reasonable price; many customers view eHealth NSW services to be increasing in cost while not getting the support or outcomes they need.

- There is a growing split of both positive and negative ratings across outcome measures, indicating **customers are having inconsistent experiences with eHealth NSW.** Customers also noted there is an increase in eHealth NSW programs and high level of change in digital over the past few years which may impact their perception of eHealth.

- Pillar Organisations and those in Corporate roles (excl. ICT) show more positive sentiment towards eHealth NSW whereas NSW Ambulance and ICT professionals have significantly more negative experiences.

- Customers' **experience with eHealth NSW service lines also varies considerably**. Improving Satisfaction with Clinical Portfolio, Infrastructure Programs and the Cloud Services will have the greatest impact on improving Satisfaction with eHealth NSW overall.

- Some **customers acknowledged positive changes in how eHealth NSW collaborated on key initiatives through the pandemic** and would like to continue greater collaboration across all programs and management of ICT services.

- A key **strength for eHealth NSW to leverage is its people and the ability to build relationships**; additionally, **customers generally found eHealth NSW Staff knowledgeable and had confidence in their expertise.** This is a strong foundation to develop more collaborative partnerships.

- Focus on services and offerings that support customer needs and link to value for money. The opportunity areas for eHealth NSW to focus on that will have the **greatest impact on overall satisfaction relate to demonstrating value for money, supported by the right services and offerings and focusing on customer needs, through collaborative ways of working.** These are the most important areas for our customers.

eHealth NSW

Introduction

eHealth NSW

We identified 6 Opportunity Areas from synthesising the Customer Survey results and follow-up interviews to improve eHealth NSW Strategic Outcome Measures

Opportunity areas will inform the action plan that will be developed in consultation with the eHealth NSW service lines and relevant stakeholders

Greater collaboration across the ICT lifecycle

From creating strategies and roadmaps, to the design, development and improvement of services, customers from all backgrounds (e.g. Clinical, ICT, corporate) seek opportunities to input and collaborate on solutions to ensure their organisations' needs are considered.

"Collaboration needs to begin in the first instance so we have fit for purpose offerings. Not after the fact when we have to fit a product into our workflow."

Easier processes to benefit both staff and customers

Opportunity for customers and eHealth NSW to work together more effectively including simpler processes that save time and effort for both staff and customers.

"There could be improvements to the ease of access, reduction in steps, forward facing structure could be improved, forms simplified or increased explanatory instructions."

Clarity and consistency in how services are managed

Opportunity to provide customers with a more consistent experience when engaging with eHealth NSW teams, centred on clarity of roles and responsibilities, timely communications, and transparent pricing.

"eHealth is a large, complex beast and the experience is variable depending on the team and sometimes the individual…The issue is consistency, transparency and cohesiveness."

Clearer guidance on how to navigate eHealth NSW

Opportunity to provide customers with clearer guidance on how to access, find information or request support on eHealth NSW people, products, services, and processes

"e-Health is not easy to deal with, not easy to get information from, not easy to get the right contacts…"

Shared customer centric mindsets and skills

Opportunity to leverage eHealth NSW strong relationship building skills to help them better understand who our customers are and how to support their needs.

"Further work is required by eHealth to become more customer centric across all ehealth business lines including listening and acting on customer requirements"

Follow-through on customer feedback

Opportunity to drive greater partnership and demonstrate eHealth NSW is listening to the needs of their customers by acting on relevant feedback and informing them of how their feedback has been used.

"If eHealth did what I said earlier, which was to say we surveyed you, you said this and because of what we're doing this, this and this, I think it might improve the service 1% but would improve the relationship 60%".

eHealth NSW

NSW GOVERNMENT

The 2022 eHealth NSW Customer Survey - Background

Context and opportunity

Customer feedback is an essential part of our continuous improvement approach which allows us to enhance the way we work and the value we provide to the NSW Health system.

The eHealth NSW Customer Survey was last conducted in 2019 and has historically been the primary mechanism for understanding our customers' perceptions of how eHealth NSW is strategically performing.

As significant changes have occurred across the health system as a result of the COVID-19 pandemic, it was an opportune time to listen to our customers and reflect on their input.

The timing of this survey also correlates with the new eHealth NSW Business plan 2022-25; the results of this survey will help benchmark where eHealth NSW currently stands at the start of the business plan.

Research Objectives

The objectives of the Customer Survey are to gather feedback on the experiences our customers have with eHealth NSW and the services we provide, including:

- Understanding current performance and sentiment in relation to key Strategic Outcome Measures

- Determining key differences in sentiment across specific NSW Health organisations or functions

- Identifying drivers of performance

- Identifying specific strengths to leverage and opportunities to improve

- Providing actionable insights to guide continuous improvement and strategic business planning

The survey methodology includes:

- A 15-minute online survey

- Data collection between 10 October - 1 November 2022

- Supplementary interviews and focus groups conducted between 6 December - 19 December 2022

- Survey reporting November - January 2023

Defining eHealth NSW Customers

eHealth NSW customers are individuals across NSW Health and affiliated health organisations who interact with eHealth NSW directly as part of planning, procuring, designing, implementing, or supporting digital products and services.

Customers were identified by two methods:

1. eHealth NSW service lines provided customer contacts (individuals who worked with the service line in the past 12 months – through their role or via a program/project)

2. Select customers were asked to provide contacts for eHealth NSW to send the survey to (e.g. CIOs provided health entity contact lists)

Contacts were invited to take part in the Customer Survey via an email invitation, with the ability to share the link with other relevant participants.

eHealth NSW

Customers rate their experience at both the eHealth NSW overall level and Service Line level

How CX is measured with the 2022 eHealth NSW Customer Survey

Strategic Outcome Measures	**Performance Attributes**	**Service Line Attributes**
Customers provide ratings on Strategic Outcome Measures at **eHealth NSW overall level**:	Customers provide ratings on performance attributes for **eHealth NSW overall level**:	Customers provide ratings on Strategic Outcome Measures for Satisfaction, Trust and Effort, and also Customer Commitments at the **Service Line level**:

Strategic Outcome Measures
- Satisfaction
- Trust
- Effort
- Engagement

Performance Attributes
- Quality solutions
- Selection of offerings
- Innovation
- Patient care
- Clear pricing
- Patient safety
- Acts in my interest
- Privacy & security
- Value for money

Service Line Attributes
- Satisfaction
- Trust
- Effort

Customer Commitments:
- Easy to access
- Resolve the situation
- Respect my time
- Explain what to expect
- Act with empathy
- Engage collaboratively

To qualify for a Service Line participants were asked to identify which of 19 Service Lines they had interacted with in the past 12 months. If a customer qualified for more than two Service Lines, two were randomly allocated. The participant was then given the option to provide more feedback on additional Service lines they had interacted with. On average, customers fed back on 1.7 Service Lines

eHealth NSW

The Customer Survey was sent to 2,335 eHealth NSW customers across all NSW Health and Affiliated Health Organisations

Nearly 500 customers provided their feedback

492 Responses from 37 organisations
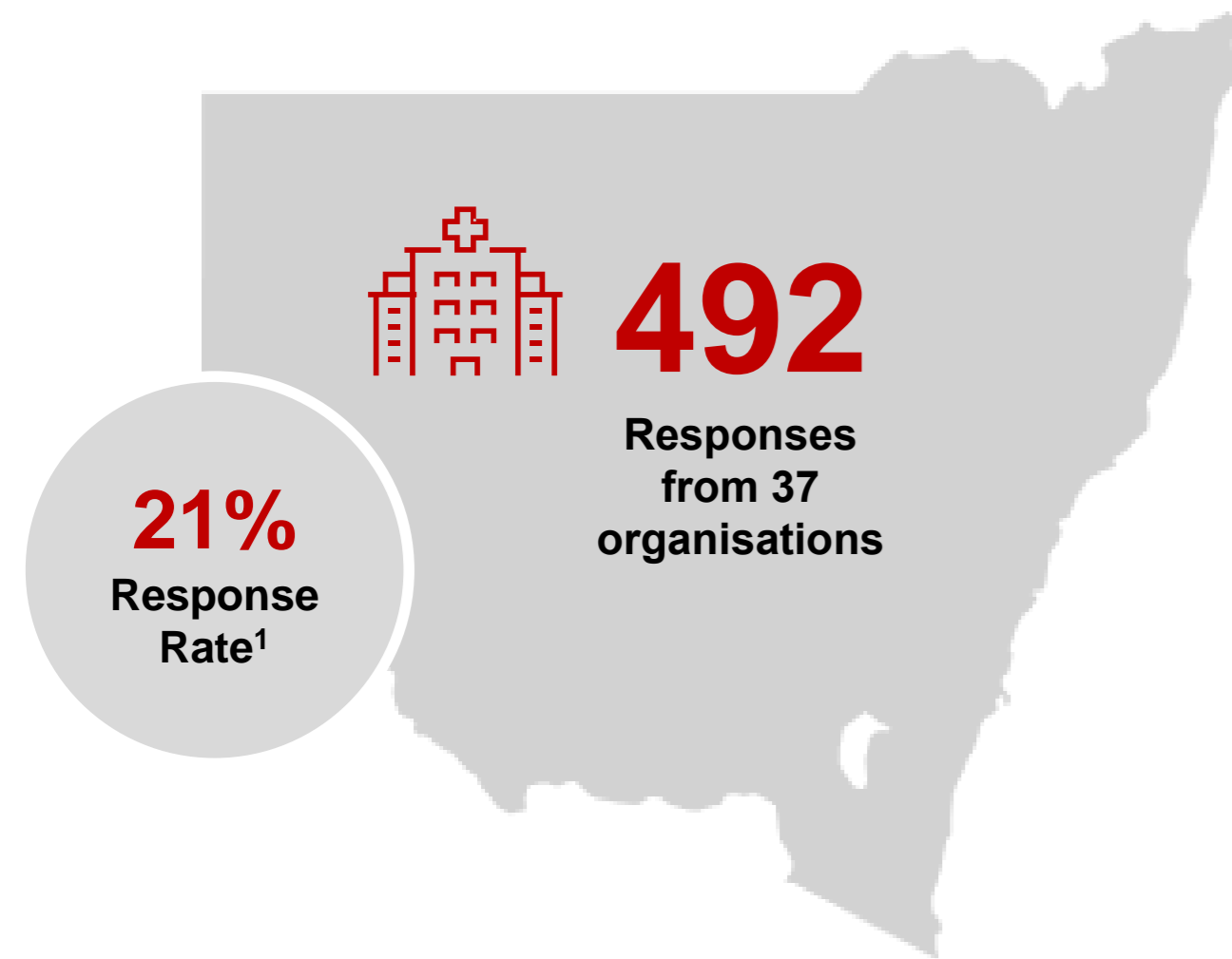
21% Response Rate[1]

Responses from 37 NSW Health & Affiliated Health Organisations

Specialty Networks 8%

Pillars 12%

Local Health Districts 52%

492 Total Responses*

Other Health Organisations 28%

Including a mix of ICT, Corporate and Clinical Staff

Corporate Staff[2] 44%

ICT professionals 37%
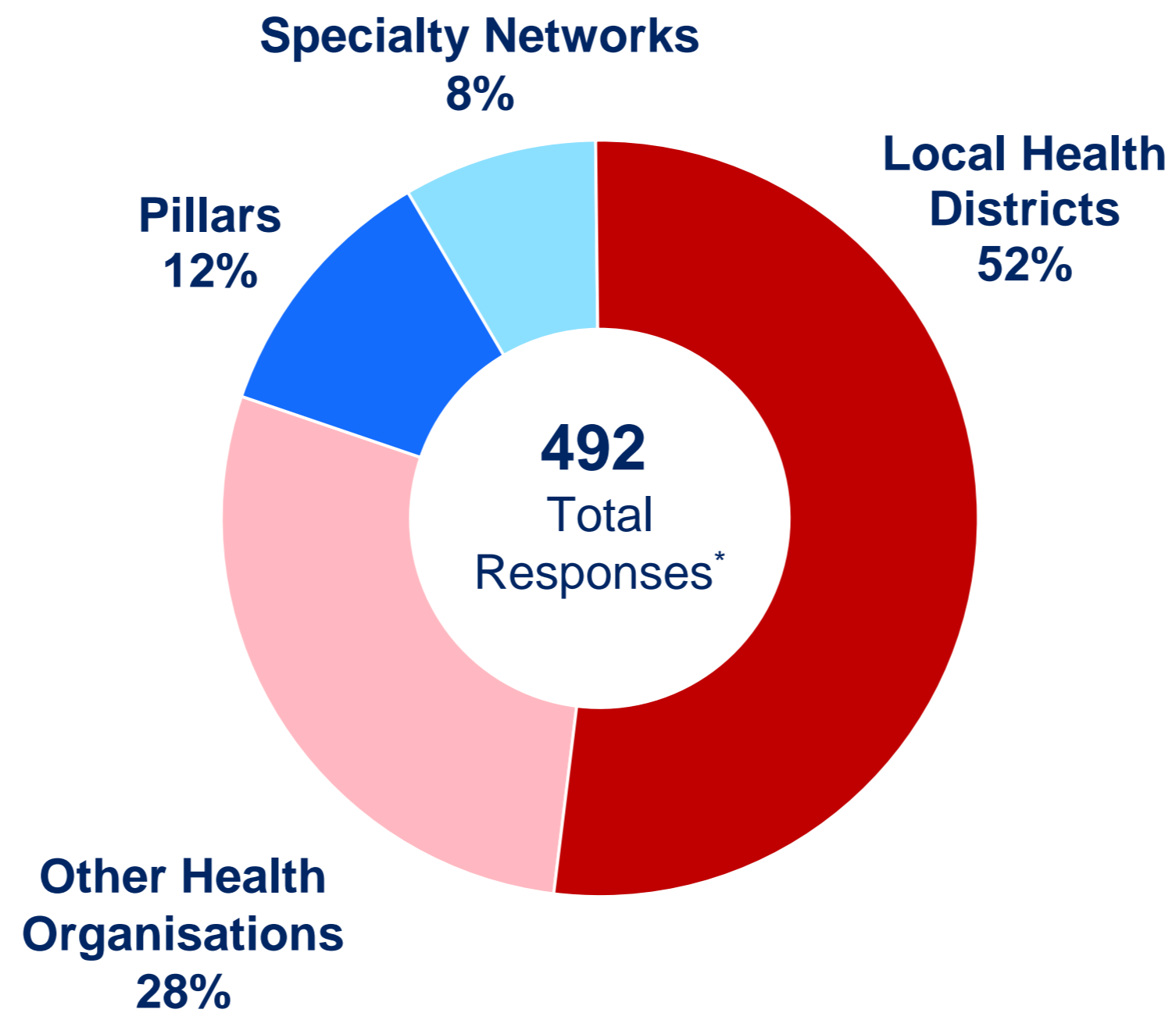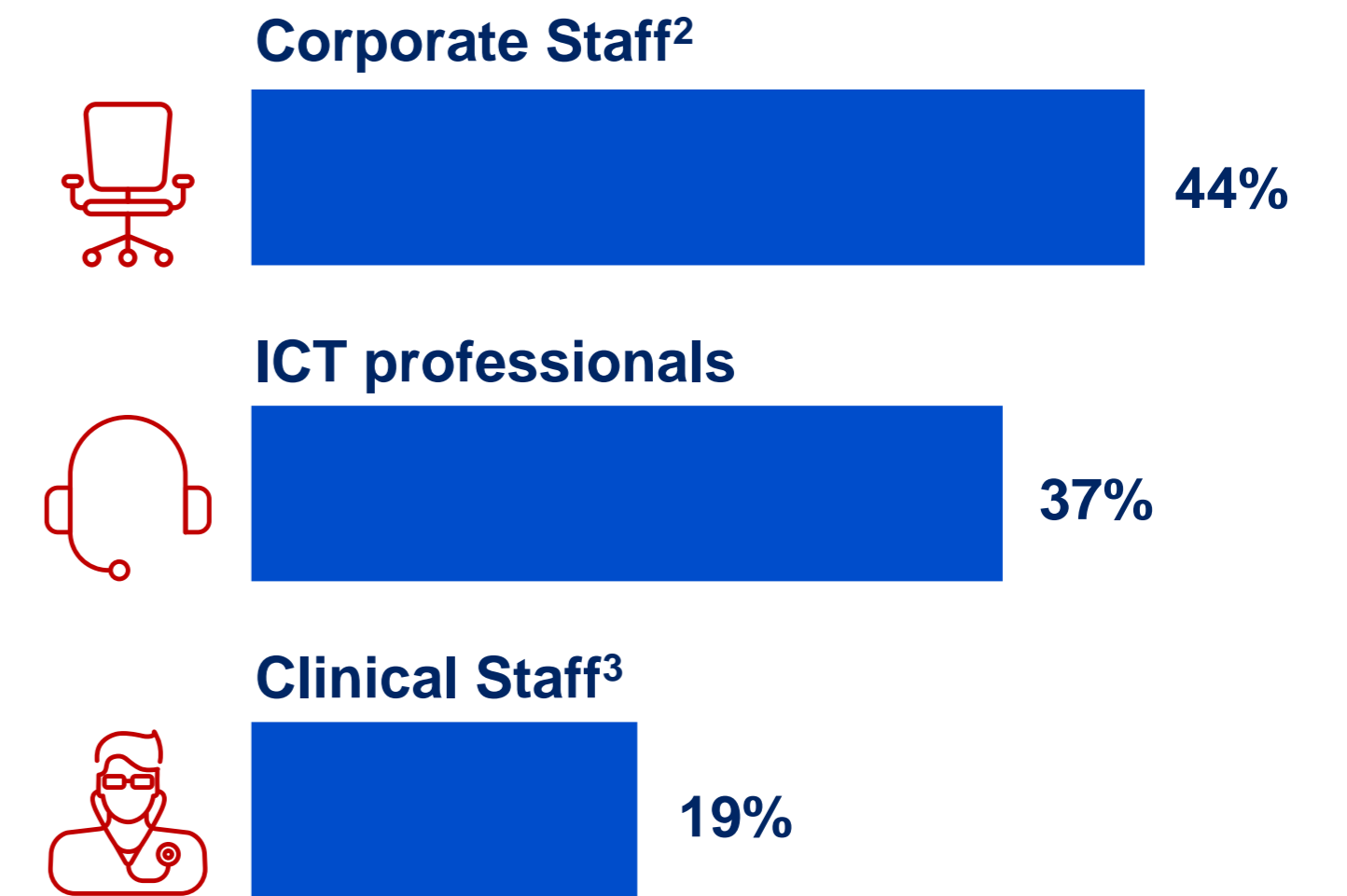
Clinical Staff[3] 19%

[1]Response rate based on 2,335 survey invitations sent
[2]Corporate Staff includes Clinical Governance, Finance, General Administration, HR/Workforce, Operations, Other Corporate Support, Procurement
[3]Clinical Staff includes Allied Health Professional, Ambulance / Paramedical, Medical, Nursing, Pathology, Pharmacy, Radiology, Scientific and Technical
Broad representation across customers' positions held (e.g. CEs, managers) as well as customers' tenure within NSW Health

eHealth NSW

The survey was sent to 2,335 eHealth NSW customers; nearly 500 customers provided their feedback, representing an overall 21% response rate

Customers from 37 NSW Health and Affiliated Health Organisations responded to the survey

492
Total Responses*

Local Health Districts **52%**

Other Health Organisations **28%**

Pillars **12%**

Specialty Networks **8%**
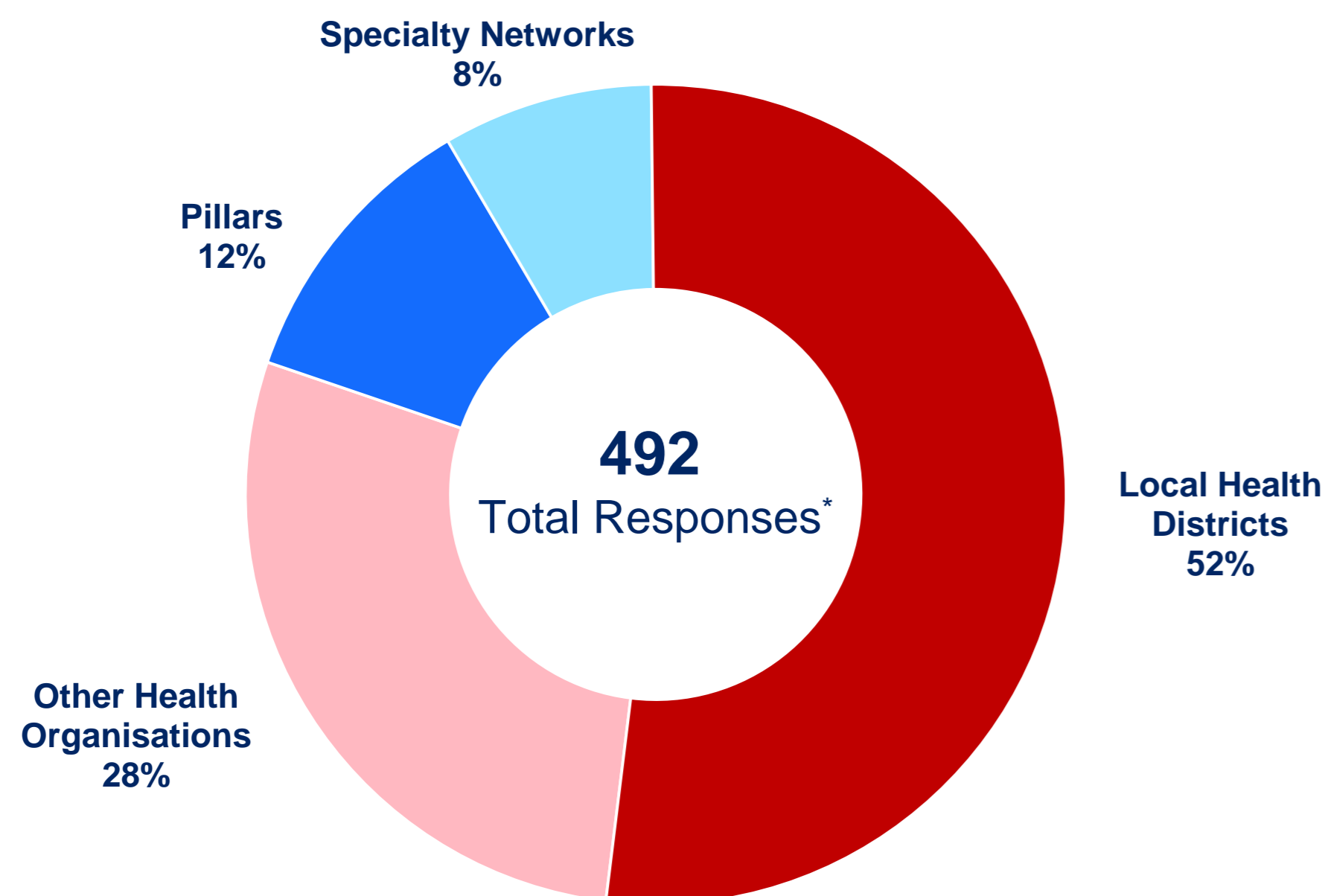
Metropolitan LHDs	39% of total
South Eastern Sydney LHD	27
Western Sydney LHD	27
Sydney LHD	26
South Western Sydney LHD	23
Hunter New England LHD	23
Illawarra Shoalhaven LHD	22
Northern Sydney LHD	18
Central Coast LHD	15
Nepean Blue Mountains LHD	8

Rural LHDs	13% of total
Mid North Coast LHD	19
Northern NSW LHD	19
Western NSW LHD	17
Far West LHD	6
Southern NSW LHD	4
Murrumbidgee LHD	3

Other Health Organisations	28% of total
NSW Ambulance	39
MoH NSW	38
HealthShare NSW	28
Affiliated Health Organisations	12
NSW Health Pathology	11
Health Infrastructure	3
HPCA	3
Mental Health Commission	1
Others	2

Pillars	12% of total
HETI	16
ACI	14
CI NSW	14
CEC	9
BHI	1

Specialty Networks	8% of total
Justice and Forensic Mental Health Network	19
Sydney Children's Hospital Network	11
St Vincent's Health Network	11

Please select which organisation you are from (Multiple response)
* 15 participants had not engaged with a Service Line in the past 12 months and were excluded from reporting. Analysis performed on a sample of n = 477

Please select which organisation you are from (Multiple response) N=477
"RR" stands for response rate which indicates the proportion of survey responses from number of contacts invited to participate

eHealth NSW

The majority of customers who responded to the survey are ICT and Corporate Staff

Functional area within organisation

Functional Area	Percentage
ICT	37%
Other Corporate Support	15%
Chief Executive / Executive	7%
Finance	5%
HR / Workforce	5%
Operations	4%
Procurement	3%
Clinical Governance	2%
General Administration	2%
Nursing	8%
Medical	4%
Pharmacy	2%
Scientific and Technical	2%
Allied Health Professional	2%
Ambulance / Paramedical	1%
Radiology	
Pathology	

ICT professionals
(37% of the total sample)

Corporate Staff
(44% of the total sample)

Clinical Staff
(19% of the total sample)

Position within organisation

Position	Percentage
Chief Executive / Executive	7%
Direct Report to Chief Executive	4%
Director / Associate Director	10%
Senior Manager / Manager	29%
Project Manager	6%
Team Leader / Supervisor	3%
Senior Analyst / Analyst	11%
Project Officer / Coordinator	4%
Clinical Staff (e.g. Nurse, Allied Health Professional, Specialist)	7%
Assistant / Clerk	2%
Administrator	3%
Other staff	10%
Prefer not to say	6%

Tenure within NSW Health

Tenure	Percentage
21+ Years	29%
11-20 Years	27%
4-10 Years	29%
0-3 Years	15%

Please select the area which best reflects where you work within your organisation N=477
Please identify your role within your organisations structure N=477
Please specify the length of your tenure working in NSW Health or affiliated organisations n=365

eHealth NSW

12 out of 19 Service Lines achieved robust sample sizes for quantitative reporting

Service Line volume of interactions

The % of customers who had interacted with a Service in the past 12 months	# Responses
Customer Support Services — 61%	125
Corporate Applications Services — 59%	118
Clinical Applications Services (Service Delivery) — 48%	94
Technology Support Services — 37%	77
Clinical Portfolio (Program Delivery) — 30%	38
Cloud Services — 29%	49
Procurement — 28%	46
Information Security Systems — 26%	40
Customer Engagement & Service Transitions (CEST) — 21%	37
Data Warehousing & Business Intelligence — 19%	30
Infrastructure Programs — 17%	29
Finance — 14%	29
Data & Analytics Portfolio — 16%	24
Single Digital Patient Record (SDPR) — 15%	13
Clinical Engagement & Patient Safety (CEPS) — 13%	9
Clinical Repositories & Integration Services — 13%	15
Investment, Strategy and Architecture (ISA) — 12%	18
Integrated Care & Population Health Programs — 9%	11
Program and Change Management Office (PCMO) — 9%	11

12 Service Line's achieved a sample size of 29 or more which is statistically robust enough for reporting (with some caution for samples of 29 and 30).

For these Service Lines the margin of error is between 9% (n=125) and 19% (n=29). This means that if the survey was conducted 100 times, the scores will range + / - the above %.

The following report includes one chapter for each of these Service Lines.

The data for Service Lines with fewer than 29 responses must be read as indicative findings only. It is available with the Customer Experience team and qualitative insights will be provided.

eHealth NSW

NSW GOVERNMENT

44 survey participants took part in follow-up interviews to allow us to better understand the 'why' behind key survey results

14% of survey participants opted-in to follow-up interviews

14%
Opt-in rate Rate[1]

44
Responses from 24 organisations
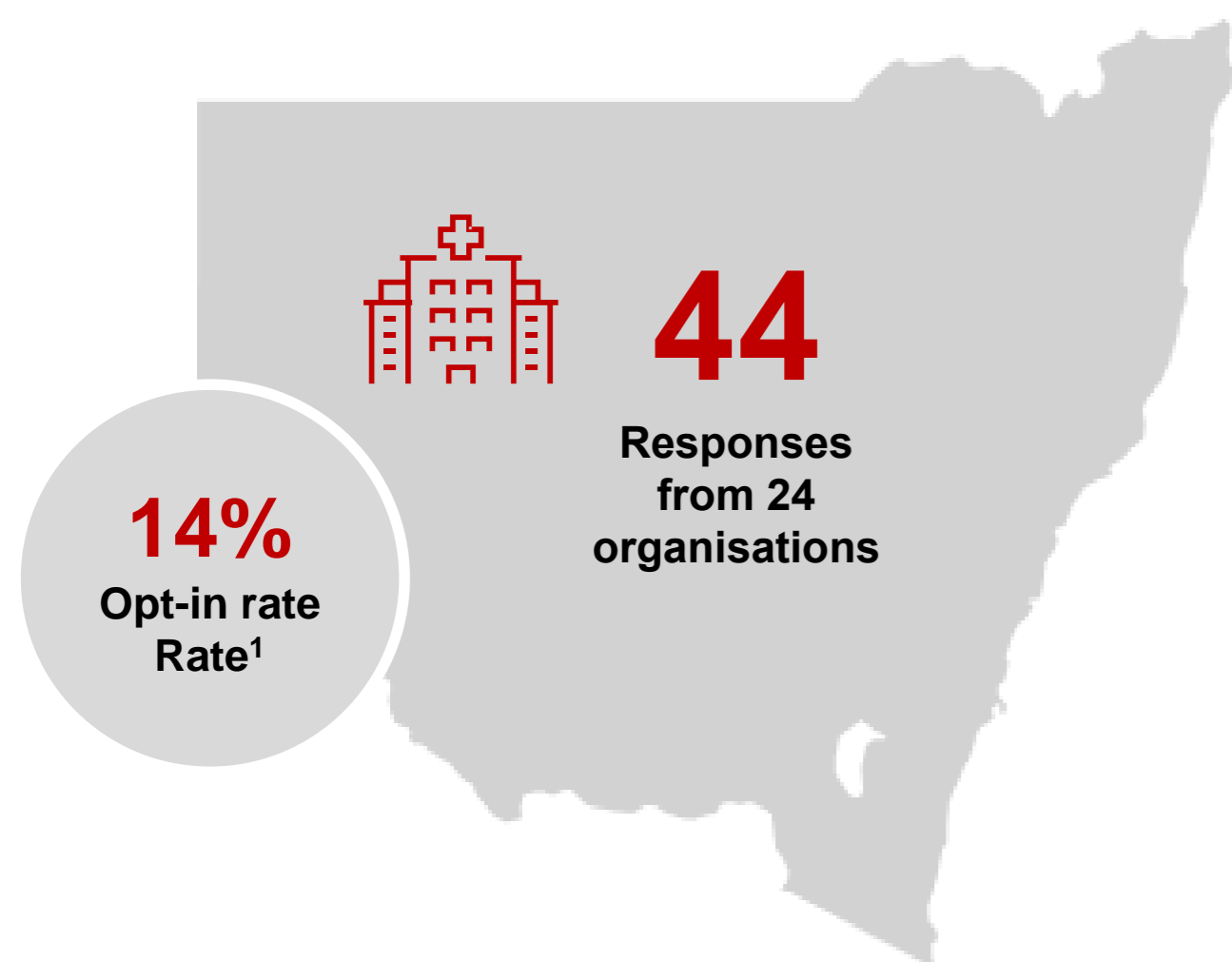
Participation from 24 NSW Health & Affiliated Health Organisations

Specialty Networks 7%

Pillars 14%

Other Health Organisations 50%

44 Total Responses*

Local Health Districts 30%

Including a mix of ICT, Corporate and Clinical Staff

Corporate Staff[2]
52%

ICT professionals
39%
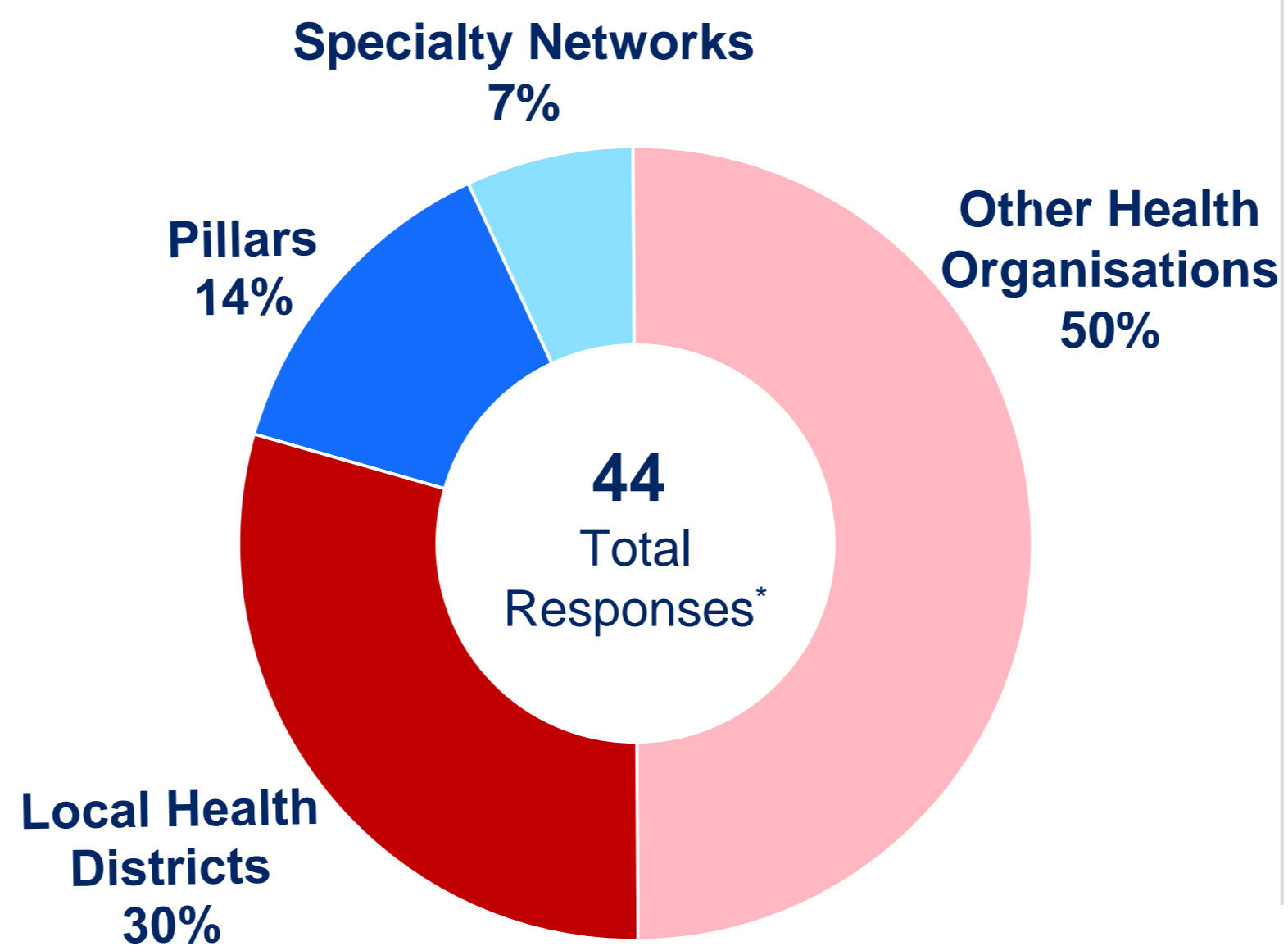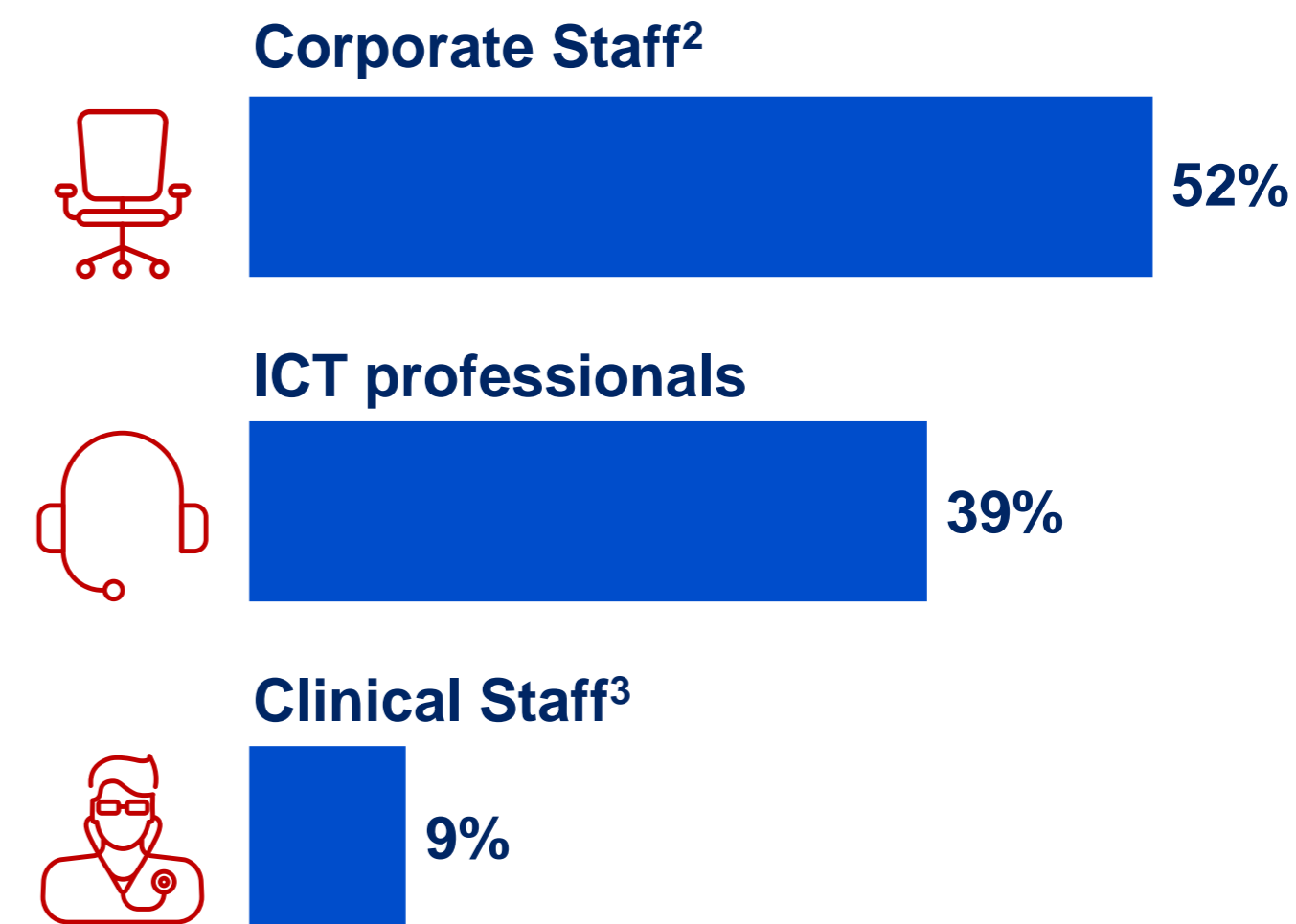
Clinical Staff[3]
9%

[1] Opt-in rate based on 65 customers providing their details in the survey to be contacted for follow-up interview/focus group
[2] Corporate Staff includes Clinical Governance, Finance, General Administration, HR/Workforce, Operations, Other Corporate Support, Procurement
[3] Clinical Staff includes Allied Health Professional, Ambulance / Paramedical, Medical, Nursing, Pathology, Pharmacy, Radiology, Scientific and Technical
Broad representation across customers' positions held (e.g. CEs, managers) as well as customers' tenure within NSW Health

eHealth NSW

Customer Survey Results

A. eHealth NSW Strategic Outcome Measures

B. eHealth NSW Performance Attributes

C. Service Line Performance

eHealth NSW

A. The first section focuses on the results of the eHealth NSW Strategic Outcome Measures

How CX is measured with the 2022 eHealth NSW Customer Survey

Strategic Outcome Measures

Customers provide ratings on Strategic Outcome Measures at **eHealth NSW overall level**:

- Satisfaction
- Trust
- Effort
- Engagement

Performance Attributes

Customers provide ratings on performance attributes for **eHealth NSW overall**:

Quality solutions
Selection of offerings
Innovation
Patient care
Clear pricing
Patient safety
Acts in my interest
Privacy & security
Value for money

Service Line Attributes

Customers provide ratings on Strategic Outcome Measures for Satisfaction, Trust and Effort, and also Customer Commitments at the **Service Line level**:

- Satisfaction
- Trust
- Effort

Customer Commitments:

Easy to access
Resolve the situation
Respect my time
Explain what to expect
Act with empathy
Engage collaboratively

eHealth NSW

eHealth NSW Strategic Outcome Measure Results

Key insight #1: While Satisfaction and Trust remain relatively unchanged since 2019, Engagement levels are slowly trending down, mostly driven by negative sentiment towards value for money.

- Effort is the lowest performing Strategic Outcome Measure – a new measure introduced this year to evaluate how easy it is for customers to deal with eHealth NSW, an experience outcome eHealth NSW seeks to achieve.

- There is a split of both positive and negative experiences across the Strategic Outcome Measures, indicating inconsistencies when interacting with eHealth NSW.

- Satisfaction increased for Specialty Networks, Rural LHDs and Ministry of Health customers, reflective of the strong focus on engagement with these organisations.

- Scores for NSW Ambulance, Metro LHDs and amongst ICT professionals are driving the overall declines in scores.

- An equal portion of customers believe that their experiences with eHealth NSW have improved due to positive Staff interactions, and worsened due to challenges with products and services, and eHealth NSW responsiveness – indicating further polarisation.

- Customers want to see eHealth NSW as a trusted partner, working collaboratively to achieve shared goals. However, customers feel little consideration of customer priorities and insufficient consultation at a program level as well as unclear processes at a service level is inhibiting this.

eHealth NSW

Strategic Outcome Measures remain relatively unchanged since 2019 however the measures show a split of both positive and negative experiences indicating inconsistencies when interacting with eHealth NSW

eHealth NSW Strategic Outcome Measures

Satisfaction

5.7 **Change from 2019** **(-0.1)**

Satisfaction with eHealth NSW's products and services

	2022
% Satisfied (7-10)	43%
% Neutral (5-6)	27%
% Dissatisfied (1-4)	30%

Trust

5.8 **Change from 2019** **(-)**

Trust in eHealth NSW to deliver product and services to my organisation

	2022
% Agree (7-10)	46%
% Neutral (5-6)	23%
% Disagree (1-4)	31%

Engagement

5.5 **Change from 2019** **(-0.2)**

Engagement with eHealth NSW (derived from 4 statements)

	2022
% Engaged (7-10)	41%
% Neutral (5-6)	24%
% Disengaged (1-4)	35%

Effort

5.1 **Change from 2019** **(NEW)**

Ease of working with eHealth NSW to get the outcomes I need

	2022
% Agree (7-10)	37%
% Neutral (5-6)	23%
% Disagree (1-4)	40%

Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW; % satisfied n=477
Trust: eHealth NSW can be trusted or relied upon to deliver services to you organisation; % agree n=477
Engagement, Statements to compare 2022 data to previous years eHealth NSW communicates openly and transparently with my organisation; my organisation has a strong relationship with eHealth NSW, I feel that eHealth NSW demonstrates value for money, eHealth NSW can be trusted or relied upon to deliver services to your organisation % agree (average of 4). N=477
Effort: It is easy to work with eHealth NSW to get the outcomes that I need; % agree n=477

eHealth NSW

Comparison between eHealth NSW and NSW Government services by small business customers shows eHealth NSW lagging against the Strategic Outcome Measures

Comparison of Strategic Outcome Measures

Satisfaction
- NSW Government: 70%
- eHealth NSW: 43%

Trust
- NSW Government: 68%
- eHealth NSW: 46%

Effort
- NSW Government: 68%
- eHealth NSW: 37%

Legend: 🟥 NSW Government 🟦 eHealth NSW
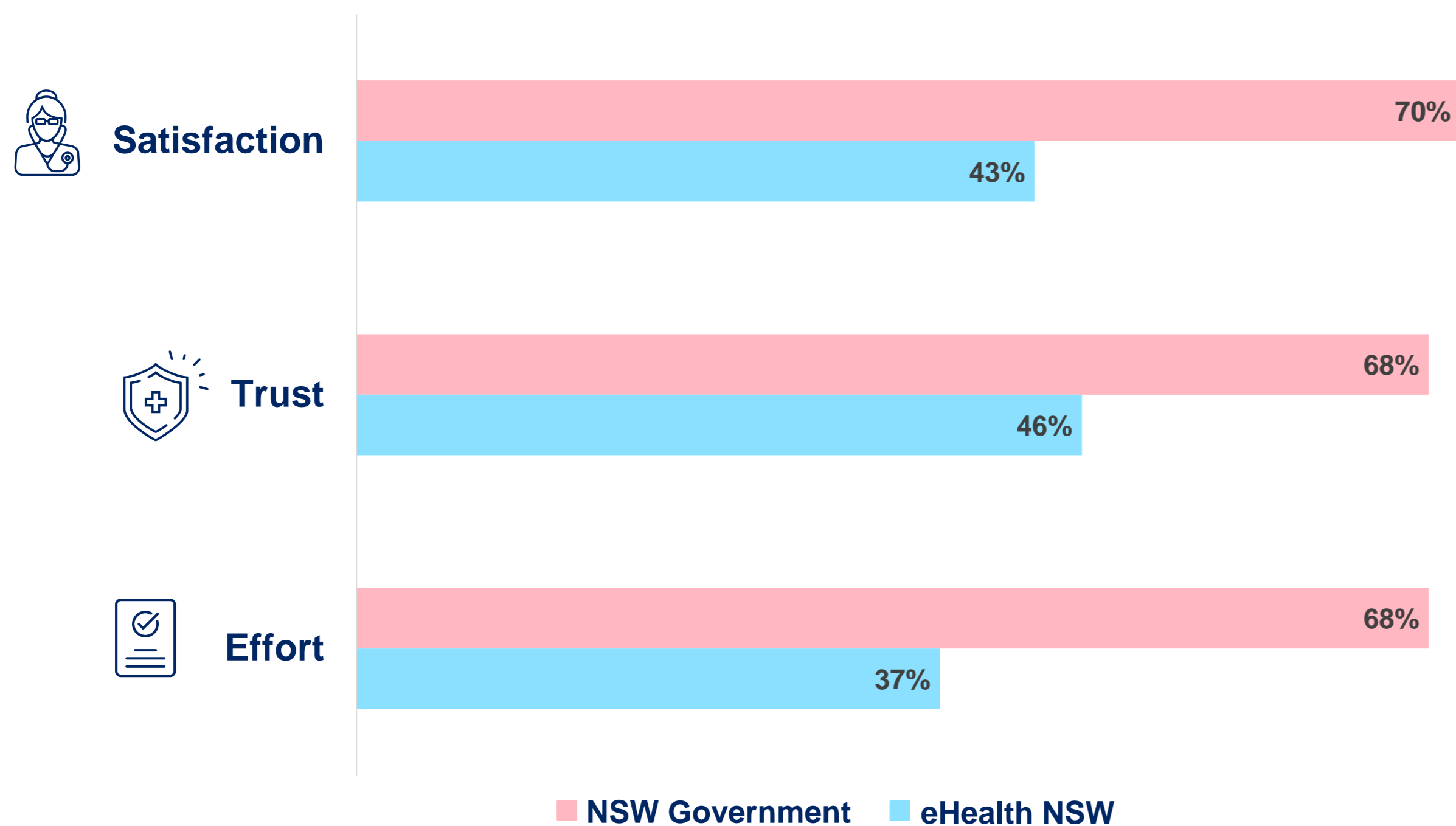
Alignment between Strategic Outcome Measures of eHealth NSW and NSW Government allows for performance comparison, noting some differences in sample specifications and question wording.

NSW Government's State of the Customer study measures customer feedback from citizens and small businesses on their experience of government services and tracks progress towards the vision to become the world's most customer-centric government by 2030.

For this report, we compare eHealth NSW customer scores with NSW Government small business customer scores as a proxy. For reference:

NSW Government Small Business Customers are defined as:
- Having 0-19 employees
- Have interacted with a government service in the past 12 months

Strategic Outcomes measures were asked in the context of:
- A survey with continuous data collection throughout the year with 500 business surveys per month; this data is from Jan-June 2022
- *Thinking about your experience with the government service...*
- Responses rated on a 5-point scale; scores shown are % strongly agree or somewhat agree (compared scores 7-10 of eHealth NSW's 10-point scale)

eHealth NSW
Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW; % satisfied scores 7-10 n=477
Trust: eHealth NSW can be trusted or relied upon to deliver services to you organisation; % agree scores 7-10 n=477
Effort: It is easy to work with eHealth NSW to get the outcomes that I need; % agree scores 7-10 n=477

NSW Government Small Business customers; Thinking about your experience with government service
Satisfaction: How satisfied or dissatisfied were you with this experience? % Very satisfied or somewhat satisfied n=1415
Trust: To what extent do you trust the government service to be working in your best interest? % Trust a great deal or somewhat trust n=1450
Effort: Find it easy to interact with NSW Government services % very easy or somewhat easy n=1415
https://www.nsw.gov.au/nsw-government/state-of-customer/customers/small-business

eHealth NSW

While Satisfaction and Trust have remained stable, Engagement levels are slowly trending down with polarisation increasing for all measures

eHealth NSW Strategic Outcome Measures 2015 - 2022

Satisfaction

Satisfaction with eHealth NSW's products and services

	% Satisfied (7-10)	% Neutral (5-6)	% Dissatisfied (1-4)	Average
2022 n=477	43%	27%	30%	5.7
2019 n=1366	43%	30%	27%	5.8
2017 n=1177	40%	38%	23%	5.8
2015 n=1010	29%	42%	28%	5.3

No significant change in average Satisfaction score, however the percentage of dissatisfied customers increased slightly

Trust

Trust in eHealth NSW to deliver product and services to my organisation

	% Agree (7-10)	% Neutral (5-6)	% Disagree (1-4)	Average
2022 n=477	46%	23%	31%	5.8
2019 n=1358	44%	29%	27%	5.8
2017 n=1177	46%	38%	17%	6.2
2015 n=1010	34%	43%	23%	5.6

No change in average Trust score, however responses became more polarised with fewer customers rating neutral

Engagement

Engagement with eHealth NSW (derived from 4 statements)

	% Engaged (7-10)	% Neutral (5-6)	% Disengaged (1-4)	Average
2022 n=477	41%	24%	35%	5.5
2019 n=1371	37%	33%	30%	5.7
2017 n=1177	27%	59%	14%	6.0
2015 n=1010	31%	43%	26%	5.5

No significant change in average Engagement score from 2019, however the percentage of dissatisfied customers has increased over the years

Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW; % satisfied
Trust: eHealth NSW can be trusted or relied upon to deliver services to you organisation; % agree
Engagement, Statements to compare 2022 data to previous years eHealth NSW communicates openly and transparently with my organisation; my organisation has a strong relationship with eHealth NSW, I feel that eHealth NSW demonstrates value for money, eHealth NSW can be trusted or relied upon to deliver services to your organisation % agree (average of 4).

eHealth NSW

Satisfaction with eHealth NSW trending upwards for Specialty Networks and Rural LHDs, but declined significantly for NSW Ambulance customers

eHealth NSW Satisfaction by Organisation Types

Specialty Networks' customers provided highest Satisfaction scores for eHealth NSW showing improvement from 2019.

Satisfaction has also **increased amongst Rural LHDs and Ministry of Health customers** reflective of a strong focus on engagement with these customer groups.

Satisfaction for **NSW Ambulance** customers has declined significantly since 2019.

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average	Change from 2019
Total eHealth NSW (n=477)	43%	27%	30%	5.7	-0.1
Metropolitan LHDs (n=185)	42%	31%	28%	5.8	-0.1
Rural LHDs (n=63)	54%	21%	25%	6.1	0.6
Pillar Organisations (n=54)	46%	33%	20%	6.0	-0.2
Specialty Networks (n=41)	54%	37%	10%	6.5	0.6
Other Health Organisations* (n=125)	33%	21%	46%	4.9	-0.6
Other Health Organisations* (excluding NSW Ambulance) (n=98)	47%	21%	32%	5.7	-
NSW Ambulance (n=39)	5%	18%	77%	3.1	-1.0
Ministry of Health NSW (n=38)	42%	32%	26%	5.8	0.7

0%   25%   50%   75%   100%

☐ Highest average score   ☐ Lowest average score

* Other health Organisations include Affiliates
Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW
GREEN Text indicates significantly higher than Total eHealth NSW customers at 95% Confidence Interval and RED text indicates significantly lower

eHealth NSW

NSW GOVERNMENT

Satisfaction with eHealth NSW is highest among Corporate Staff, but declined significantly for ICT professionals since 2019

eHealth NSW Satisfaction by Functional Area

ICT professionals went from having the **highest Satisfaction** by function in **2019** (6.3), to **lowest in 2022** (5.3).

Furthermore, 30% of ICT professionals say their **experience** with eHealth NSW is much or **somewhat worsened** in the past 12 months.

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average	Change from 2019
Total eHealth NSW (n=477)	43%	27%	30%	5.7	-0.1
Chief Executive / Executive (n=35)	57%	20%	23%	5.9	0.1
ICT Professionals (n=178)	33%	30%	38%	5.3	-0.7
*Corporate Staff (n=173)	51%	24%	25%	6.0	0.2
**Clinical Staff (n=91)	42%	32%	26%	5.8	0.2

0%   25%   50%   75%   100%
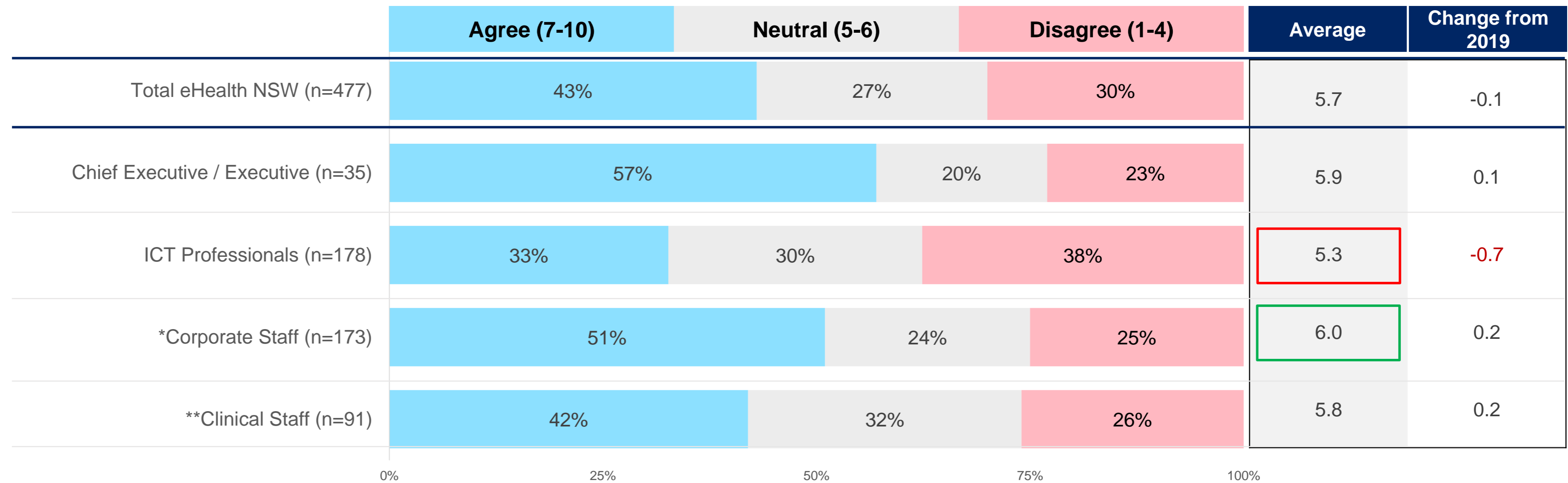
Highest average score   Lowest average score

Customer verbatims - ICT professionals

"With a lot of eHealth NSW run projects there is more of a push to get the project/service delivered in time rather than spending extra time getting it right in the first instance. Then **as an LHD we have to go back and fit things**. This is not in all cases although it is in about 70% of cases. In saying this there are still come amazing project managers in eHealth NSW"

"over the past few years there have been a number of new technologies and services commence that either have had no or **very little consultation** with the teams/key stakeholders that are tasked with service delivery. Or instances where responses are clearly based on KPI's. Communication with your customers for some service/product owners is poor and we have constantly had to **chase for updates or for broadcasts for outages**. These are often poorly written and need modification prior to being sent to users. **Content is irrelevant** to general users who just need to relevant information on what the impact will be to them. Frequently the products delivered do not meet basic needs and have often **not scoped for enhancements or product growth** that will evolve with the clinical / customer requirements."

"Services are too **expensive**. Service delivery is too **slow**. **Resourcing is inadequate**. Workforce turnover is too high."

"a lot of **back and forth** - confirming what is needed against what is being provided and where in the business has requested the work, who owns the work and how it will be maintained in a business-as-usual process. It is exhausting and leads to multiple loops even within eHealth NSW to confirm points."

Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW
'*Corporate Staff includes Clinical Governance, Finance, General Administration, HR/Workforce, Operations, Other Corporate Support, Procurement
** Clinical Staff includes Allied Health Professional, Ambulance / Paramedical, Medical, Nursing, Pathology, Pharmacy, Radiology, Scientific and Technical
GREEN Text indicates significantly higher than Total eHealth NSW customers at 95% Confidence Interval and RED text indicates significantly lower

eHealth NSW

An equal portion of customers believe that their experiences with eHealth NSW have improved and worsened in the last 12 months indicating further polarisation

Customers who perceived an improvement in eHealth NSW service:

- More likely to be from **Other Health Organisations** (excluding NSW Ambulance) and **Pillars** driven by effective working relationships, stronger engagement, and project work supported by dedicated teams and governance

- **Chief Executives / Executives** have the highest proportion saying 'improved' due to the connectivity and relationships Executives have with eHealth NSW leadership, and thus a direct line to action and escalation

- Typically cited **positive interaction with Staff** – their helpfulness, customer service ethic and ability to resolve issues in a timely manner. Follow-up interviews indicated this pertains primarily to situations where customers and eHealth NSW collaborated on joint projects

*"**When you know the people** you work with, and the projects, it seems to work really well… I thought it was going to be painful and **they made it so easy**"*

*"**A rockstar experience**…she **makes feedback important** and noted in her teams…even if outside her scope".*

How has your experience of eHealth NSW services changed in the last year?

Improved 27%

Worsened 27%

Neutral 46%
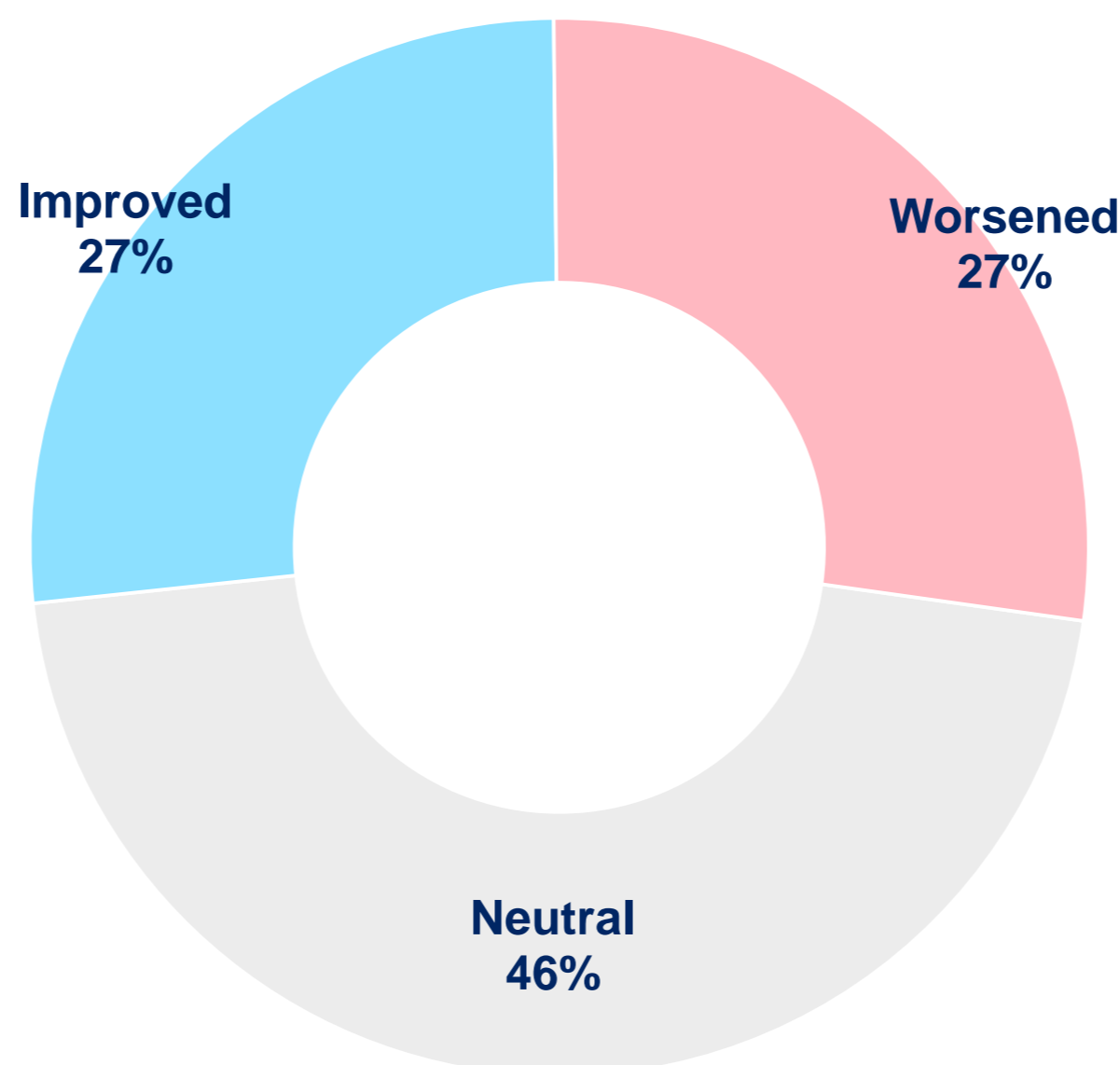
Customers who perceived a decrease in eHealth NSW service:

- More likely to be from **NSW Ambulance**, due largely to a "one-size-fits-all" approach misaligned with NSW Ambulance priorities, with inadequate consultation and opportunity to feedback.

- More likely to be **ICT Professionals**, due to limited consultation and engagement in projects, and the blurred remit of responsibility between eHealth NSW and LHD ICTs

- Typically cited **the following areas:**
  - poor communication
  - lack of transparent pricing
  - products and services not meeting customer expectations or needs
  - project delays and lack of responsiveness

*"**We would welcome** [eHealth NSW] to come on site and work with us…because **we know what needs to be done**, we don't need 3 people telling us"*

*"[We] don't have the energy after the bushfires, floods and COVID to keep having these fights. **We just need to be understood**".*

eHealth NSW

Follow-up interviews revealed customers rely on personal relationships to get things done and feel it is challenging to work effectively with eHealth NSW

eHealth NSW performance across Satisfaction and Trust has not improved, due largely to the lack of visible action on customer feedback

- Compared to 2019 Customer Survey results, eHealth NSW customers continue to face similar challenges around working effectively with eHealth NSW including insufficient consultation, lack of transparency in processes and lack of proactive communication.

- Additionally, customers expressed feedback-fatigue, feeling that not enough had been done to address their concerns, or that they had insufficient visibility into what was being prioritised and the rationale behind these decisions. As a result, customers generally had low faith in the potential for this Customer Survey to produce tangible improvements, and shared a sentiment that feedback is often "ignored".

- Participants reported that a "one-size-fits-all" approach taken by eHealth NSW, particularly regarding state-wide programs and pricing, demonstrated a disregard for customer needs and priorities. Further, they felt they are not given adequate opportunity to jointly plan projects or strategies with consideration of organisation-specific requirements and impact.

- Overall, customers seek greater partnership where eHealth NSW truly understands their needs and priorities and is working towards shared outcomes. Partnership can be demonstrated by earlier, end-to-end consultation across the ICT lifecycle (strategy, design, development and improvement of services). Over the past year stronger partnerships have emerged with specific customer groups (e.g. MoH, Pillars) as a result of increased focus on improving collaboration.

Low Effort scores are a result of unclear processes, unresolved issues/requests and a perception that eHealth NSW teams work in silos creating more work for the customer

- Customers cited a number of processes as complex, costing additional time and effort with not always satisfactory results. These included PSAF, the demand process and raising a ticket in SARA or through State Wide Service Desk (SWSD).

- Participants view the SARA ticketing system in particular as not user friendly, impacting their ability to get something completed in a timely manner. Basic, routine requests are generally completed promptly, but delays are common with more exception-based requests. Key challenges include: overly technical wording in forms making them difficult to complete, the inability to edit submitted forms, and the complex navigation of the system (e.g. submitting an incident, request or inquiry). Additionally, customers felt there was insufficient training to help first time/less frequent users of SARA easily navigate the system.

- Customers feel they currently carry the burden of getting their request to the right person, in order for it to be actioned correctly. Some customers perceive that eHealth NSW teams do not work together collaboratively to action customer requests. Several respondents shared that their requests had been closed without resolution, relying on them to resubmit the request and try again in the "ServiceNow merry-go-round". Customers cannot/do not discern the differences between individual Service Lines and expect the responsible team to do what is needed to complete the request.

Overall, polarisation is increasing due to inconsistency of experiences with eHealth NSW across a variety of dimensions:

- **Project versus BAU support -** Participants shared that project-based work was a generally positive experience due to well defined governance, deliberate stakeholder engagement, visibility into progress, and direct contact to resources who could resolve an issue. Customers contrasted this experience with non-project based work such a business-as-usual service management, where customers felt there was generally less defined processes and unclear roles and responsibilities. The biggest difference was having a reliable and known contact(s) into the eHealth NSW world to work alongside as a "partner".

- **Strength of relationships -** Polarisation is further explained by the generally relationship-dependent experience of working with eHealth NSW, i.e. "to navigate eHealth NSW, and the trust customers have in eHealth NSW, they rely on 1:1 relationships". This varies significantly depending on the efforts or knowledge of a particular individual or team.

- **Inconsistent knowledge levels -** Customers may also experience inconsistency in service where eHealth NSW teams / representatives have different levels of technical knowledge i.e. "Call twice, get two different answers" through the service desk

eHealth NSW

B. The second section focuses on the results of the eHealth NSW Performance Attributes

How CX is measured with the 2022 eHealth NSW Customer Survey

Strategic Outcome Measures
Customers provide ratings on Strategic Outcome Measures at **eHealth NSW overall level**:

Satisfaction

Trust

Effort

Engagement

Performance Attributes
Customers provide ratings on performance attributes for **eHealth NSW overall**:

Quality solutions
Selection of offerings
Innovation
Patient care
Clear pricing
Patient safety
Acts in my interest
Privacy & security
Value for money

Service Line Attributes
Customers provide ratings on Strategic Outcome Measures for Satisfaction, Trust and Effort, and also Customer Commitments at the **Service Line level**:

Satisfaction

Trust

Effort

Customer Commitments:

Easy to access
Resolve the situation
Respect my time
Explain what to expect
Act with empathy
Engage collaboratively

eHealth NSW

eHealth NSW Performance Attribute Results

Key insight #2: The key attributes that have high positive impact on overall Satisfaction but relatively lower performance include: **understanding needs, value for money, quality solutions and selection of offerings**

- eHealth NSW overall is seen by its customers as being strong in privacy and security, and patient safety.

- However, consistently across all service lines, customer types and functional areas, value for money and clear pricing is perceived negatively compared to other Performance Attributes.

- Pillar Organisations and those in Corporate roles (excl. ICT) show more positive sentiment towards eHealth NSW whereas, similar to Outcome Measures, NSW Ambulance, and ICT professionals experiences are significantly more negative.

- 'Understanding customer needs', 'providing quality solutions' and 'selection of offerings that meet customer needs' attributes, have high positive impact on overall eHealth NSW Satisfaction yet relatively lower performance.

eHealth NSW

Analysis of the eHealth NSW performance attributes highlights strengths in privacy and security while pricing clarity and value for money can be improved

Performance attributes

eHealth NSW performance attributes measure customer perceptions on strategically important performance areas.

The majority of perception statements are new this year, however, 'Value for money' and 'Clear pricing' were asked in 2019 and both have declined.

'Value for money' and 'Clear pricing' are the lowest rated attributes, irrespective of what Service Lines customers engaged with in the past 12 months.

	Agree	Neutral	Disagree	Average score	Change from 2019
Privacy & security	60%	25%	14%	6.8	NEW
Strong relationship	53%	23%	24%	6.2	-0.1
Patient safety	52%	27%	22%	6.2	NEW
Trusted partner	47%	21%	32%	5.8	NEW
Patient care	45%	28%	28%	5.8	NEW
Works collaboratively	42%	23%	35%	5.5	NEW
Open communcation	40%	24%	36%	5.4	-
Quality solutions	37%	26%	36%	5.3	NEW
Innovation	36%	27%	36%	5.3	NEW
Selection of offerings	35%	27%	38%	5.2	NEW
Acts in my interest	34%	28%	38%	5.1	NEW
Understands my needs	33%	24%	43%	5.1	NEW
Value for money	25%	27%	48%	4.5	-0.3
Clear pricing	22%	25%	53%	4.2	-0.1

0%   25%   50%   75%   100%

☐ Highest average agreement score   ☐ Lowest average agreement score

eHealth NSW

Pillar Organisations show positive sentiment towards eHealth NSW with higher ratings on majority of performance attributes

Performance attributes by Organisation Types

	Total eHealth NSW Customers	Metropolitan LHDs	Rural LHDs	Pillar Organisations	Specialty Networks	Other Health Organisations*	Other Health Organisations* (Excl. NSWA)	Ministry of Health NSW	NSW Ambulance
	n=477	n=162	n=60	n=34	n=36	n=98	n=77	n=31	n=33
Privacy and security	6.8	6.8	6.7	8 ▲	6.9	6.4	6.9	6.8	5.4 ▼
Strong Relationship	6.2	6.2	6.4	7.1 ▲	6.5	5.4 ▼	6.3	6.6	3.2 ▼
Patient Safety	6.2	6.1	6.4	7.1 ▲	6.3	5.8	6.8	6.8	3.9 ▼
Trusted Partner	5.8	5.8	6.0	6.5	6.3	5.0 ▼	6.0	5.8	2.9 ▼
Patient Care	5.8	5.8	5.8	6.9 ▲	6.2	5.2 ▼	6.2	6.3	3.4 ▼
Works collaboratively	5.5	5.6	5.8	6.2	5.8	4.8 ▼	5.8	5.8	2.5 ▼
Open Communication	5.4	5.5	5.8	5.9	6.0	4.7	5.6	5.6	2.8 ▼
Quality Solutions	5.3	5.3	5.3	6.0	5.6	4.7	5.6	5.4	2.9 ▼
Innovation	5.3	5.4	5.6	6.0	5.6	4.5	5.4	5.2	2.8 ▼
Selection of Offerings	5.2	5.3	5.3	5.9 ▲	5.5	4.4 ▼	5.3	5.5	2.7 ▼
Acts in my interest	5.1	5.1	5.4	5.8	5.9	4.4 ▼	5.4	5.4	2.5 ▼
Understands my needs	5.1	5.1	5.2	5.8 ▲	5.5	4.4 ▼	5.4	5.4	2.4 ▼
Value for Money	4.5	4.6	4.7	5	4.8	3.9 ▼	4.6	4.5	2.1 ▼
Clear pricing	4.2	4.4	4.5	4.4	4.9	3.5 ▼	4.2	4.0	2.0 ▼

Colour coding highlights the relative difference in performance ratings by customer group

Scores below total average   Scores above total average

▲ Indicates a significantly higher/lower score
▼ compared to Total eHealth NSW customers
(95% Confidence Interval)

Average scores out of 10.
* Other health Organisations include Affiliates
Note, no significant differences by Tenure of working in NSW Health

eHealth NSW

Corporate Staff tend to rate eHealth NSW higher on the majority of performance attributes

Performance attributes by Functional Area

	Total eHealth NSW Customers	Chief Executive / Executive	ICT professionals	Corporate Staff *	Clinical Staff **
	n=477	*n=28*	*n=156*	*n=132*	*n=83*
Privacy and security	6.8	7.6	6.5	7.0	6.8
Strong Relationship	6.2	6.4	6.0	6.5	5.7
Patient Safety	6.2	6.6	5.9	6.7 ▲	5.9
Trusted Partner	5.8	6.0	5.5	6.1	5.6
Patient Care	5.8	6.9	5.3 ▼	6.3 ▲	5.6
Works collaboratively	5.5	5.8	5.2	5.9	5.4
Open Communication	5.4	5.5	5.1	5.8	5.3
Quality Solutions	5.3	5.8	4.9 ▼	5.8 ▲	5.0
Innovation	5.3	5.6	5.1	5.8 ▲	4.9
Selection of Offerings	5.2	5.2	5.0	5.5	4.9
Acts in my interest	5.1	5.3	4.6 ▼	5.6 ▲	5.2
Understands my needs	5.1	5.3	4.8	5.5 ▲	4.8
Value for Money	4.5	4.3	4.0 ▼	5.0 ▲	4.4
Clear pricing	4.2	4.0	4.1	4.6	4.1

Colour coding highlights the relative difference in performance ratings by customer group

Scores below total average   Scores above total average
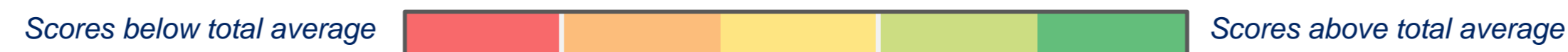
▲ Indicates a significantly higher/lower score
▼ comparing to Total eHealth NSW customers
(95% Confidence Interval)

Average scores out of 10.
* Other Corporate roles includes Clinical Governance, Finance, General Administration, HR/Workforce, Operations, Other Corporate Support, Procurement
** Clinical Roles include Allied Health, Ambulance, Medial, Nursing, Pathology, Pharmacy, Radiology, Scientific and Technical
Note, no significant differences by Tenure of working in NSW Health

eHealth NSW

Attributes related to understanding needs, value for money, quality solutions and selection of offerings have high impact on Satisfaction with eHealth NSW yet low performance

Drivers of eHealth NSW Satisfaction

To identify focus areas for improvement, each experience statement was assessed against perceived performance and level of importance in contributing to overall Satisfaction with eHealth NSW. This analysis shows:

There are 4 areas to <u>prioritise</u> efforts to have the highest impact on overall Satisfaction:

1. eHealth NSW **understands needs**

2. Consistently providing **quality solutions**

3. Providing a **selection of offerings** that meet the needs

4. Demonstrate **value for money**

The following 3 areas are highly important to customers and have mid-range performance, presenting opportunities to <u>leverage and grow</u>:

1. Being a **trusted partner** and advisor

2. **Working collaboratively** to achieve shared outcomes

3. Establishing **open and transparent communication**

Performance (average rating out of 10) **Vs. Importance** (contribution to Satisfaction)

Regression analysis for eHealth NSW Satisfaction "How satisfied are you with the products and services you currently receive from eHealth NSW; Average n=473 against Engagement, Satisfaction and Trust rating statements, average scores n range between 354 - 473
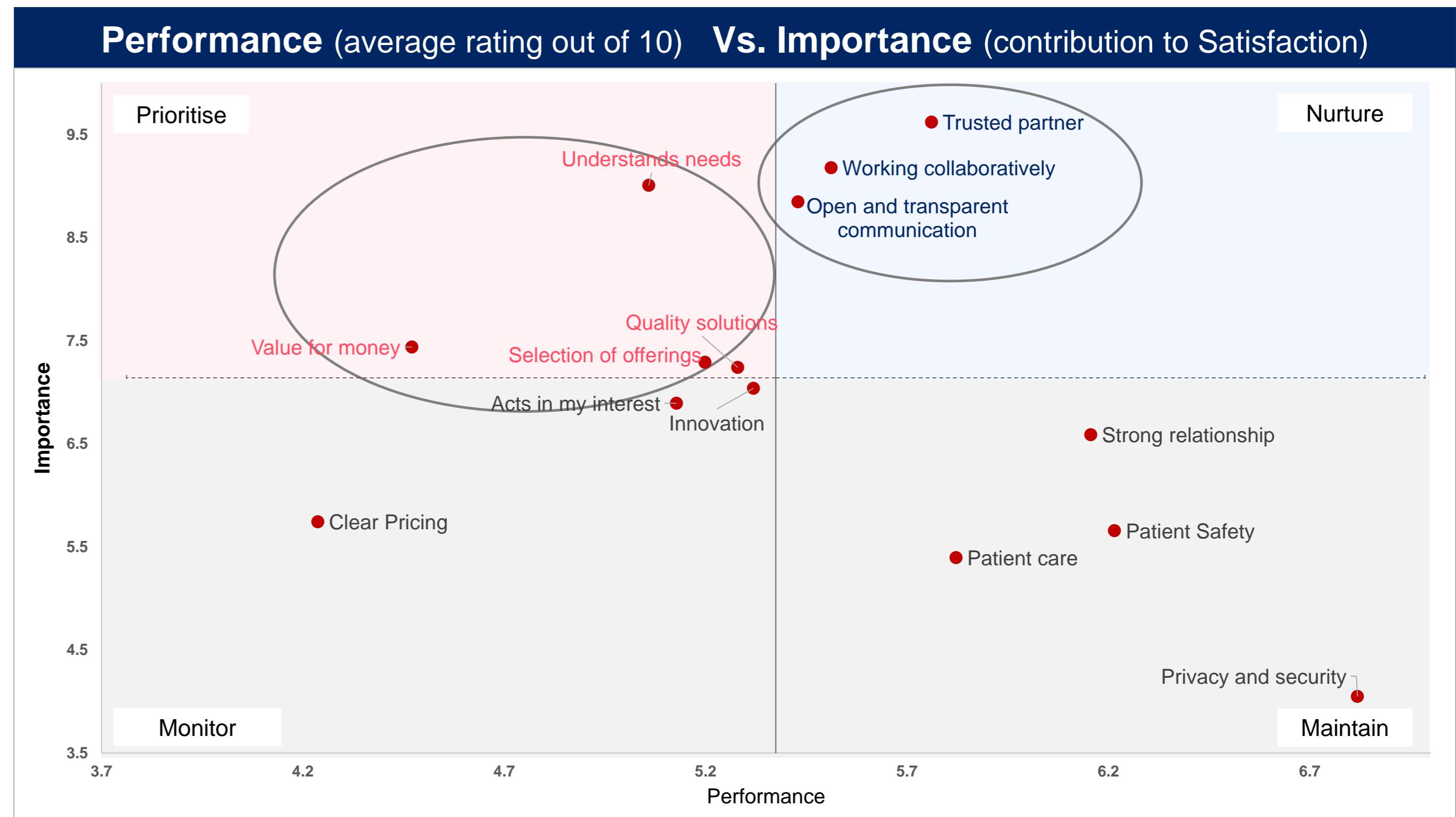
eHealth NSW

Lower performance in priority areas such as understanding needs and value for money can be attributed to not considering the customer context and not delivering to expectations

Understands my needs: The lower scores for 'understands my needs' are driven by a perception that eHealth NSW does not consistently account for customer needs and priorities when delivering projects or services

- Understanding needs centres on customers feeling that eHealth NSW understands who its customers are and the context in which they operate. Customers felt eHealth NSW often made decisions or created processes without consideration of clinical or patient impact. Additionally, customers cited their sense of urgency was often misaligned with eHealth NSW prioritisation / urgency.

- Customers desire earlier consultation across the ICT lifecycle (strategy, design, development and improvements of services). They felt there was a lack of joint planning and visibility in decision making, which impacted the resourcing and execution of the organisation's own priorities (to enable eHealth NSW projects). For example, customers felt communications around releases or planned maintenance are often provided too late and without consideration of customer impact, including patient care and safety.

- Customers recognised recent efforts by eHealth NSW to be more collaborative in the design and development of new services and through communities of practice and would like to experience this more.

Pricing / selection of offerings: Customers cited pricing clarity has improved with consumption-based pricing (CBP), however, rising costs are creating challenges for customers and they seek additional flexibility

- Customers were supportive of the transition to consumption-based pricing as it provides greater transparency to better understand eHealth NSW services and spend. However, this has also increased scrutiny into the return on investment of some products and services. For future bills of IT, customers would like to continue to see improved accuracy of data, further transparency around invoicing ("invoices are full of jargons") and timeliness of billing for completed work. Some customers cited they received bills two years after the completion of programs.

- Overall, customers feel that eHealth NSW costs are high and continue to increase. PSAF, Cloud services and ServiceNow demands were often cited as examples of high-cost services. A few customers provided examples where PSAF cost more than the software the customer was looking to procure.

- Some customers, particularly smaller or affiliated organisations, Rural LHDs and NSW Ambulance, cited a lack of flexibility in eHealth NSW pricing structures as a particularly challenging pain point, and a contributor to lower scores for the pricing performance attribute.

Value for money: Customer perceptions of value for money are trending down as customers feel that they are "paying more" for services that do not meet their needs

- Customers see value for money as getting the service and support they need to achieve their objectives at a reasonable price. Overall, participants shared they are essentially "paying more for less service and less outcomes being delivered". Challenges with SARA and long resolution times were consistently quoted as examples of support that did not align to their expectations of good service. Participants value speed and ease of engagement in combination with price.

- Similar to perceptions of pricing, among groups such as HETI and Rural LHDs, 'value for money' was significantly impacted by eHealth NSW's standardised approach to pricing with insufficient flexibility. The perception among these customers is that offerings do not meet their needs and "eHealth NSW offerings are not sized for smaller agencies". For example, Single Sign-On is provided in a package of 10k users, where HETI may only need 20.

- Furthermore, participants generally believed that the same service provided by eHealth NSW could be delivered by an external vendor at a lower cost. They are aware of the ambition for eHealth NSW to strive to be the provider of choice, even if there is no choice. The perception of higher cost compared to external vendors is a key barrier for eHealth NSW to overcome.

eHealth NSW

C. The third section focuses on the results of the Service Lines

How CX is measured with the 2022 eHealth NSW Customer Survey

Strategic Outcome Measures	**Performance Attributes**	**Service Line Attributes**
Customers provide ratings on Strategic Outcome Measures at **eHealth NSW overall level**:	Customers provide ratings on performance attributes for **eHealth NSW overall**:	Customers provide ratings on Strategic Outcome Measures for Satisfaction, Trust and Effort, and also Customer Commitments at the **Service Line level**:
Satisfaction	Quality solutions	**Satisfaction**
Trust	Selection of offerings	**Trust**
Effort	Innovation	**Effort**
Engagement	Patient care	**Customer Commitments:**
	Clear pricing	Easy to access
	Patient safety	Resolve the situation
	Acts in my interest	Respect my time
	Privacy & security	Explain what to expect
	Value for money	Act with empathy
		Engage collaboratively

eHealth NSW

Service Line Results

Key insight #3: Improving Satisfaction with the **Clinical Portfolio**, **Infrastructure Programs** and **Cloud Services** will have the greatest impact on improving Satisfaction with eHealth NSW overall.

- Customer experiences vary across Service Lines, highlighting the lack of consistent approach to customer interactions, including communication, consultation and clarity around roles and responsibilities.

- Clinical and Corporate Applications Support Service Lines have seen the greatest overall improvement in Satisfaction since 2019, and Finance leads on outcome measures for 2022.

- 'Act with empathy' is a clear strength across all Service Lines which provides a strong foundation to build on.

- Across service lines, customers also generally found eHealth NSW Staff knowledgeable and had confidence in their expertise.

- 'Easy to access', 'Explain what to expect' and 'Engage collaboratively' are the common areas for improvement across all Service Lines.

eHealth NSW

Customers have diverse experiences with eHealth NSW service lines

Strategic Outcome Measures by Service Lines	Satisfaction Avg 5.7		Trust Avg. 6.0	Effort Avg. 5.7	Sample size	% customers interacted with
	2022	Change from 2019	2022	2022	2022	2022
Finance	6.7	NEW	7.2	7	29	14%
Customer Support Services	6.2	NEW	6.2	6	125	61%
Clinical Applications Services (Service Delivery)	6.2	+0.2	6.3	6	94	48%
Corporate Applications Services	6.1	+0.2	6.4	6	118	59%
Customer Engagement & Service Transitions (CEST)	6.1	-	6.3	6.2	37	21%
Information Security Systems	5.7	-0.4	6.3	5.4	40	26%
Clinical Portfolio (Program Delivery)	5.7	NEW	5.9	5.6	38	30%
Data Warehousing & Business Intelligence	5.6	NEW	5.7	5.6	30	19%
Procurement	5.5	NEW	5.8	5.4	46	28%
Cloud Services	5.1	NEW	5.8	5.5	49	29%
Infrastructure Programs	5.1	-0.6	4.8	4.8	29	17%
Technology Support Services	4.8	-1.3	4.9	4.7	77	37%

Indicative results only (due to low sample)

Clinical Engagement & Patient Safety (CEPS)	6.7	+0.8	7.1	6.6	9	13%
Integrated Care & Population Health Programs	6.6	+0.8	7.1	6.6	11	9%
Clinical Repositories & Integration Services	6.5	NEW	6.5	6.2	15	13%
Data & Analytics Portfolio	6.4	+0.6	6.2	6.1	24	16%
Single Digital Patient Record (SDPR) Program	6.2	NEW	5.8	6.1	13	15%
Investment, Strategy and Architecture (ISA)	5.8	+0.3	6.2	5.6	18	12%
Program and Change Management Office (PCMO)	5.5	NEW	6.3	6.6	11	9%

Interactions: Which of the following services lines have you interacted with in the last 12 months? N=477
Satisfaction: How satisfied are you with <SERVICE LINE> products and services; N as shown
Trust: <SERVICE LINE> can be trusted or relied upon to deliver services to you organisation; N as shown
Effort: It is easy to work with <SERVICE LINE> to get the outcomes that I need; N as shown

Grey text indicates low sample sizes, read with caution as indicative results only
Two Service Line deep dives were randomly allocated to those who interacted last 12 months. Service Lines with samples sizes of 29 are statistically reliable for reporting.

eHealth NSW

Improving Satisfaction with Clinical Portfolio, Infrastructure Programs and Cloud Services will have greatest impact on improving Satisfaction with eHealth NSW overall

Experience with Program Delivery directorates contribute most to Satisfaction with eHealth NSW

- Customers who rate Clinical Portfolio, Infrastructure Programs and Cloud Services higher are more likely to be satisfied with eHealth NSW overall

- Each of these Service Lines has specific customer commitments of importance to drive Satisfaction:

  - **Clinical Portfolio**
    - Easy to access products and services
    - Engage collaboratively
  - **Infrastructure Programs**
    - Act with empathy
    - Respect my time
  - **Cloud services**
    - Explain what to expect
    - Easy to access products and services

Strength of relationship between eHealth NSW Satisfaction and Service Line Satisfaction

Relationship strength is measured on a scale of 0 to 1 where higher scores are associated with stronger positive relationship

Service Line	Score
Clinical Portfolio	0.84
Infrastructure Programs	0.83
Cloud Services	0.77
Procurement	0.69
Corporate Applications Services	0.68
Information Security Systems	0.65
Technology Support Services	0.64
Data Warehousing & Business Intelligence	0.64
Finance	0.62
CEST	0.60
Customer Support Services	0.58
Clinical Applications Services	0.48

Interactions: Which of the following services lines have you interacted with in the last 12 months? N=477
Satisfaction: How satisfied are you with <SERVICE LINE> products and services;
Scores calculated based on correlation analysis. Relationship measured on the scale from 0 to 1

eHealth NSW

'Easy to access', 'Explain what to expect' and 'Engage collaboratively' are the common areas for improvement across all Service Lines

Service Line Performance across Customer Commitments

	Sample size	Easy to access	Act with empathy	Respect my time	Explain what to expect	Resolve the situation	Engage collaboratively
Average of 12 reported Service Lines		**5.5**	**6.8**	**5.8**	**5.5**	**5.9**	**5.5**
Finance	29	6.7	7.4	6.7	6.2	6.8	6.4
Customer Support Services	125	5.7	7.3	5.9	5.5	6	5.4
Clinical Applications Services (Service Delivery)	94	5.8	6.9	6.1	5.7	6.1	5.8
Corporate Applications Services	118	6	7.1	6.3	6.1	6.3	5.9
Customer Engagement & Service Transitions (CEST)	37	6	7.2	6.2	5.9	6.1	5.6
Information Security Systems	40	5.2	7.1	5.3	5.4	6	5.6
Clinical Portfolio (Program Delivery)	38	5.6	6.8	6	5.9	6	5.7
Data Warehousing & Business Intelligence	30	5.5	7	5.7	5.4	5.9	5.5
Procurement	46	5	6.5	5.7	5.4	6	5.2
Cloud Services	49	5.1	6.3	5.4	4.7	5.4	4.5
Infrastructure Programs	29	5	5.6	5.2	4.9	5.3	5.4
Technology Support Services	77	4.9	6	4.8	4.4	4.9	4.4
Indicative results only (due to low sample)							
Clinical Engagement & Patient Safety (CEPS)	**9**	6.5	7.7	7	6.2	6.8	6.2
Integrated Care & Population Health Programs	**11**	6.5	7.1	7.1	6.3	6.8	6.3
Clinical Repositories & Integration Services	**15**	6	7	6.4	6.2	6.8	5.9
Data & Analytics Portfolio	**24**	5.8	7.5	6.1	5.8	6	5.2
Single Digital Patient Record (SDPR) Program	**13**	5.7	7.6	6.5	6.2	6.4	5.9
Investment, Strategy and Architecture (ISA)	**18**	5.5	6.7	5.8	5.5	5.7	5.7
Program and Change Management Office (PCMO)	**11**	5.8	6.9	6	5.8	6.3	6.1

Colour coding highlights the relative difference in performance ratings by Service Lines

Scores below total average   Scores above total average

Interactions: Which of the following services lines have you interacted with in the last 12 months? N=477
Satisfaction: How satisfied are you with <SERVICE LINE> products and services; N as shown
Trust: <SERVICE LINE> can be trusted or relied upon to deliver services to you organisation; N as shown
Effort: It is easy to work with <SERVICE LINE> to get the outcomes that I need; N as shown

Grey text indicates low sample sizes, read with caution as indicative results only
Two Service Line deep dives were randomly allocated to those who interacted last 12 months. Service Lines with samples sizes of 29 are statistically reliable for reporting.

12 Service Lines

eHealth NSW

Experience with 12 Service Lines shows a strength in treating customers with respect and having confidence in Staff's expertise and knowledge

NSW GOVERNMENT

Customer Commitment Overall Average of 12 Service Lines

Experience Attribute

● *Average score of 12 service lines*

Icon	Category	Score
	Easy to access	5.5
	Act with empathy	6.8
	Respect my time	5.8
	Explain what to expect	5.5
	Resolve the situation	5.9
	Engage collaboratively	5.5

Experience Attribute	Average score
It was easy to access the products or services I needed	5.6
It was easy to find information including where to go for further support	5.4
It was easy to use the products or services	5.6
I felt listened to	6.3
I was treated with respect	7.2
[Service Line] provided clear expectations on how its services will be delivered	5.7
I didn't have to provide the same information multiple times	5.6
The information provided was accurate and up to date	6.0
[Service Line] products / services were reliable	6.1
The Staff responded in a timely manner to address my issues and requests	5.9
The timeline for the end-to-end process was appropriate	5.4
[Service Line] were proactive in keeping me informed (e.g. about the status of my request)	5.6
Effective communication channels existed between eHealth NSW Staff and my organisation	5.6
I had access to quality and useful performance reporting in relation to [Service Line]	5.2
Roles and responsibilities between [Service Line] and my organisation were clearly defined	5.5
[Service Line] did what they said they would do	6.1
I was able to reach a satisfactory outcome	5.8
The reasons for decisions were clearly explained	5.8
It is easy to resolve issues when things go wrong	5.6
The Staff were knowledgeable and I have confidence in their expertise	6.4
The products and services provided by [Service Line] suited my organisation's needs	5.7
I was able to provide feedback on the service I received	5.6
I was given opportunities to contribute to the development and improvement of products and services	5.3
Training provided through [Service Line] improved my ability to perform my role	5.4

1 2 3 4 5 6 7 8 9 10

Experience Attributes: Thinking about your interactions with <SERVICE LINE>, please indicate how much you agree or disagree with the following statements; average scores
Information Security Systems N=40. Sample size for individual statements varies due to 'not applicable' responses being excluded
Customer commitment scores are the NET average for the attributes which contribute to that value

eHealth NSW

<u>Indicative</u> comparison between eHealth NSW and NSW Government services by small business customers shows performance gaps across the Customer Commitments

Comparison of Customer Commitments

Easy to access
- NSW Government: 73%
- eHealth NSW: 38%

Act with empathy
- NSW Government: 70%
- eHealth NSW: 57%

Respect my time
- NSW Government: 65%
- eHealth NSW: 43%

Explain what to expect
- NSW Government: 64%
- eHealth NSW: 38%

Resolve the situation
- NSW Government: 77%
- eHealth NSW: 44%

Engage the community / Engage collaboratively
- NSW Government: 49%
- eHealth NSW: 38%

🟥 NSW Government   🟦 eHealth NSW

NSW Government clusters, including eHealth NSW, have adopted Customer Commitments to measure customer experience with their services.

eHealth NSW has maintained the theme of each Customer Commitment but has slightly modified some of the experience statements that make up each Commitment (e.g. some differ in number of statements and language) Therefore, **this comparison is <u>indicative only.</u>**

For this report, we compare eHealth NSW customer scores with NSW Government small business customer scores as a proxy. For reference:

NSW Government Small Business Customers are defined as:

- Having 0-19 employees
- Have interacted with a government service in the past 12 months

Experience statements are asked in the context of:

- A survey with continuous data collection throughout the year with 500 business surveys per month; this data from Jan-June 2022
- *We would like your opinion on [Customer Commitment]. Please indicate how strongly you agree or disagree with each statement...*
- Responses rated on a 5-point scale; scores shown are top 2 box % strongly agree or somewhat agree (compared to top 4 box of scores 7-10 of eHealth NSW's 10-point scale)

eHealth NSW
Experience Attributes: Thinking about your interactions with <SERVICE LINE>, please indicate how much you agree or disagree with the following statements; % score 7-10 out of 10
Customer Commitment scores are the NET average for the attributes which contribute to that value. Shown here is the overall average across 12 Service Lines with sample sizes >29

NSW Government Small Business customers; We would like your opinion on [Customer Commitment]. Please indicate how strongly you agree or disagree with each statement...
Sample sizes for each statements varies n=1105 to 1450
Responses are the NET average for the attributes which contribute to that each Commitment; % of 'strongly agree' or 'somewhat agree' and exclude not applicable.
https://www.nsw.gov.au/nsw-government/state-of-customer/customers/small-business

eHealth NSW

In the follow-up interviews, customers cited trusted relationships with knowledgeable eHealth NSW Staff but desired more effective ways of working together

Act with empathy: **'Act with empathy' is generally a strength across eHealth NSW, and for some groups is characterised by close and personalised engagement**

- Customers cited positive experiences with eHealth NSW staff, driven by supportive and personalised collaboration through direct or dedicated contacts. An example of this was the collaboration with Ministry of Health on the Digital Baby book solution.

- These same characteristics explain the general support for the CAM model amongst participants, who were keen to have a direct link into eHealth NSW. Some LHDs view the CAM simply as a method for logging demand, while others share an ambition for the resource to serve as more of a 'concierge' into the eHealth NSW world, helping to better serve the needs of individual customers.

Easy to access: **Lower scores for 'Easy to access' are linked to the weaker performance of the Effort Outcome Measure, where customers face challenges finding services, information and people, and using specific systems**

- Customers often cited challenges with the SARA ticketing system. Participants indicated they couldn't find what form to fill in or could not distinguish between incidents, requests or inquiries which may result in having to re-submit forms / tickets. They also found it difficult to use due to technical language and confusing form design.

- Perceptions of "ease" was also brought to life with examples of inconsistent service experience with the SWSD i.e. "call twice and get two different answers". Experience consistency is critical to building a 'one eHealth NSW' brand and building trust in the quality that eHealth NSW can deliver to customers.

Explain what to expect: **Lower scores for 'Explain what to expect' are underpinned by unclear delineations of eHealth NSW scope and responsibilities and inadequate communication**

- Customers were generally unaware and confused by the scope and split of eHealth NSW Service Lines, and further between the remit of eHealth NSW versus LHDs or other Health Organisations e.g. HealthShare NSW.

- Customers also felt a lack of clarity around roles and responsibilities. Outside of project-based work which typically has a dedicated project management team, customers generally felt confused on who was the right contact and how to reach them to resolve a request.

Engage Collaboratively: **Lower 'Engage collaboratively' scores can be attributed to the customer desire for greater consultation and proactive change management**

Customers recognised multiple ways to more effectively engage collaboratively:

- **Co-design strategy**: Customers shared that the eHealth NSW strategy was not always clear, particularly in relation to digital strategy. They seek co-designed strategies across Health, including better representation of virtual care priorities in eHealth NSW priorities to enable SDPR broadly.

- **Proactive change management**, i.e. for SDPR, would enable customers to better plan for change and adequately manage risk. The same sentiment was shared beyond SDPR among ICT professionals, expressing that a greater acknowledgement and use of the expertise sitting in LHD ICT teams, would not only improve collaboration scores, but also the overall quality of solutions delivered.

- **Increased engagement with clinicians** would enable eHealth NSW to understand the impact from a clinical perspective, and thus improve 'Engage collaboratively' scores.

- **Act on customer feedback and communicate the changes** being made to demonstrate that customer feedback is valued and customer-centric transformation is more than ambition. Showing action on feedback will build trust as well as increase perceptions of collaboration.

eHealth NSW

Spotlights

A. Engagement scores

B. NSW Ambulance

C. Ministry of Health NSW

D. Value for money

E. Pricing clarity

F. Customer verbatim themes related to Satisfaction

eHealth NSW

Spotlight A: In 2022 we piloted a modified Engagement measure (2) that focuses more on the customer outcome of partnership

How we measure Engagement

The Engagement measure is derived by an average of four statements designed to understand a customer's relationship with eHealth NSW.

The 2022 survey includes the 2019 statements to allow us to compare our engagement performance to 2019, as well as new statements to derive the new engagement measure (2).

Engagement Score (1) - 2019

Relationship	Communication
My organisation has a strong relationship with eHealth NSW	I feel that eHealth NSW communicates openly and transparently with my organisation

Value for money	Trust
I feel that eHealth NSW demonstrates value for money	eHealth NSW can be trusted or relied upon to deliver services to your organisation

Engagement Score (2) - 2022

Understands my needs	Communication
[NEW] eHealth NSW understands my needs	eHealth NSW communicates openly and transparently with my organisation

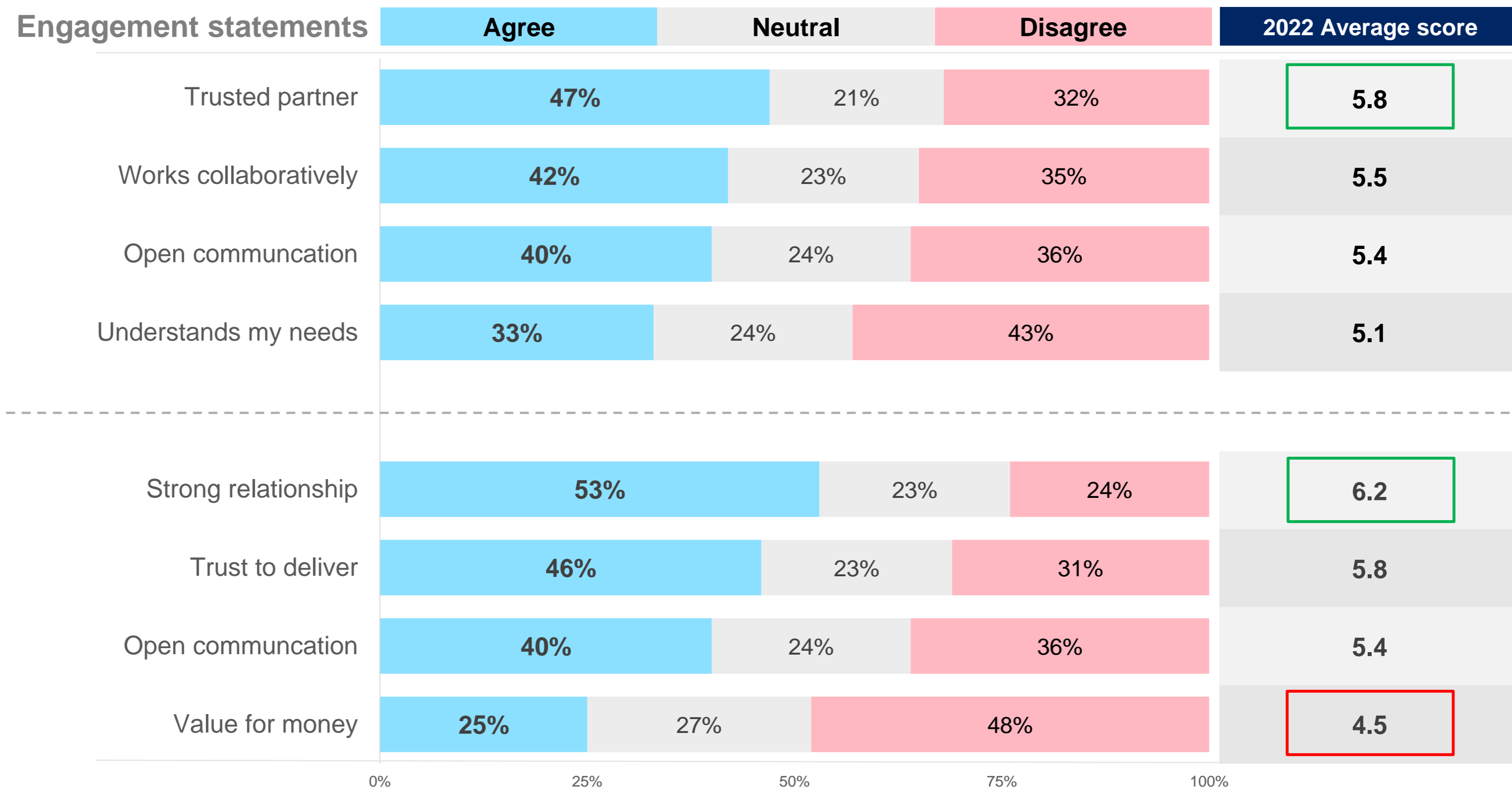| Collaboration	Trusted partner
[NEW] eHealth NSW works collaboratively with my organisation to achieve shared outcomes	[NEW] eHealth NSW is a trusted partner and adviser for my organisation

The survey measured both engagement scores. We will report both measures in this report and plan to discontinue Engagement Score (1) in 2024

eHealth NSW

Spotlight A: Greater consistency among Engagement statement scores indicates that the new Engagement Score (2) is a more reliable measure of customers' relationship with eHealth NSW

Engagement in detail

Engagement Score (2) - 2022
5.4 / 10

Engagement Score (1) - 2019
5.5 / 10

'Value for money' statement will remain in the survey, but will not be a part of Engagement measure

Engagement statements	Agree	Neutral	Disagree	2022 Average score
Trusted partner	47%	21%	32%	5.8
Works collaboratively	42%	23%	35%	5.5
Open communcation	40%	24%	36%	5.4
Understands my needs	33%	24%	43%	5.1
Strong relationship	53%	23%	24%	6.2
Trust to deliver	46%	23%	31%	5.8
Open communcation	40%	24%	36%	5.4
Value for money	25%	27%	48%	4.5

Highest average engagement score Lowest average engagement score

Please indicate how much you agree or disagree with the following statements. Answers exclude "Not applicable" responses n range between 354 – 473
1 Engagement, New for 2022: eHealth NSW understands my needs, eHealth NSW works collaboratively with my organisation to achieve shared outcomes, eHealth NSW is a trusted partner and advisor for my organisation, eHealth NSW communicates openly and transparently with my organisation; % agree (average of 4).
2 Engagement, Statements to compare 2022 data to previous years eHealth NSW communicates openly and transparently with my organisation; my organisation has a strong relationship with eHealth NSW, I feel that eHealth NSW demonstrates value for money, eHealth NSW can be trusted or relied upon to deliver services to your organisation % agree (average of 4).
Principal Component Analysis (PCA) was undertaken to identify relationships between all engagements statements to identify if there are fewer statements that explain the greatest variance in overall engagement. Overall, the statements in Engagement Score (2) are highly correlated

eHealth NSW

Spotlight B: eHealth NSW performance for NSW Ambulance customers declined significantly since 2019

eHealth NSW Outcome Measures – NSW Ambulance results

Satisfaction

3.1 Change from 2019 **(-1.0)**

Satisfaction with eHealth NSW's products and services

	2022 n=39	2019 n=34
% Satisfied (7-10)	5%	21%
% Neutral (5-6)	18%	21%
% Dissatisfied (1-4)	77%	59%

Trust

3.1 Change from 2019 **(-0.6)**

Trust in eHealth NSW to deliver product and services to o my organisation

	2022 n=39	2019 n=34
% Agree (7-10)	5%	15%
% Neutral (5-6)	23%	24%
% Disagree (1-4)	72%	62%

Engagement

2.8 Change from 2019 **(-0.7)**

Engagement with eHealth NSW (derived from 4 statements)

	2022 n=39	2019 n=34
% Engaged (7-10)	6%	6%
% Neutral (5-6)	12%	24%
% Disengaged (1-4)	82%	71%

Effort

2.4 Change from 2019 **(NEW)**

Ease of working with eHealth NSW to get the outcomes I need

	2022 n=39	2019
% Agree (7-10)	3%	NEW
% Neutral (5-6)	5%	NEW
% Disagree (1-4)	92%	NEW

Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW; % satisfied
Trust: eHealth NSW can be trusted or relied upon to deliver services to you organisation; % agree
Engagement: eHealth NSW understands my needs, eHealth NSW works collaboratively with my organisation to achieve shared outcomes, eHealth NSW is a trusted partner and advisor for my organisation, eHealth NSW communicates openly and transparently with my organisation; % agree (average of 4).
Effort: It is easy to work with eHealth NSW to get the outcomes that I need; % agree

eHealth NSW

NSW GOVERNMENT

Spotlight B: NSW Ambulance customers' scores have significant influence on eHealth NSW performance

eHealth NSW Outcome Measures from NSW Ambulance view

Satisfaction		
Satisfaction with eHealth NSW's products and services		
Total sample	5.7/10	
NSW Ambulance excluded	5.9/10	
NSW Ambulance only	3.1/10	

NSW Ambulance only - breakdown

	2022 n=39	2019 n=34
% Satisfied (7-10)	5%	21%
% Neutral (5-6)	18%	21%
% Dissatisfied (1-4)	77%	59%

Trust		
Trust in eHealth NSW to deliver product and services to o my organisation		
Total sample	5.8/10	
NSW Ambulance excluded	6.0/10	
NSW Ambulance only	3.1/10	

NSW Ambulance only - breakdown

	2022 n=39	2019 n=34
% Agree (7-10)	5%	15%
% Neutral (5-6)	23%	24%
% Disagree (1-4)	72%	62%

Engagement		
Engagement with eHealth NSW (derived from 4 statements)		
Total sample	5.5/10	
NSW Ambulance excluded	5.7/10	
NSW Ambulance only	2.8/10	

NSW Ambulance only - breakdown

	2022 n=39	2019 n=34
% Engaged (7-10)	6%	6%
% Neutral (5-6)	12%	24%
% Disengaged (1-4)	82%	71%

Effort		
Ease of working with eHealth NSW to get the outcomes I need		
Total sample	5.1/10	
NSW Ambulance excluded	5.4/10	
NSW Ambulance only	2.4/10	

NSW Ambulance only - breakdown

	2022 n=39	2019
% Agree (7-10)	3%	NEW
% Neutral (5-6)	5%	NEW
% Disagree (1-4)	92%	NEW

Response rate among NSW Ambulance respondents is 37% comparing to 21% total
The impact of NSW Ambulance results is consistent across 2019 and 2022
Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW; % satisfied
Trust: eHealth NSW can be trusted or relied upon to deliver services to you organisation; % agree
Engagement, Statements to compare 2022 data to previous years eHealth NSW communicates openly and transparently with my organisation; my organisation has a strong relationship with eHealth NSW, I feel that eHealth NSW demonstrates value for money, eHealth NSW can be trusted or relied upon to deliver services to your organisation % agree (average of 4). N=471
Effort: It is easy to work with eHealth NSW to get the outcomes that I need; % agree

NSW Ambulance (Only)

eHealth NSW

Spotlight B: NSW Ambulance customers raise several concerns around lack of trust, understanding their needs and transparency of processes

Summary of Key pain points shared by NSW Ambulance (NSWA)

Collaborative engagement and communication

NSWA seeks **greater transparency and collaboration** with eHealth NSW on projects (e.g. transition to CAD). Customers felt there is a lack of consultation and communication on critical updates on joint projects. Further, they felt they are not given adequate opportunity to jointly plan projects or strategies with a consideration of Ambulance-specific requirements and impact.

*"eHealth NSW **fails to engage** with users and understand the requirements, instead **forcing 'standards'** that were not developed with the specific use case being discussed. eHealth NSW is not forward thinking and **refuses to adapt to current technology** and software instead sticking with previous systems that no longer meet requirements or that do not allow for future growth."*

Understanding needs

NSWA finds that eHealth **NSW focuses on providing standardised service and** does not account for their nuanced needs, especially in the context of 000 operations. By striving to provide 'one fits all' solutions, eHealth NSW shows little flexibility in accommodating specific NSW Ambulance requirements. This is evident in regards to statewide programs and pricing, which do not reflect the priorities of NSWA.

*"**Non responsive not understanding our business**"*

*"eHealth NSW behind in providing urgent infrastructure, **not understanding Ambulance needs and urgency** of issues."*

Relationship and trust

Relationship between eHealth NSW and NSWA is challenged by a **lack of trust and confidence** that eHealth NSW can provide the needed support and care to enable NSWA to deliver its services. Interactions are often not constructive where escalation to executive level is required to resolve operational issues.

*"Over the past 16 months there is a growing serious **concern about eHealth NSW's ability, capability and understanding to support the NSWA AmbCAD** (Triple Zero platform) at the application and server layers and to support NSWA as an Emergency Services Organisation. Some **decisions not to attend meetings** with Clinical Operations Staff have been interpreted as withdrawal of services by eHealth NSW."*

Service delivery and lengthy issue resolution

- NSWA does not have an understanding of **how requests are prioritised** and experience long delays in service requests delivery

- Find the eHealth NSW team to be **working in silos**, slow to respond, not taking **ownership,** and due to unclear and complex processes; NSWA customers are **unclear with who to contact** for a specific requests

*"it **takes a very long time for services to be delivered** on certain items. I don't have an understanding as to how eHealth NSW prioritise which item they will deliver next, and as a result am **unclear of whether the priorities of eHealth NSW align with those of NSW Ambulance**."*

Ministry of Health (Only)

eHealth NSW

Spotlight C: Strong improvement in Outcome Measures for Ministry of Health NSW since 2019

eHealth NSW Outcome Measures from Ministry of Health view

Satisfaction

5.8 Change from 2019 **(+0.7)**

Satisfaction with eHealth NSW's products and services

	2022	2019
% Satisfied (7-10)	42%	31%
% Neutral (5-6)	32%	30%
% Dissatisfied (1-4)	26%	39%

Trust

6.1 Change from 2019 **(+1.2)**

Trust in eHealth NSW to deliver product and services to o my organisation

	2022	2019
% Agree (7-10)	53%	29%
% Neutral (5-6)	24%	27%
% Disagree (1-4)	24%	44%

Engagement

5.7 Change from 2019 **(+1.0)**

Engagement with eHealth NSW (derived from 4 statements)

	2022	2019
% Engaged (7-10)	43%	18%
% Neutral (5-6)	29%	30%
% Disengaged (1-4)	29%	53%

Effort

5.3 Change from 2019 **(N/A)**

Ease of working with eHealth NSW to get the outcomes I need

	2022
% Agree (7-10)	37%
% Neutral (5-6)	29%
% Disagree (1-4)	34%

Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW; % satisfied n=38, 2019 n=74
Trust: eHealth NSW can be trusted or relied upon to deliver services to you organisation; % agree n=38, 2019 n=74
Engagement, Statements to compare 2022 data to previous years eHealth NSW communicates openly and transparently with my organisation; my organisation has a strong relationship with eHealth NSW, I feel that eHealth NSW demonstrates value for money, eHealth NSW can be trusted or relied upon to deliver services to your organisation % agree (average of 4).
N=38, 2019 n=74
Effort: It is easy to work with eHealth NSW to get the outcomes that I need; % agree n=38
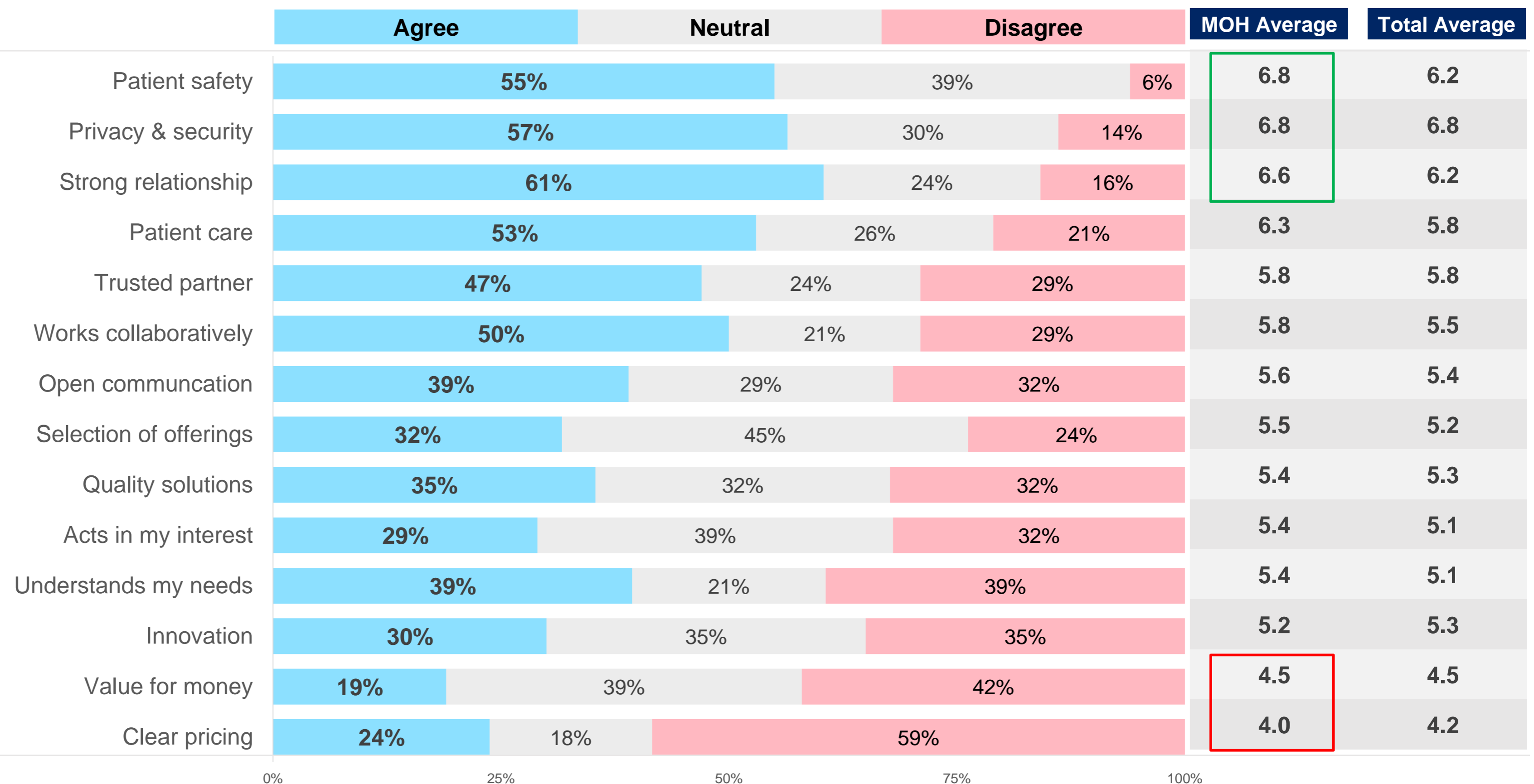
Ministry of Health (Only)

eHealth NSW

Spotlight C: Analysis of the MOH performance attributes highlights strengths in patient safety while pricing clarity can be improved

Performance attributes

eHealth NSW performance attributes measure customer perceptions on strategically important performance areas, **filtered by Ministry of Health customers**.

Pain points

- **Lack of communication and knowledge sharing** within and across the eHealth NSW team, when outsourcing jobs to vendors, at times the eHealth NSW employee managing the vendor had no knowledge on the vendor leading to mismanagement of the tasks and higher cost incurred by the customers

- The **jargons used by eHealth NSW** ("invoices are full of jargons") are not communicated clearly to the customers, this **impacts the distrust in customers** on the high quotes provided to them and lodgement of tickets accurately

- The navigation of the **complex ticketing structure** of SARA is impacted by the lack of **roles and responsibilities are not clearly distinguished** therefore navigating eHealth NSW is done via building relationships

	Agree	Neutral	Disagree	MOH Average	Total Average
Patient safety	55%	39%	6%	6.8	6.2
Privacy & security	57%	30%	14%	6.8	6.8
Strong relationship	61%	24%	16%	6.6	6.2
Patient care	53%	26%	21%	6.3	5.8
Trusted partner	47%	24%	29%	5.8	5.8
Works collaboratively	50%	21%	29%	5.8	5.5
Open communcation	39%	29%	32%	5.6	5.4
Selection of offerings	32%	45%	24%	5.5	5.2
Quality solutions	35%	32%	32%	5.4	5.3
Acts in my interest	29%	39%	32%	5.4	5.1
Understands my needs	39%	21%	39%	5.4	5.1
Innovation	30%	35%	35%	5.2	5.3
Value for money	19%	39%	42%	4.5	4.5
Clear pricing	24%	18%	59%	4.0	4.2

0% 25% 50% 75% 100%

☐ Highest average agreement score   ☐ Lowest average agreement score

eHealth NSW

Spotlight D: Value for money

Value for money is a top 5 driver of eHealth NSW Satisfaction, yet half of customers disagree that eHealth NSW demonstrates value for money

Customers who agree eHealth NSW demonstrates Value for money in service:

- More likely to be from Rural LHDs (although this cohort are polarised)

- More likely to be from Corporate area within organisation

- While not mentioning specific examples that demonstrate value, this customer cohort are generally more positive about their perceptions of eHealth NSW with higher Satisfaction (7.8), Trust (8.1) and Effort (7.6) scores

eHealth NSW demonstrates value for money

Agree 25%
Disagree 48%
Neutral 27%
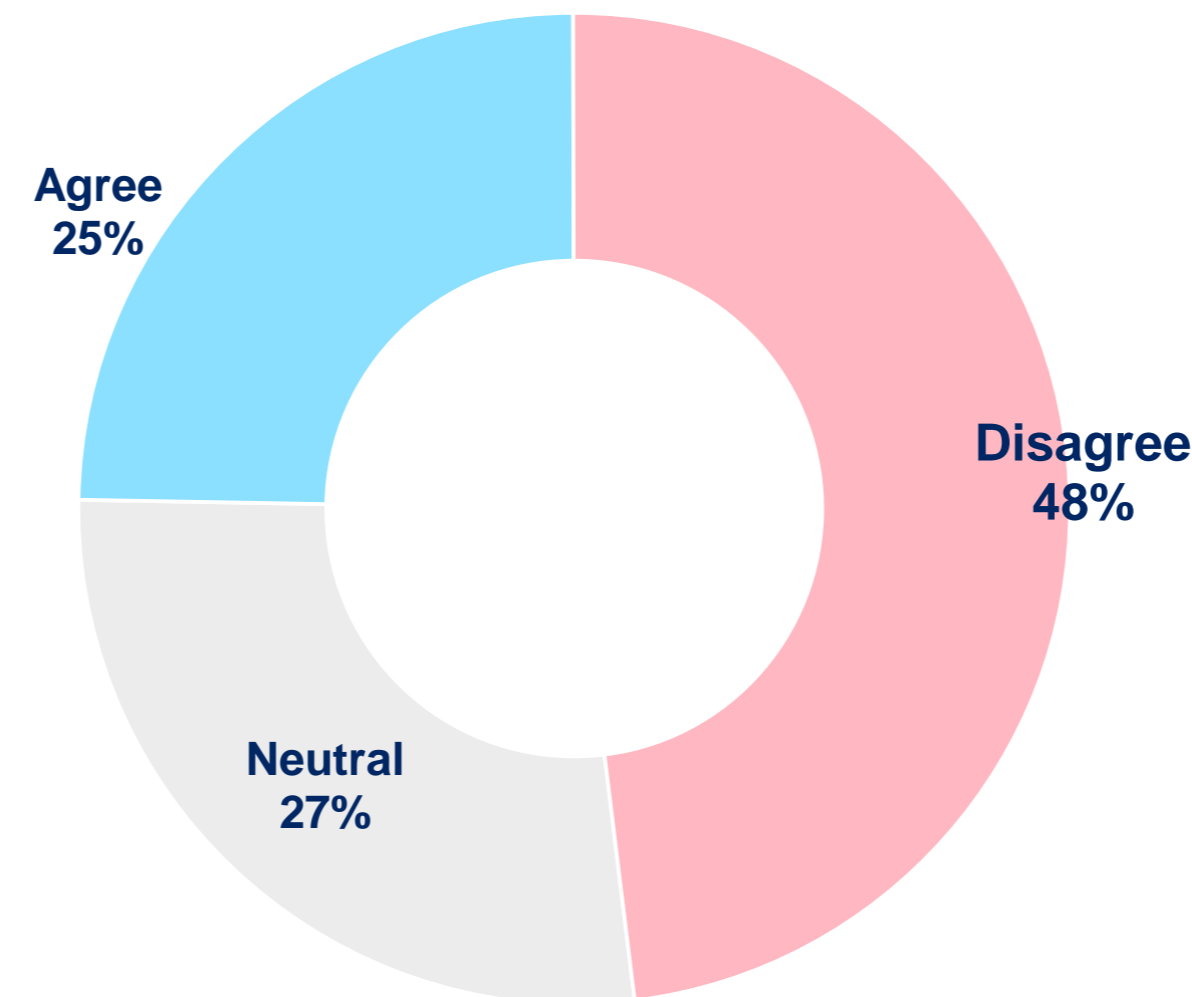
Customers who disagree eHealth NSW demonstrates value for money:

- More likely to be from NSW Ambulance and Metro LHDs

- More likely to be ICT Professionals

- Typically cited **the following areas:**
  - Lack of Staff including skills and physical presence
  - Products and services not fit for purpose
  - Service delays
  - Strategic misalignment between eHealth NSW and other organisations
  - General lack of support

*"There is **generally poor value in eHealth NSW options**, or they are not fit for purpose. There seems to be a significant knowledge gap in several teams."*

*"**Cost needs to be balanced** with the need for the LHDs"*

*"**unreasonable and opaque costs**."*

*"listen to what customers want; **provide value for money services**; find ways to save front line services money"*

*"Unsure how much my agency is paying for eHealth NSW services, **what value we are getting from those services**, what the SLAs are or what penalties apply if eHealth NSW don't deliver on time. eHealth NSW **does not treat my agency like a customer**. Often, eHealth NSW has the approach that the agencies are there to service them instead of eHealth NSW servicing the agencies."*

*"Products and services are **over-priced,** and alternatives can be more attractive elsewhere"*

*"Even though we are YOUR customer, **I fail to see any value added to my experience with the system**. Often get told it's not your problem, or that system amendments can't be made. Everything has to go through an **extremely long approval path only to get rejected**. eHealth NSW are very argumentative in webinars/meetings and continually focus on cost only, and try and talk the customer out of wanting to make changes to the system that will benefit the customer. '*
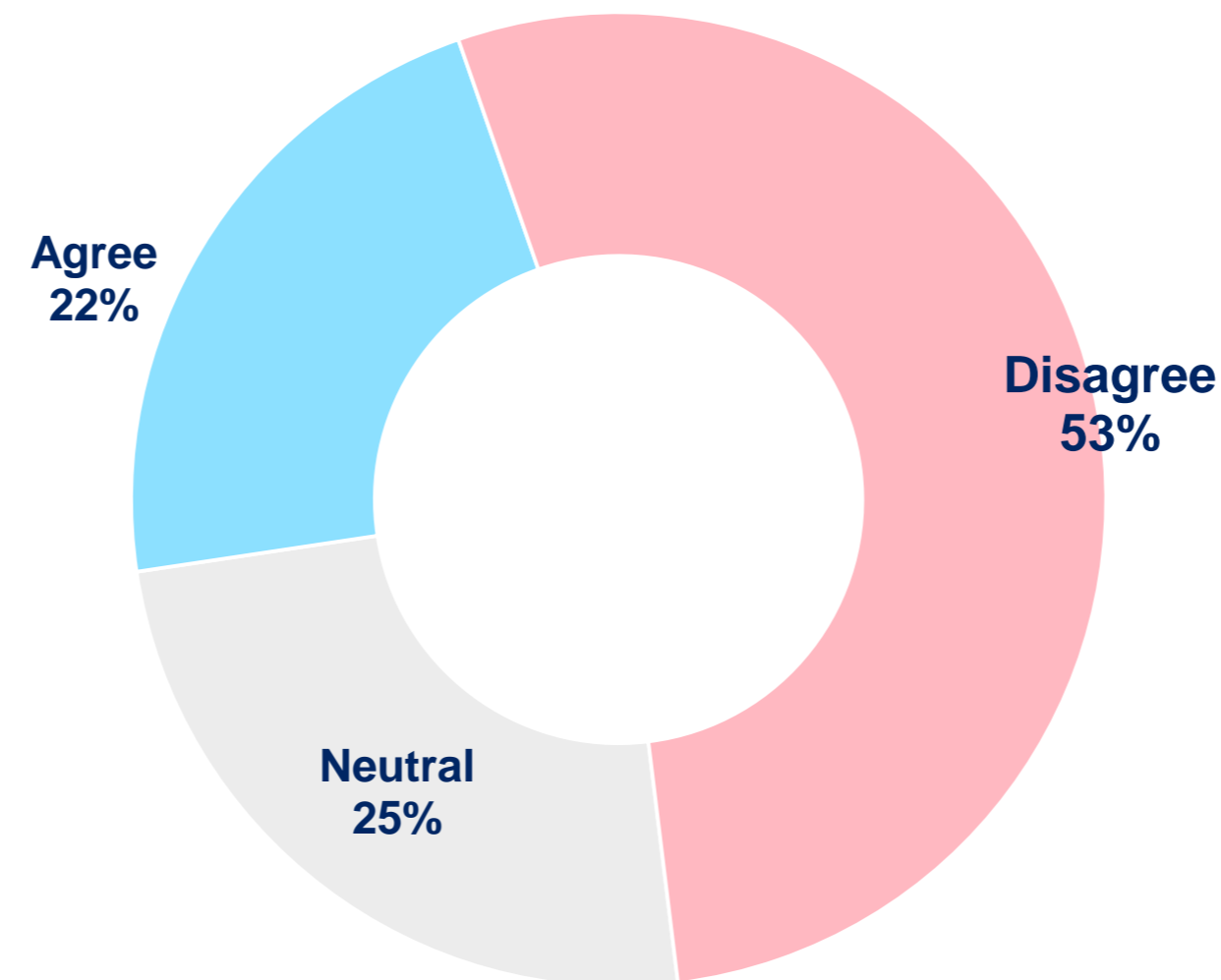
eHealth NSW

Spotlight E: Pricing

Pricing clarity receives the lowest agreement scores of all the performance attributes and is declining over time

Customers who perceived Clear Pricing in eHealth NSW service:

- More likely to be from LHDs and Pillar organisations however it is also polarising for these groups

- More likely to be from Corporate area within organisation

- While not mentioning specific examples that demonstrate value, this customer cohort are generally more positive about their perceptions of eHealth NSW with higher Satisfaction (7.8), Trust (8.1) and Effort (7.6) scores

*"**Apttio is a huge improvement** "*

*"Apptio has been introduced to apparently improve transparency, however **there are more questions raised from this than it answers.** Invoices are inconsistent; things go missing from invoices; suggest greater engagement from CAMs to better understand, explain and report on current state of finances."*

eHealth NSW's pricing is clear and easy to understand

Agree 22%

Disagree 53%

Neutral 25%

*"The products and services vary in quality significantly, therefore overall I have chosen a 5. **Products and services are over-priced**, and alternatives can be more attractive elsewhere. It is the convenience of going via eHealth NSW that wins their business."*

Customers who perceived No Clear Pricing in eHealth NSW service:

- More likely to be from Other Health Organisations including NSW Ambulance and Ministry of Health

- More likely to be ICT Professionals and Executives

- Typically cited **the following areas:**
  - Difficulty believing that a 'cost only' basis is used given the prices quoted
  - Products and services are over-priced, and alternatives can be more attractive elsewhere
  - Products and services at unreasonable and opaque costs
  - Higher cost to what local LHDs could accomplish with their own teams

*"Our experience has been that most invoicing happens on time and when requested, however **invoicing is not transparent, and it is often difficult** to reverse engineer what has been invoiced and why."*

Finance Customers (only)

eHealth NSW

NSW GOVERNMENT

Spotlight E: Even for Finance customers, perceptions of value for money and clear pricing score relatively lower than other attributes

Performance attributes

Finance customers' performance attributes measure customer perceptions on strategically important performance areas, filtered by customers of the Finance Service Line.

	Agree	Neutral	Disagree	FIN Average	Total Average
Privacy & security	76%	14%	10%	7.5	6.8
Strong relationship	65%	27%	8%	7.1	6.2
Patient safety	64%	23%	14%	6.8	6.2
Trusted partner	56%	28%	16%	6.6	5.8
Patient care	55%	30%	15%	6.5	5.8
Quality solutions	58%	25%	17%	6.4	5.3
Acts in my interest	50%	25%	25%	6.3	5.1
Innovation	59%	18%	23%	6.2	5.3
Open communcation	48%	30%	22%	6.2	5.4
Works collaboratively	46%	29%	25%	6.2	5.5
Selection of offerings	50%	23%	27%	6.1	5.2
Understands my needs	48%	28%	24%	6.1	5.1
Value for money	40%	30%	30%	5.4	4.5
Clear pricing	43%	19%	38%	5.2	4.2

0%   25%   50%   75%   100%

☐ Highest average agreement score   ☐ Lowest average agreement score

Please indicate how much you agree or disagree with the following statements. CAUTION LOW SAMPLE SIZES Answers exclude "Not applicable" responses n range between 20 - 26

eHealth NSW

Spotlight F: Customer verbatims from those rating high satisfaction (8-10 Satisfaction)

Verbatims focused on positive Staff interactions and responsiveness creating a strong foundation in delivering services

Prompt and timely response

- Service teams **respond** to **general inquiries promptly**

- With **complex inquiries** and when products and services are not working the service team **prioritises fixing the problem** and **directing to particular channels**

- Customers find the **call centre helpful, responsive** and the **best point of contact** for **urgent inquiries**

*"Things work, and if they don't the **service teams are responsive** and try to fix the problem as soon as possible."*

*"HealthRoster works very well and any requests for assistance are **answered very promptly** and kept up to date with progress."*

*"**The call centre** is my largely unplanned contact point for maters IT- **helpful and responsive**."*

*"They are **always quick to respond**. If a ticket is out of scope, they usually advise this and provide the channel to have it resolved."*

Helpful and supportive team

- eHealth NSW Staff are **professional, helpful** and **supportive**

- Staff go above and beyond to **support customers even when it falls out of the scope** of eHealth NSW at times

- Staff **provided support almost 24/7**, 7 days a week especially **during COVID period**

*"I have always found the **NSW e-health team responsive and helpful**. There is a **willingness to support** Karitane as a small AHO entity to achieve innovative and progressive business solutions. Customer service representatives **have been attentive** to matters raised and sought to find an efficient/cost effective solution. We have been supported with PSAFs and technical challenges and interfaces."*

Professional customer service

- Customers find Staff provide **professional customer service and maintain a positive attitude**

- Staff have a strong commitment to service and **continuous improvement** in products

- Service teams have **a better understanding of some organisations' needs** (e.g. MoH) and are implementing programs to improve the infrastructure and provide better care to patients

*"I have been **supported by the Desktop/Systems Analyst, Asset Management, and Service Management** team in WSLHD DHS. The **prompt service** is greatly appreciated. It helps us to minimise impact/low production from our end every time you fix or resolve our issue. So thank you so much."*

*"Always **professional and great customer service**."*

*"**Services and capabilities are improving** as MoH's needs are better understood and programs are implemented to improve ICT infrastructure."*

Collaborative and knowledgeable

- Customer service Staff are **knowledgeable** across the overall system and network, and have **access to various resources** to ensure project completion and engage stakeholders quicker

- The team **includes customers** and **works with them collaboratively** to solve inquiries promptly

*"The team **works collaboratively** with me to resolve issues in a timely manner."*

*"Support from eHealth NSW is **more knowledgeable than local district support** on the overall system and its network. Staff are equipped to gather multiple resources to ensure project completion and engage stakeholders quicker."*

*"Very clever people who **are considered and knowledgeable** in the advice they provide and the work they do."*

eHealth NSW

Spotlight F: Customer verbatims from those rating low satisfaction (1-4 Satisfaction)

Verbatims from those who express low Satisfaction focused on four key themes, consistent with the areas identified in the "prioritise" and "nurture" quadrants (page 31)

Understanding needs

- Customers feel they are told what they are getting, their **needs are not heard,** and they **have no choice** in relation to products and services

- They **seek more opportunities to be consulted** and input into continuous improvement initiatives

- Some customers feel eHealth NSW is an "ivory tower" and "disconnected from clinical reality"

*"eHealth NSW does **not seem to consider their customers' needs** when developing services, often developing them in isolation and **without customer consultation** and requirements gathering. This results in many **services released missing many fundamental features** that would be provided by a private sector services organisation."*

Open and transparent communication

- Need **greater transparency on how decisions are made and timelines** for implementation and delivery

- **Lack of financial transparency** at the senior level

- **Inconsistent messaging from various leads and team members** which is confusing

- Teams working in **silos across the various service lines** with little transparency

- **Lack of communication** of progress or updates

*"eHealth NSW has some great people but is **frequently unresponsive**, slow to move and extremely siloed. Different arms of eHealth NSW **don't communicate with each other,** often asking the customer to communicate to another eHealth NSW team."*

*The individuals try really hard but the communications between the LHDs and eHNSW **rely on informal channels**."*

*"Timeframes often change and are **delayed or missed without good communication**."*

Quality Solutions and Selection of offerings

- **Products and systems** are perceived to **not be user friendly, cumbersome, out of date and difficult to navigate** which all add time i.e. ROB, SARA

- Customers experience **issues with integration of inflexible products and services** which reflect a lack of understanding for real customer needs

- Perception that eHealth NSW is **not actively and accurately targeting or promoting products and services** and some customers are unclear about the uses and products available

*"eHealth NSW is not forward thinking and **refuses to adapt** to current technology and software instead sticking with previous **systems that no longer meet requirements** or that do not allow for future growth."*

*"Clinicians working with **old and outdated technology**, convoluted and unclear process for Staff to seek assistance/remediation, long wait times for any action"*

The right support

- **Unresolved issues** due to how technology support is assigned

- Tend to **go around formal channels to people they know**, finding that individual relationships is the only way to get the outcome they need

- The **ticketing process causes frustration** when there are no other channels to follow up with

- **Unresponsive or slow service** which causes frustration

*"Only 1st Level or 2nd Level Technical Staff deal with SWSD Tickets. Therefore, **we could not actually resolve technical issues**"*

*"**Have the relevant resourcing** to support the tools and provide appropriate guidance"*

*"Support for mobile (phone) services is **not fast/supportive enough**. I only use a mobile and to have to wait for weeks and make **multiple follow up calls** to SARA/helpdesk is not good enough."*

eHealth NSW

Opportunity Areas

eHealth NSW

We identified 6 Opportunity Areas from synthesising the Customer Survey results and follow-up interviews to improve eHealth NSW Strategic Outcome Measures

Opportunity areas will inform the action plan that will be developed in consultation with the eHealth NSW service lines and relevant stakeholders

Greater collaboration across the ICT lifecycle

From creating strategies and roadmaps, to the design, development and improvement of services, customers from all backgrounds (e.g. Clinical, ICT, corporate) seek opportunities to input and collaborate on solutions to ensure their organisations' needs are considered.

"Collaboration needs to begin in the first instance so we have fit for purpose offerings. Not after the fact when we have to fit a product into our workflow."

Easier processes to benefit both staff and customers

Opportunity for customers and eHealth NSW to work together more effectively including simpler processes that save time and effort for both staff and customers.

"There could be improvements to the ease of access, reduction in steps, forward facing structure could be improved, forms simplified or increased explanatory instructions."

Clarity and consistency in how services are managed

Opportunity to provide customers with a more consistent experience when engaging with eHealth NSW teams, centred on clarity of roles and responsibilities, timely communications, and transparent pricing.

"eHealth is a large, complex beast and the experience is variable depending on the team and sometimes the individual…The issue is consistency, transparency and cohesiveness."

Clearer guidance on how to navigate eHealth NSW

Opportunity to provide customers with clearer guidance on how to access, find information or request support on eHealth NSW people, products, services, and processes

"e-Health is not easy to deal with, not easy to get information from, not easy to get the right contacts…"

Shared customer centric mindsets and skills

Opportunity to leverage eHealth NSW strong relationship building skills to help them better understand who our customers are and how to support their needs.

"Further work is required by eHealth to become more customer centric across all ehealth business lines including listening and acting on customer requirements"

Follow-through on customer feedback

Opportunity to drive greater partnership and demonstrate eHealth NSW is listening to the needs of their customers by acting on relevant feedback and informing them of how their feedback has been used.

"If eHealth did what I said earlier, which was to say we surveyed you, you said this and because of what we're doing this, this and this, I think it might improve the service 1% but would improve the relationship 60%".

eHealth NSW

Potential actions to support Opportunity Areas (1/4)

Opportunity Area	How might we …	Potential initiatives
Greater collaboration across the ICT lifecycle	• Provide earlier visibility on eHealth NSW strategic priorities and projects, including roadmaps and program timelines to ensure Health Organisations can resource and budget appropriately	
	• Standardise customer engagement in the design, development and continuous improvement of eHealth NSW-led solutions (clinical, corporate and infrastructure), including design working groups and communities of practice, to ensure solutions are designed based on customer needs	
	• Standardise the change management approach and resourcing for all eHealth NSW sponsored implementations / onboarding	One eHealth (Process optimisation WG)
	• Have flexible pricing options to cater to different size Health Organisations	One eHealth (Products & Services WG); Customer Centricity (Products & Services Stream)
	• Drive strong clinical engagement from the early stages of SDPR development to ensure the needs and requirements of clinicians are met	SDPR
	• More widely embed the Voice of Customer (VOC) framework to gather and manage customer feedback and insights for continuous improvement	Customer Centricity

Further consultation will take place to finalise agreed actions in support of these opportunity areas

eHealth NSW

Potential actions to support Opportunity Areas (2/4)

Opportunity Area	How might we …	Potential initiatives
Easier processes to benefit both staff and customers	• Create more customer centric, effortless experiences: • PSAF process • Demand request process	One eHealth – Process optimisation WG
	• Improve the usability of the SARA platform: • Help new users more easily navigate SARA e.g. training for new starters • Review and redesign SARA forms to improve its usability • Revise procedures around support ticket closure to ensure that tickets are not closed prematurely • Develop SARA-wide standardised approach to ticket resolution, including consistent SLAs on ticket handling • Create more clear workflows with other resolver groups in order to action customer requests more efficiently e.g. local ICT & eHealth NSW resolver group • Utilise internal data on tickets raised to identify trends and improvement opportunities	One eHealth – Process optimisation WG
	• Revise training materials and procedures for SWSD operators to ensure consistency of skill and service	Services Evolution (Management uplift initiatives)

Further consultation will take place to finalise agreed actions in support of these opportunity areas

eHealth NSW

Potential actions to support Opportunity Areas (3/4)

Opportunity Area	How might we …	Potential initiatives
Clarity and consistency in how services are managed	• Standardise management of eHealth NSW owned services including service inclusions, support, points of contact, etc	• One eHealth –Process optimisation WG
	• Continue with pricing transparency and provide timely bills that are easy to understand	• Consumption Based Pricing model implementation
	• Create standard service performance tracking, accessible to both eHealth NSW staff and customers	
	• Review and revise distribution lists to ensure that all affected customers (including those in affiliated organisations) receive relevant updates, such as outages, system notifications	
	• Create standard approach to change communication on relevant customer matters (e.g. outages, project updates), including setting notice period targets	• Customer Centricity
	• Improve customer-related knowledge transfer between eHealth NSW teams and Service Lines	• Customer Centricity
	• Ensure clear succession plans within eHealth are in place to enable smooth handovers and knowledge transfer	
	• Ensure eHealth NSW roles and responsibilities in CyberSecurity space are clearly defined and communicated to customers	

Further consultation will take place to finalise agreed actions in support of these opportunity areas

eHealth NSW

Potential actions to support Opportunity Areas (4/4)

Opportunity Area	How might we …	Potential initiatives
Clearer guidance on how to navigate eHealth NSW	• Set up a resource accessible to NSW Health that provides information on eHealth NSW teams, Service Lines, sponsored programs and go-to contacts	
	• Re-imagine the Customer Account Manager (CAM) role to help customers navigate eHealth NSW to better serve their business needs	• Customer Centricity
	• Regularly inform customers on new and upcoming eHealth NSW solutions, products and services	• Customer Centricity
Shared customer centric mindsets and skills	• Help educate eHealth NSW staff on our customer cohorts, their organisations, context and needs	• Customer Centricity
	• Define and foster the customer centric behaviours that we want eHealth NSW staff to uphold	• Customer Centricity
	• Create guidelines to show what good customer experience looks like (e.g. embed Customer Commitments)	• Customer Centricity
Follow-through on customer feedback	• Align on an eHealth NSW wide Customer Survey action plan and actively track and communicate progress on implementation to our customers	• Customer Centricity
	• Standardise conducting 'lessons learned' activities post implementation to inform continuous improvement or the next implementation phase	
	• Define success measures for each improvement activity to ensure that actions taken lead to improved CX	
	• Provide information on how eHealth NSW utilises SWSD feedback and what actions have been taken	• Services Evolution (Management uplift initiatives)

Further consultation will take place to finalise agreed actions in support of these opportunity areas

eHealth NSW

Appendix

NSW
GOVERNMENT

eHealth NSW

A. Outcome Measures by Service Line

A more detailed report on specific Service Lines is available in a separate pack

eHealth NSW

Finance has a clear lead on Satisfaction compared to other reported Service Lines

Service Line Satisfaction

The distribution of scores across agree vs disagree show an inconsistent experience for services with below average Satisfaction i.e., Procurement, Cloud, Infrastructure and Technology Support Services.

Service Line Average 5.7

Service Line	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average score (out of 10)
Finance	62%	24%	14%	6.7
Customer Support Services	50%	30%	20%	6.2
Clinical Applications Services (Service Delivery)	53%	28%	19%	6.2
Customer Engagement & Service Transitions (CEST)	51%	30%	19%	6.1
Corporate Applications Services	48%	31%	21%	6.1
Information Security Systems	40%	38%	23%	5.7
Clinical Portfolio (Program Delivery)	45%	29%	26%	5.7
Data Warehousing & Business Intelligence	43%	37%	20%	5.6
Procurement	41%	22%	37%	5.5
Cloud Services	37%	22%	41%	5.1
Infrastructure Programs	38%	24%	38%	4.8
Technology Support Services	34%	21%	45%	4.8

Satisfaction: How satisfied are you with the products and services you currently receive from <SERVICE LINE>; range of n= 29 to 125
Service Line average is the average score for the 12 reported service lines

61

eHealth NSW

Trust is a strength of many Service Lines; 10 have a majority of customer who agree those Service Lines can be trusted or relied upon to deliver

Service Line Trust

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average score (out of 10)
Finance	69%	15%	15%	7.2
Corporate Applications Services	57%	24%	19%	6.4
Customer Engagement & Service Transitions (CEST)	59%	14%	27%	6.3
Clinical Applications Services (Service Delivery)	58%	20%	22%	6.3
Information Security Systems	55%	25%	20%	6.3
Customer Support Services	51%	26%	23%	6.2
Clinical Portfolio (Program Delivery)	55%	18%	26%	5.9
Procurement	49%	20%	31%	5.6
Cloud Services	50%	17%	33%	5.8
Data Warehousing & Business Intelligence	54%	18%	29%	5.7
Technology Support Services	35%	20%	45%	4.9
Infrastructure Programs	34%	21%	45%	4.8

Service Line Average 6.0

0%   25%   50%   75%   100%

Trust: <SERVICE LINE> can be trusted or relied upon to deliver services to you organisation; range of n= 26-124
Service Line average is the average score for the 12 reported service lines

eHealth NSW

Effort scores are particularly polarising for Service Lines with scores below average

Service Line Effort

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average score (out of 10)
Finance	69%	15%	15%	7.0
Customer Engagement & Service Transitions (CEST)	54%	22%	24%	6.2
Clinical Applications Services (Service Delivery)	50%	27%	23%	6.0
Customer Support Services	47%	26%	26%	6.0
Corporate Applications Services	50%	26%	24%	6.0
Data Warehousing & Business Intelligence	43%	25%	32%	5.6
Clinical Portfolio (Program Delivery)	47%	18%	34%	5.6
Cloud Services	41%	26%	33%	5.5
Information Security Systems	40%	25%	35%	5.4
Procurement	42%	18%	40%	5.4
Infrastructure Programs	36%	14%	50%	4.8
Technology Support Services	33%	21%	45%	4.7

Service Line Average 5.7

0%   25%   50%   75%   100%

Effort: It is easy to work with <SERVICE LINE> to get the outcomes that I need; range of n= 26-125
Service Line average is the average score for the 12 reported service lines

eHealth NSW

B. Outcome Measures by Customer Types

A. By Organisation types

B. By Function

eHealth NSW

eHealth NSW Satisfaction by Organisation Types

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average	Change from 2019
Total eHealth NSW 2022 (n=477)	43%	27%	30%	**5.7**	
Total eHealth NSW 2019 (n=1366)	43%	30%	27%	5.8	-0.1
Metropolitan LHDs 2022 (n=185)	42%	31%	28%	**5.8**	
Metropolitan LHDs 2019 (n=804)	45%	31%	24%	5.9	-0.1
Rural LHDs 2022 (n=63)	54%	21%	25%	**6.1**	
Rural LHDs 2019 (n=178)	39%	27%	34%	5.5	0.6
Pillar Organisations 2022 (n=54)	46%	33%	20%	**6.0**	
Pillar Organisatios 2019 (n=64)	56%	25%	19%	6.2	-0.2
Specialty Networks 2022 (n=41)	54%	37%	10%	**6.5**	
Specialty Networks 2019 (n=55)	40%	33%	27%	5.9	0.6
Other Health Organisations 2022 (n=125)	33%	21%	46%	**4.9**	
Other Health Agencies 2019 (n=265)	40%	27%	34%	5.5	-0.6
Other Health Organisations (excluding NSWA) 2022 (n=98)	47%	21%	32%	**5.7**	
Other Health Organisations (exc. NSWA) 2019 (n=231)	42%	28%	30%	5.7	-
NSW Ambulance 2022 (n=39)	5%	18%	77%	**3.1**	
NSW Ambulance 2019 (n=34)	21%	21%	59%	4.1	-1.0
Ministry of Health NSW 2022 (n=38)	42%	32%	26%	**5.8**	
Ministry of Health NSW 2019 (n=74)	31%	30%	39%	5.1	0.7

0%   25%   50%   75%   100%

Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW
Other health Organisations include Affiliates
GREEN Text indicates significantly higher than Total eHealth NSW customers at 95% Confidence Interval and RED text indicates significantly lower

eHealth NSW

eHealth NSW Satisfaction – by Organisation

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average	Change from 2019
Hunter New England LHD 2019 (n=153)	50%	31%	19%	6.1	
Hunter New Engalnd LHD 2022 (n=23)	26%	39%	35%	**5.3**	-0.8
Illawarra Shoalhaven LHD 2019 (n=40)	40%	40%	20%	6.0	
Illawara Shoalhaven LHD 2022 (n=22)	45%	23%	32%	**5.6**	-0.4
South Eastern Sydney LHD 2019 (n=113)	45%	32%	23%	6.0	
South Eastern Sydney LHD 2022 (n=27)	37%	30%	33%	**5.6**	-0.4
South Western Sydney LHD 2019 (n=74)	32%	35%	32%	5.4	
South Western Sydney LHD 2022 (n=23)	39%	48%	13%	**6.2**	0.8
Sydney LHD 2019 (n=122)	53%	30%	17%	6.2	
Sydney LHD 2022 (n=26)	50%	35%	15%	**6.4**	0.2
Western Sydney LHD 2019 (n=116)	46%	29%	25%	5.9	
Western Sydney LHD 2022 (n=27)	37%	33%	30%	**5.8**	-0.1
Ministry of Health NSW 2019 (n=74)	31%	30%	39%	5.1	
Ministry of Health NSW 2022 (n=38)	42%	32%	26%	**5.8**	0.7
NSW Ambulance 2019 (n=34)	21%	21%	59%	4.1	
NSW Ambulance 2022 (n=39)	5%	18%	77%	**3.1**	-1.0
HealthShare NSW 2019 (n=92)	50%	30%	20%	6.2	
HealthShare NSW 2022 (n=28)	39%	18%	43%	**5.1**	-1.1

Satisfaction scores on other organisations can not be provided due to low sample size. To protect anonymity, we do not report results for customer groups that have less than 20 responses.

Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW
GREEN Text indicates significantly higher than Total eHealth NSW customers at 95% Confidence Interval and RED text indicates significantly lower

eHealth NSW

eHealth NSW Trust by Organisation Types

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average	Change from 2019
Total eHealth NSW 2022 (n=476)	46%	23%	31%	5.8	-
Total eHealth NSW 2019 (n=1358)	44%	29%	27%	5.8	
Metropolitan LHDs 2022 (n=185)	46%	26%	28%	5.8	-0.1
Metropolitan LHDs 2019 (n=798)	45%	30%	24%	5.9	
Rural LHDs 2022 (n=63)	48%	16%	37%	5.9	0.4
Rural LHDs 2019 (n=179)	37%	27%	35%	5.5	
Pillar Organisations 2022 (n=53)	58%	15%	26%	6.4	0.1
Pillar Organisatios 2019 (n=63)	59%	24%	17%	6.3	
Specialty Networks 2022 (n=41)	49%	39%	12%	6.5	0.4
Specialty Networks 2019 (n=55)	44%	36%	20%	6.1	
Other Health Organisations 2022 (n=125)	36%	19%	45%	5.0	-0.4
Other Health Organisations 2019 (n=263)	39%	26%	35%	5.4	
Other Health Organisations (excluding NSWA) 2022 (n=98)	52%	18%	30%	6.0	0.3
Other Health Organisations (exc. NSWA) 2019 (n=229)	42%	26%	31%	5.7	
NSW Ambulance 2022 (n=39)	5%	23%	72%	3.1	-0.6
NSW Ambulance 2019 (n=34)	15%	24%	62%	3.7	
Ministry of Health NSW 2022 (n=38)	53%	24%	24%	6.1	1.2
Ministry of Health NSW 2019 (n=73)	29%	27%	44%	4.9	

0%   25%   50%   75%   100%

Trust: eHealth NSW can be trusted or relied upon to deliver products and services to my organisation
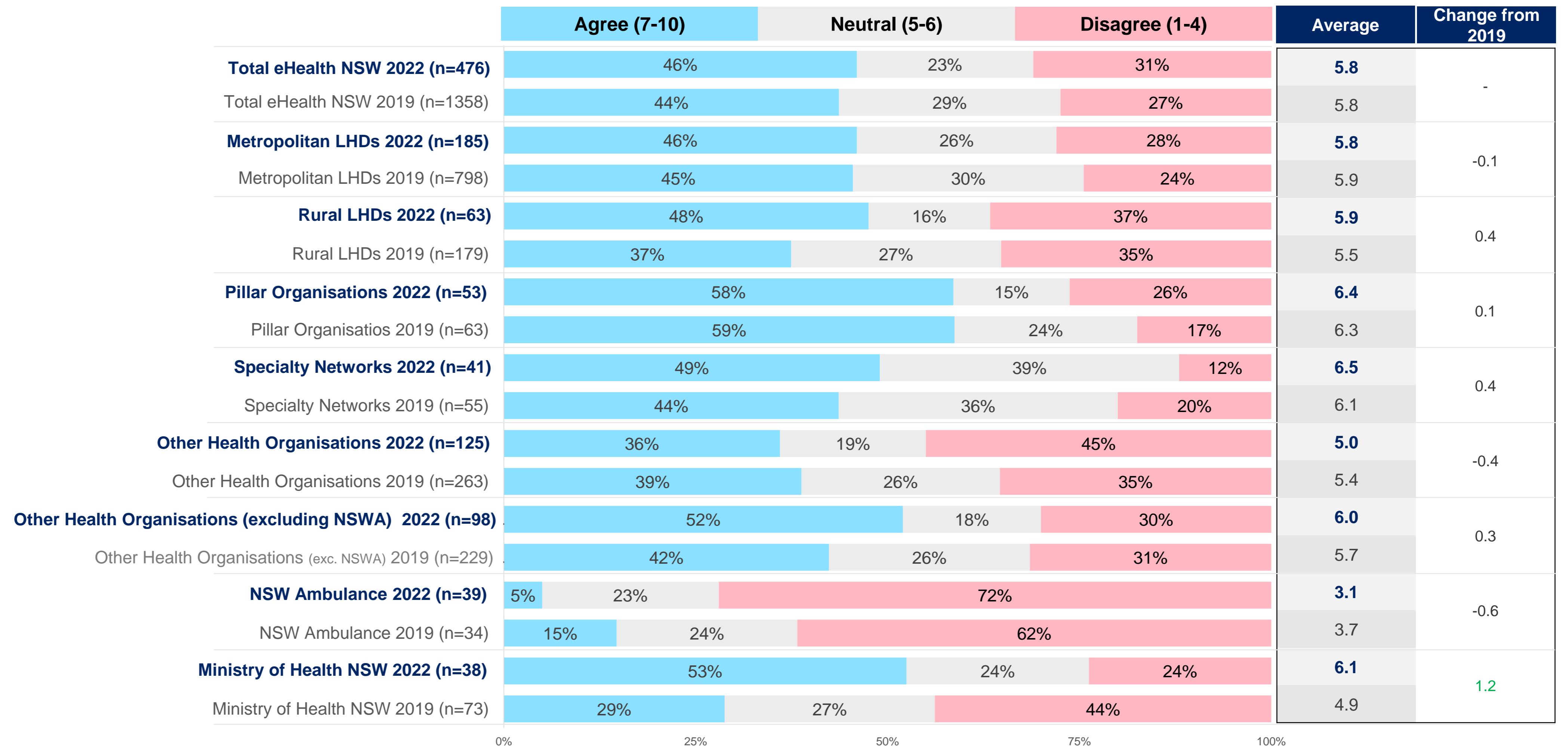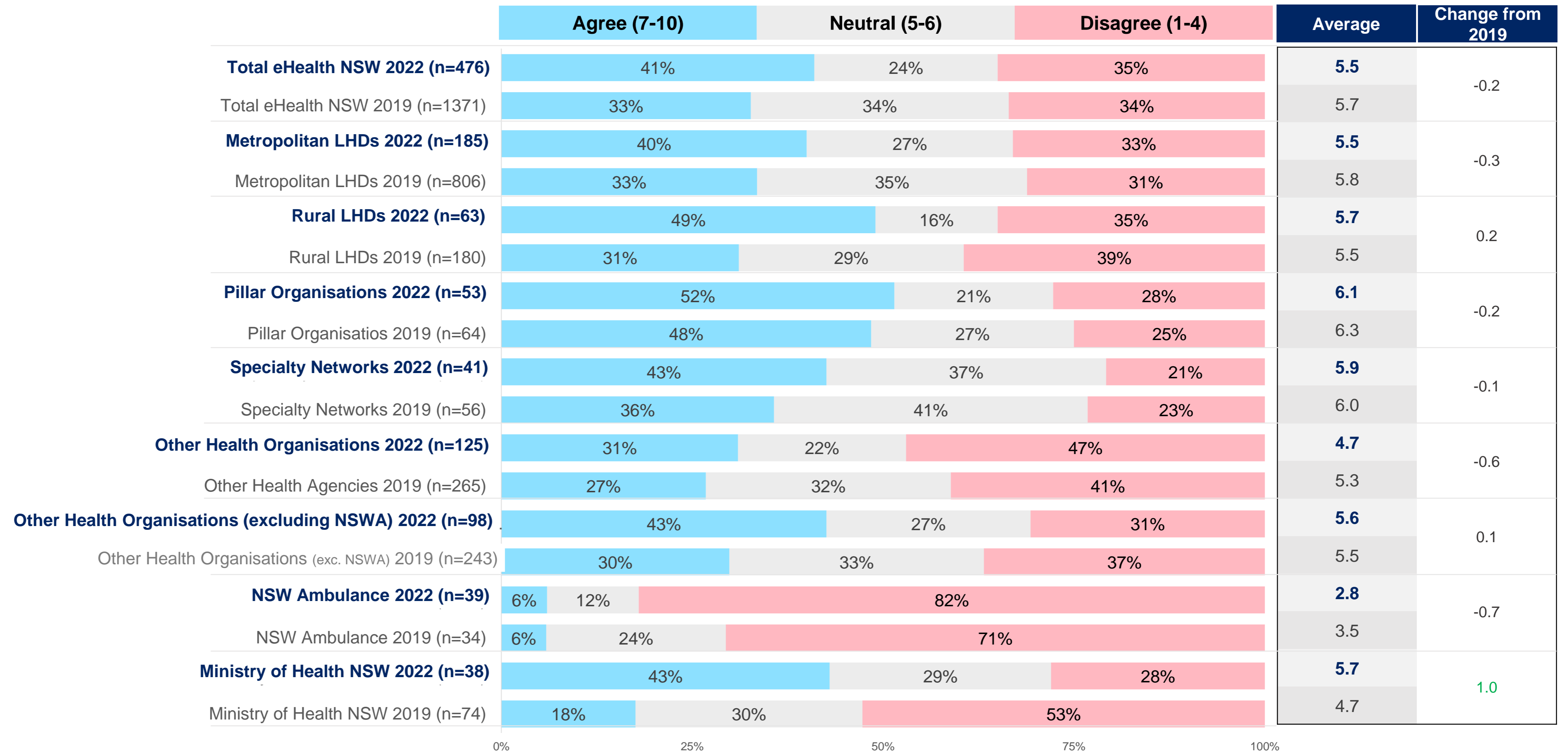Other health Organisations include Affiliates
GREEN Text indicates significantly higher than Total eHealth NSW customers at 95% Confidence Interval and RED text indicates significantly lower

eHealth NSW

eHealth NSW Trust – by Organisation

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average	Change from 2019
Hunter New England LHD 2019 (n=151)	52%	28%	20%	6.2	-1.3
Hunter New Engalnd LHD 2022 (n=23)	22%	39%	39%	**4.9**	
Illawarra Shoalhaven LHD 2019 (n=40)	43%	40%	18%	6.1	-0.3
Illawara Shoalhaven LHD 2022 (n=22)	59%	18%	23%	**5.8**	
South Eastern Sydney LHD 2019 (n=113)	50%	27%	22%	6.0	-0.6
South Eastern Sydney LHD 2022 (n=27)	37%	26%	37%	**5.4**	
South Western Sydney LHD 2019 (n=73)	34%	33%	33%	5.4	1.1
South Western Sydney LHD 2022 (n=23)	52%	39%	9%	**6.5**	
Sydney LHD 2019 (n=120)	52%	28%	20%	6.1	0.5
Sydney LHD 2022 (n=26)	69%	15%	15%	**6.6**	
Western Sydney LHD 2019 (n=116)	45%	33%	22%	5.9	-0.1
Western Sydney LHD 2022 (n=27)	41%	26%	33%	**5.8**	
Ministry of Health NSW 2019 (n=73)	29%	27%	44%	4.9	1.2
Ministry of Health NSW 2022 (n=38)	53%	24%	24%	**6.1**	
NSW Ambulance 2019 (n=34)	15%	24%	62%	3.7	-0.6
NSW Ambulance 2022 (n=39)	5%	23%	72%	**3.1**	
HealthShare NSW 2019 (n=91)	51%	29%	21%	6.2	-1.0
HealthShare NSW 2022 (n=28)	36%	18%	46%	**5.2**	

Trust scores on other organisations can not be provided due to low sample size. To protect anonymity, we do not report results for customer groups that have less than 20 responses.

Trust: eHealth NSW can be trusted or relied upon to deliver products and services to my organisation
GREEN Text indicates significantly higher than Total eHealth NSW customers at 95% Confidence Interval and RED text indicates significantly lower

eHealth NSW

eHealth NSW Engagement by Organisation Types

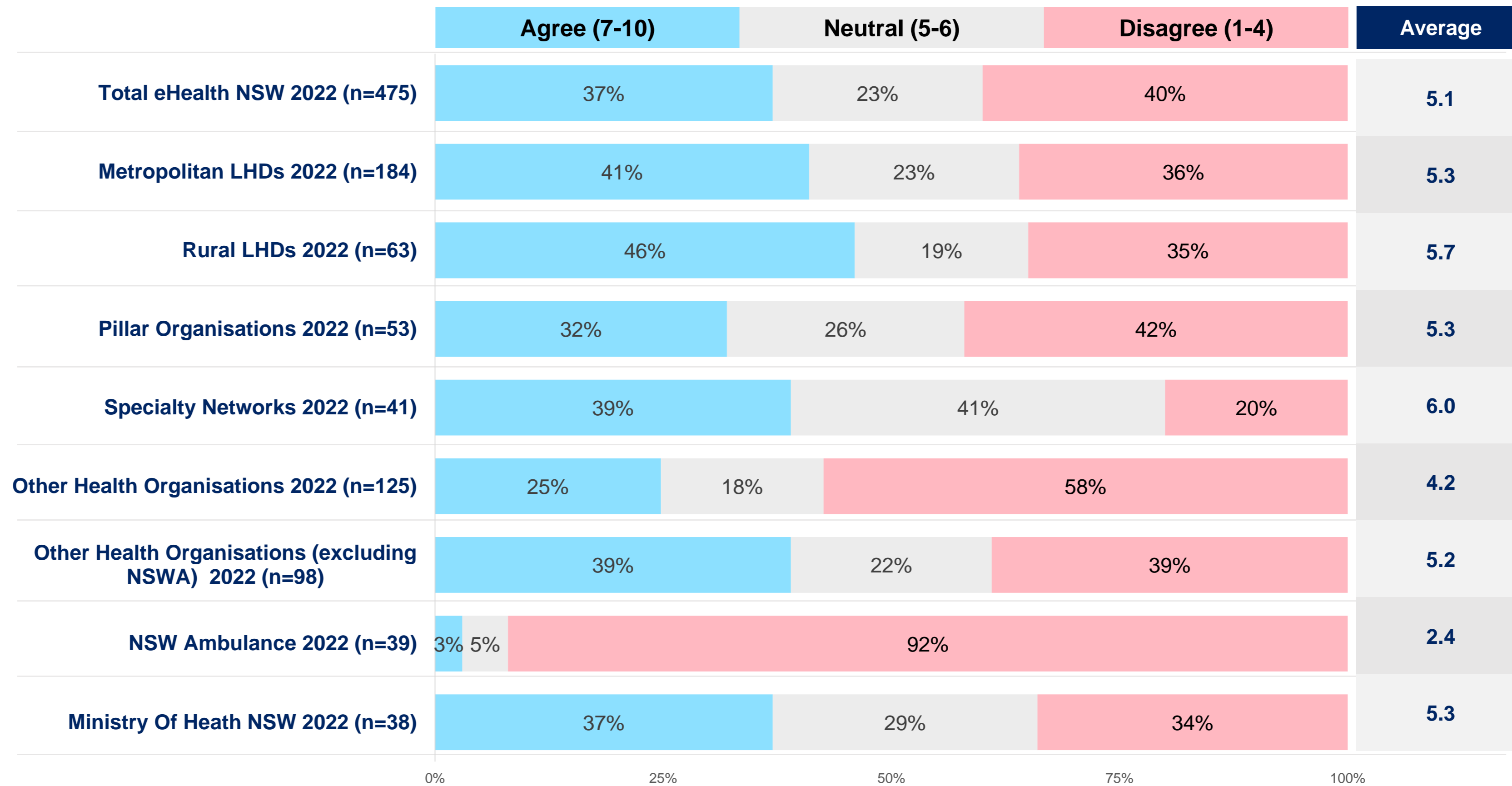|	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average	Change from 2019
Total eHealth NSW 2022 (n=476)	41%	24%	35%	5.5	
Total eHealth NSW 2019 (n=1371)	33%	34%	34%	5.7	-0.2
Metropolitan LHDs 2022 (n=185)	40%	27%	33%	5.5	
Metropolitan LHDs 2019 (n=806)	33%	35%	31%	5.8	-0.3
Rural LHDs 2022 (n=63)	49%	16%	35%	5.7	
Rural LHDs 2019 (n=180)	31%	29%	39%	5.5	0.2
Pillar Organisations 2022 (n=53)	52%	21%	28%	6.1	
Pillar Organisatios 2019 (n=64)	48%	27%	25%	6.3	-0.2
Specialty Networks 2022 (n=41)	43%	37%	21%	5.9	
Specialty Networks 2019 (n=56)	36%	41%	23%	6.0	-0.1
Other Health Organisations 2022 (n=125)	31%	22%	47%	4.7	
Other Health Agencies 2019 (n=265)	27%	32%	41%	5.3	-0.6
Other Health Organisations (excluding NSWA) 2022 (n=98)	43%	27%	31%	5.6	
Other Health Organisations (exc. NSWA) 2019 (n=243)	30%	33%	37%	5.5	0.1
NSW Ambulance 2022 (n=39)	6%	12%	82%	2.8	
NSW Ambulance 2019 (n=34)	6%	24%	71%	3.5	-0.7
Ministry of Health NSW 2022 (n=38)	43%	29%	28%	5.7	
Ministry of Health NSW 2019 (n=74)	18%	30%	53%	4.7	1.0

0%   25%   50%   75%   100%

Engagement, Statements to compare 2022 data to previous years eHealth NSW communicates openly and transparently with my organisation; my organisation has a strong relationship with eHealth NSW, I feel that eHealth NSW demonstrates value for money, eHealth NSW can be trusted or relied upon to deliver services to your organisation % agree (average of 4). Other health Organisations include Affiliates
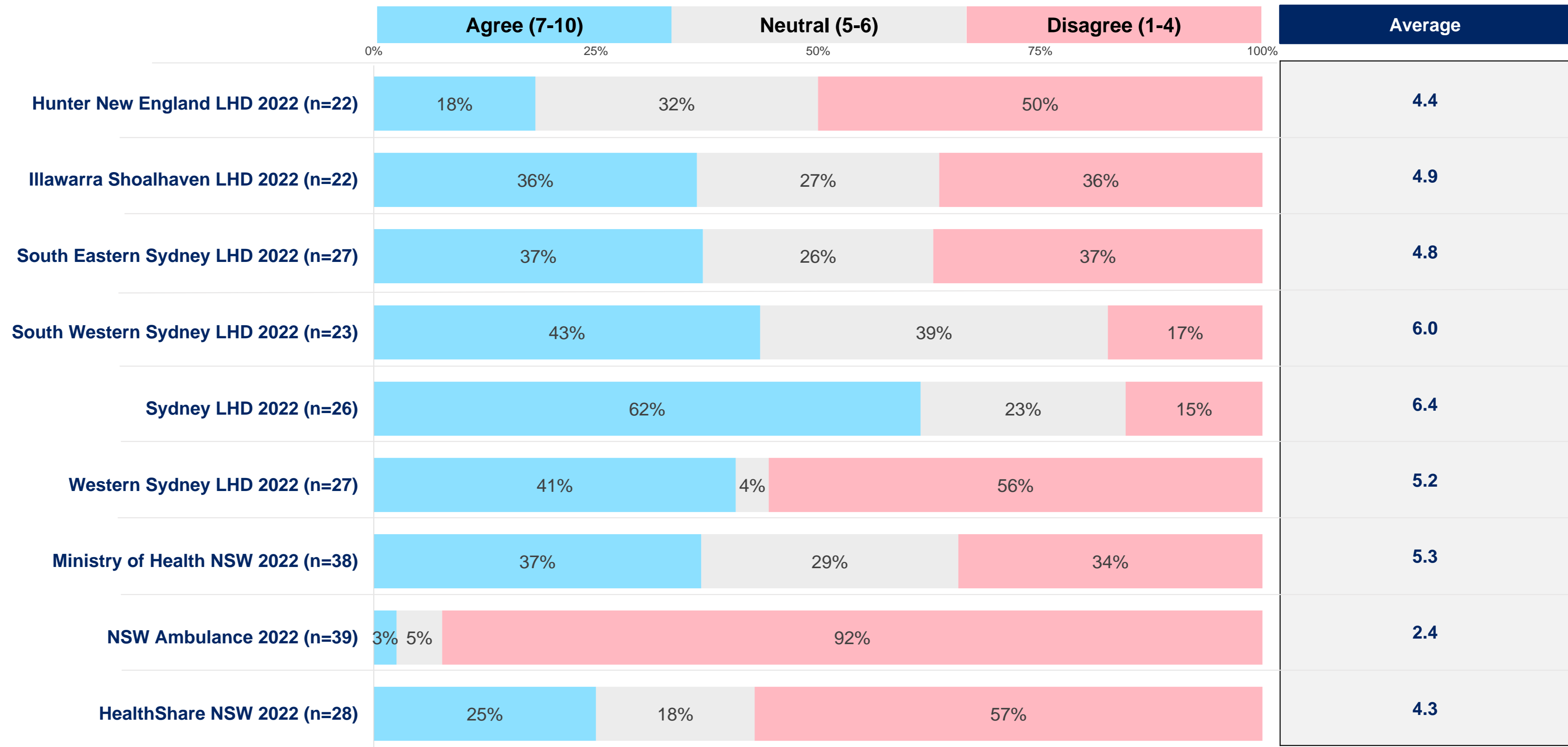
eHealth NSW

eHealth NSW Engagement – by Organisation

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average	Change from 2019
Hunter New England LHD 2019 (n=151)	43%	30%	26%	5.8	-0.9
Hunter New Engalnd LHD 2022 (n=23)	24%	35%	40%	**4.9**	
Illawarra Shoalhaven LHD 2019 (n=40)	50%	24%	26%	5.9	-0.5
Illawara Shoalhaven LHD 2022 (n=22)	47%	21%	32%	**5.4**	
South Eastern Sydney LHD 2019 (n=113)	40%	28%	33%	5.5	-0.5
South Eastern Sydney LHD 2022 (n=27)	34%	27%	39%	**5.0**	
South Western Sydney LHD 2019 (n=73)	30%	35%	34%	5.1	1.8
South Western Sydney LHD 2022 (n=23)	42%	35%	23%	**6.9**	
Sydney LHD 2019 (n=120)	49%	32%	19%	6.2	0.3
Sydney LHD 2022 (n=26)	59%	26%	15%	**6.5**	
Western Sydney LHD 2019 (n=116)	40%	29%	30%	5.7	-0.3
Western Sydney LHD 2022 (n=27)	36%	22%	42%	**5.4**	
Ministry of Health NSW 2019 (n=73)	24%	29%	47%	4.6	1.1
Ministry of Health NSW 2022 (n=38)	43%	29%	28%	**5.7**	
NSW Ambulance 2019 (n=34)	11%	16%	73%	3.3	-0.5
NSW Ambulance 2022 (n=39)	6%	12%	82%	**2.8**	
HealthShare NSW 2019 (n=91)	46%	29%	26%	6.0	-1.1
HealthShare NSW 2022 (n=28)	29%	26%	45%	**4.9**	

Engagement scores on other organisations can not be provided due to low sample size. To protect anonymity, we do not report results for customer groups that have less than 20 responses.
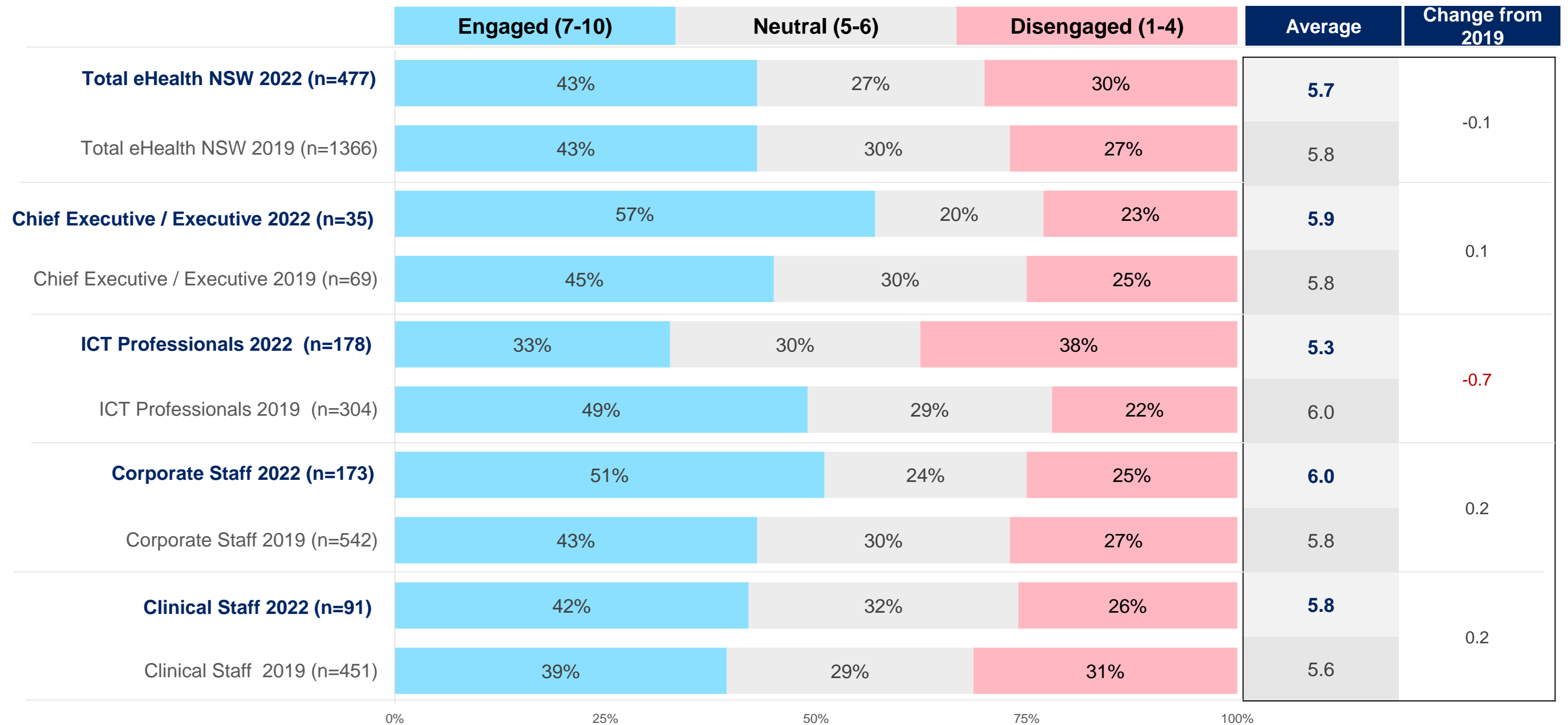
Engagement, Statements to compare 2022 data to previous years eHealth NSW communicates openly and transparently with my organisation; my organisation has a strong relationship with eHealth NSW, I feel that eHealth NSW demonstrates value for money, eHealth NSW can be trusted or relied upon to deliver services to your organisation % agree (average of 4). GREEN Text indicates significantly higher than Total eHealth NSW customers at 95% Confidence Interval and RED text indicates significantly lower

70

eHealth NSW

eHealth NSW Effort by Organisation Types

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average
Total eHealth NSW 2022 (n=475)	37%	23%	40%	5.1
Metropolitan LHDs 2022 (n=184)	41%	23%	36%	5.3
Rural LHDs 2022 (n=63)	46%	19%	35%	5.7
Pillar Organisations 2022 (n=53)	32%	26%	42%	5.3
Specialty Networks 2022 (n=41)	39%	41%	20%	6.0
Other Health Organisations 2022 (n=125)	25%	18%	58%	4.2
Other Health Organisations (excluding NSWA) 2022 (n=98)	39%	22%	39%	5.2
NSW Ambulance 2022 (n=39)	3%	5%	92%	2.4
Ministry Of Heath NSW 2022 (n=38)	37%	29%	34%	5.3

0%   25%   50%   75%   100%

Effort: It is easy to work with eHealth NSW to get the outcomes that I need
Other health Organisations include Affiliates

eHealth NSW

eHealth NSW Effort – by Organisation

	Agree (7-10)	Neutral (5-6)	Disagree (1-4)	Average
Hunter New England LHD 2022 (n=22)	18%	32%	50%	4.4
Illawarra Shoalhaven LHD 2022 (n=22)	36%	27%	36%	4.9
South Eastern Sydney LHD 2022 (n=27)	37%	26%	37%	4.8
South Western Sydney LHD 2022 (n=23)	43%	39%	17%	6.0
Sydney LHD 2022 (n=26)	62%	23%	15%	6.4
Western Sydney LHD 2022 (n=27)	41%	4%	56%	5.2
Ministry of Health NSW 2022 (n=38)	37%	29%	34%	5.3
NSW Ambulance 2022 (n=39)	3%	5%	92%	2.4
HealthShare NSW 2022 (n=28)	25%	18%	57%	4.3

Effort scores on other LHDs can not be provided due to low sample size. To protect anonymity, we do not report results for customer groups that have less than 20 responses.

Effort: It is easy to work with eHealth NSW to get the outcomes that I need
Other health Organisations include Affiliates

eHealth NSW

eHealth NSW Satisfaction by Functional Area

	Engaged (7-10)	Neutral (5-6)	Disengaged (1-4)	Average	Change from 2019
Total eHealth NSW 2022 (n=477)	43%	27%	30%	**5.7**	
Total eHealth NSW 2019 (n=1366)	43%	30%	27%	5.8	-0.1
Chief Executive / Executive 2022 (n=35)	57%	20%	23%	**5.9**	
Chief Executive / Executive 2019 (n=69)	45%	30%	25%	5.8	0.1
ICT Professionals 2022 (n=178)	33%	30%	38%	**5.3**	
ICT Professionals 2019 (n=304)	49%	29%	22%	6.0	-0.7
Corporate Staff 2022 (n=173)	51%	24%	25%	**6.0**	
Corporate Staff 2019 (n=542)	43%	30%	27%	5.8	0.2
Clinical Staff 2022 (n=91)	42%	32%	26%	**5.8**	
Clinical Staff 2019 (n=451)	39%	29%	31%	5.6	0.2

0%   25%   50%   75%   100%

Satisfaction: How satisfied are you with the products and services you currently receive from eHealth NSW
Corporate Staff includes Clinical Governance, Finance, General Administration, HR/Workforce, Operations, Other Corporate Support, Procurement
Clinical Staff includes Allied Health Professional, Ambulance / Paramedical, Medical, Nursing, Pathology, Pharmacy, Radiology, Scientific and Technical
GREEN Text indicates significantly higher than Total eHealth NSW customers at 95% Confidence Interval and RED text indicates significantly lower

eHealth NSW

eHealth NSW Trust by Functional Area

	Engaged (7-10)	Neutral (5-6)	Disengaged (1-4)	Average	Change from 2019
Total eHealth NSW 2022 (n=477)	46%	23%	31%	**5.8**	
Total eHealth NSW 2019 (n=1358)	44%	29%	27%	5.8	-
Chief Executive / Executive 2022 (n=35)	54%	26%	20%	**6.1**	
Chief Executive / Executive 2019 (n=69)	42%	35%	23%	5.9	0.2
ICT Professionals 2022 (n=178)	40%	20%	40%	**5.4**	
ICT Professionals 2019 (n=302)	49%	27%	24%	6.0	-0.6
Corporate Staff 2022 (n=173)	52%	22%	27%	**6.1**	
Corporate Staff 2019 (n=538)	42%	31%	27%	5.8	0.3
Clinical Staff 2022 (n=91)	43%	30%	27%	**5.7**	
Clinical Staff 2019 (n=449)	42%	26%	31%	5.6	0.1

0%   25%   50%   75%   100%

Trust: eHealth NSW can be trusted or relied upon to deliver products and services to my organisation
Corporate Staff includes Clinical Governance, Finance, General Administration, HR/Workforce, Operations, Other Corporate Support, Procurement
Clinical Staff includes Allied Health Professional, Ambulance / Paramedical, Medical, Nursing, Pathology, Pharmacy, Radiology, Scientific and Technical
GREEN Text indicates significantly higher than Total eHealth NSW customers at 95% Confidence Interval and RED text indicates significantly lower

eHealth NSW

eHealth NSW Engagement by Functional Area
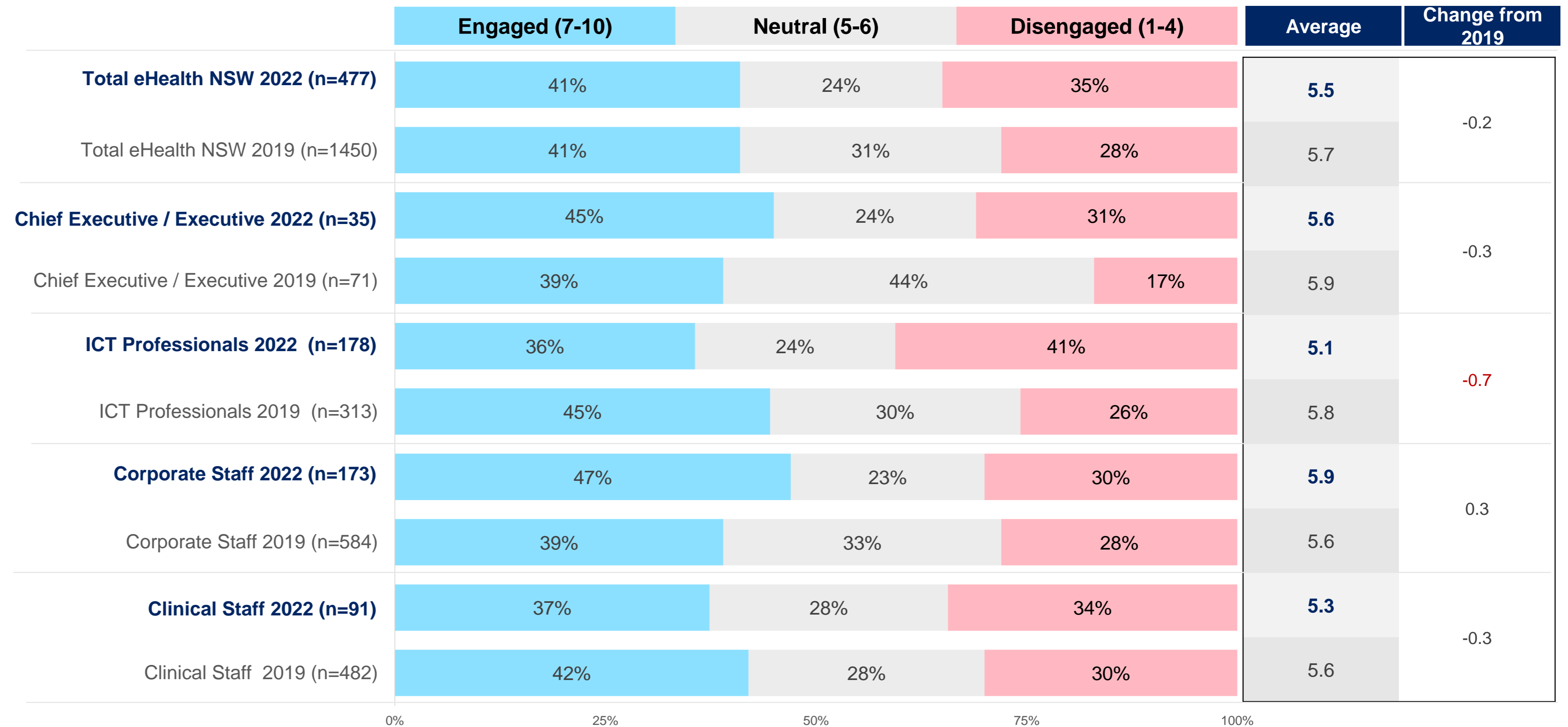
	Engaged (7-10)	Neutral (5-6)	Disengaged (1-4)	Average	Change from 2019
Total eHealth NSW 2022 (n=477)	41%	24%	35%	**5.5**	
Total eHealth NSW 2019 (n=1450)	41%	31%	28%	5.7	-0.2
Chief Executive / Executive 2022 (n=35)	45%	24%	31%	**5.6**	
Chief Executive / Executive 2019 (n=71)	39%	44%	17%	5.9	-0.3
ICT Professionals 2022 (n=178)	36%	24%	41%	**5.1**	
ICT Professionals 2019 (n=313)	45%	30%	26%	5.8	-0.7
Corporate Staff 2022 (n=173)	47%	23%	30%	**5.9**	
Corporate Staff 2019 (n=584)	39%	33%	28%	5.6	0.3
Clinical Staff 2022 (n=91)	37%	28%	34%	**5.3**	
Clinical Staff 2019 (n=482)	42%	28%	30%	5.6	-0.3

0%   25%   50%   75%   100%

Engagement, Statements to compare 2022 data to previous years eHealth NSW communicates openly and transparently with my organisation; my organisation has a strong relationship with eHealth NSW, I feel that eHealth NSW demonstrates value for money, eHealth NSW can be trusted or relied upon to deliver services to your organisation % agree (average of 4)
Corporate Staff includes Clinical Governance, Finance, General Administration, HR/Workforce, Operations, Other Corporate Support, Procurement
Clinical Staff includes Allied Health Professional, Ambulance / Paramedical, Medical, Nursing, Pathology, Pharmacy, Radiology, Scientific and Technical
GREEN Text indicates significantly higher than Total eHealth NSW customers at 95% Confidence Interval and RED text indicates significantly lower
.

eHealth NSW

eHealth NSW Effort by Functional Area

	Engaged (7-10)	Neutral (5-6)	Disengaged (1-4)	Average
Total eHealth NSW 2022 (n=475)	37%	23%	40%	5.1
Chief Executive / Executive 2022 (n=35)	31%	34%	34%	5.2
ICT Professionals 2022 (n=177)	32%	21%	47%	4.7
Corporate Staff 2022 (n=172)	42%	22%	35%	5.5
Clinical Staff 2022 (n=91)	38%	24%	37%	5.2

0%   25%   50%   75%   100%

Effort: It is easy to work with eHealth NSW to get the outcomes that I need
Corporate Staff includes Clinical Governance, Finance, General Administration, HR/Workforce, Operations, Other Corporate Support, Procurement
Clinical Staff includes Allied Health Professional, Ambulance / Paramedical, Medical, Nursing, Pathology, Pharmacy, Radiology, Scientific and Technical

eHealth NSW

C. Customer Commitments

eHealth NSW

NSW Government Customer Commitments

These customer service commitments outline the NSW Government promise to customers on what they can expect when receiving all NSW Government services

Ease of access
Make it easy to access what I need
Make it simple for me to understand
Make it easy to use your products and services

Explain what to expect
Be clear about what steps are involved
Contact me when I need to know something
Let me know what the outcomes could be

Act with empathy
Show you understand my needs
Treat me fairly and with respect
Provide service in my time of need

Resolve the situation
Be accountable for your actions
Be clear in decision-making
Reach an outcome in a timely manner

Respect my time
Tell me what I need to know beforehand
Provide me with accurate information
Minimise the need for me to repeat myself
Make what I need to do straightforward

Engage collaboratively
Listen to the customers to understand our needs
Ask us how we want services delivered
Provide timely, relevant and transparent communications

NSW Government Customer Commitments

eHealth NSW

D. Methodology details

A. Customer Survey methodology

B. Qualitative follow-up methodology

eHealth NSW

Service Lines and definitions provided to customers (1 of 2)

Directorate	Service Line	Definitions
ISA	Investment, Strategy and Architecture	SA services including Statewide ICT Strategy Development & Advisory, Innovation Planning, Enterprise Architecture Advisory, Statewide ICT Standards Oversight, State-wide Digital Investment Planning & Assurance, Business Case Development and Prioritisation
CEPS	Clinical Engagement & Patient Safety	Programs and initiatives that focus on engaging practitioners, improving tool design, facilitating design working groups and undertaking safety and quality reviews in eHealth NSW
CEST	Customer Engagement & Service Transitions *	Services including Customer Engagement, Customer Account Managers (CAMs), Customer Experience, Service Transitions and Digital Leadership Services
Finance	Finance	Financial management within eHealth NSW provides Business Partnering, Technology Business Management and Financial Governance
Procurement	Procurement	ICT Strategic Procurement within eHealth NSW advises NSW Health entities on technology spend through all stages of the procurement life-cycle, from the procurement strategy and market analysis through to contract completion
Program Delivery	Clinical Portfolio (Program Delivery)	Manages and coordinates the delivery of large, complex digital clinical healthcare solutions to enable clinicians and managers to provide better patient care. Current programs include solutions supporting virtual care (Remote Patient Management, myVirtualCare and Tele-ECG), intensive care (eRIC, NICU), radiology and picture archiving (RIS-PACS), NSW Ambulance (CDNP), electronic medical records (eMR) and electronic medication management (eMeds and eTOC).
	Data and Analytics Portfolio	Coordinates the governance and reporting for data and analytics projects for eHealth NSW; also undertaking advanced analytics projects, primarily through proof of concepts, with groups within eHealth NSW and external agencies and organisations across NSW Health
	Infrastructure Programs *	Programs that upgrade, maintain and enhance critical infrastructure, including Statewide Infrastructure Services (SWIS), Statewide Data Centre Reform (SwDCR), unified Communication and Wireless (uCCW), eHealth NSW Critical Infrastructure Refresh Program (ECIRP), HI redevelopments and HGEN Westmead Pilot Project
	Integrated Care & Population Health Programs	Programs and systems that provide holistic and integrated care which are the foundations for the digital access to care, including Real Time Prescription Monitoring (Safecript NSW), Patient Reported Measures, Engage Outpatients (eReferrals), School Vaccination Program and Digital Baby Book, co located GP clinics, Outpatients including eMeds (OCCM)
	Program and Change Management Office (PCMO)	Manages a Business Process Support Service for users of ServiceNow PPM, helping users adopt PPM, increase proficiency through learning resources and forums and submit ideas or future enhancements.
	Single Digital Patient Record (SDPR) Program	The state-wide program to deliver a single, holistic, state-wide view of every patient – with information readily accessible to anyone involved in the patient's care with one electronic Medical Record, Patient Administration System, Laboratory System for NSW.

eHealth NSW

Service Lines and definitions provided to customers (2 of 2)

Directorate	Service Line	Definitions
Service Delivery	Clinical Applications Services (Service Delivery) *	Provides both development and service management to core clinical applications including Electronic Medical Record (EMR) and reporting, Electronic Record for Intensive Care (ERIC), NICU, eTOC ,iPharmacy, State Formulary, Endoscopy, Genetics(GIS), Voice Recognition, eMaternity, Synaptix, Titanium(eOHR), ims+, HPPL, Pharmnet Catalogue, PharmaLytix, CIAP, NCIMS, CHIME, iPM, InformCAD and Ambulance eMR, Cerner eMR Platform Services
	Clinical Repositories & Integration Services	Supports clinical repositories including the Enterprise Imaging Repository, the Enterprise Patient Registry, HealtheNet and the Clinical Health Information Exchange. These are all under pinned by Integration Services who also manage clinical integration across multiple systems and LHDs.
	Cloud Services	Responsible for delivering Cloud technology platforms, products and advisory services; also tasked with supporting transformation aspects of cloud adoption, including operating models, business change, strategy, policy and other strategic initiatives.
	Corporate Applications Services *	Systems including Stafflink, HealthRoster, My Health Learning, AFM Online, Human Capital Management (HCM), Recruiting and Onboarding (ROB) and ServiceNow
	Data Warehousing & Business Intelligence	Services including Corporate Analytics, Corporate Data Warehouse, Enterprise Data Lake, Qlik Platform as a Service, Power BI Data Gateway as a Service
	Information Security Systems *	Services including Cyber Security Incidents & Investigations, the Privacy and Security Assurance Framework (PSAF), Governance & Compliance, Education and Essential Eight
	Technology Support Services	Delivers and operationally supports core ICT platforms and products from 5 distinct groups including: (1) State Network Services; (2) Hosting Services and Government Data Centre; (3) Desktop and Mobile Device Management; (4) Unified Communications and My Virtual Care; (5) Microsoft platforms & products including email
	Customer Support Services	Provides front-line ICT support services. Core service offerings including 24x7 Statewide Service Desk, Desktop Managed Services, Connect IT onsite support, Staff IT Onboarding and Offboarding, Project Management and Coordination, Business Analysis and IT Service Management practices including Major Incident Management, Change Management and Problem Management.

* Ability to compare data to the 2019 Customer Survey with comparable Service Line names and descriptions and sample sizes for 2022 >n=30

eHealth NSW

The Customer Survey measures customer perception of eHealth NSW's performance overall and for specific service lines

Summary of survey

Screener and profile questions

Respondents were asked to select the organisation they are from, the area that best reflects where they work, and their role within their organisation.

Screener and profile
The screener and profile section allows us to understand who has responded to the survey to be able to contextualise the results and understand the sample profile.

Section 1: Feedback on eHealth NSW overall

Overall feedback on eHealth NSW was based on customer's interactions over the prior 12 months. Performance was assessed against the Strategic Outcome Measures: engagement, trust, effort and Satisfaction. Additional statements were included to assess the broader experience with eHealth NSW.

1 & 2. eHealth NSW Overall
This section focused on feedback with eHealth NSW overall. Measures include Strategic Outcome Measures and key experience statements to capture customer perception of key performance areas.

Section 2: Feedback on eHealth NSW Service Lines

Based on the selected service lines, respondents were asked to rate overall Satisfaction, trust and effort when interacting with the service line, and then asked to rate their agreement with a list of service line attributes. Respondents also had the opportunity to provide ideas for improvement.

3. eHealth NSW Service Line Deep Dive
This section asked participants to rate their experience with (a minimum of) two Service Lines they indicated they interacted within the past 12 months. The Service Line outcome measures align to the overall Strategic Outcome Measures and other experience statements align to the NSW government customer commitments.

Closing section

Other relevant data (including length of tenure working in NSW Health etc.) was collected as part of the closing section. Survey participants were also offered the option to participate in follow-up interviews or focus groups to explore their responses further.

Closing
This section was primarily interested in asking respondents to participate in qualitative research following the survey to more deeply explore the feedback provided.

For a detailed view of the survey questions, please refer to the Appendix

eHealth NSW

Screener and Profile questions

Screener and Profile questions	
Please select which organisation you are from	Drop-down list of organisations
Please select the area that best reflects where you work within your organisation	Drop-down list of areas
Please identify your role within your organisation's structure	Drop-down list of roles

Engagement with eHealth NSW Service lines					
Which of the following **services** *have you interacted with in the last 12 months?* *Please select all options that apply to you.*	Check list of service lines				
How frequently do you interact with the following eHealth NSW service lines? *Hover over the service line name in the table for a more detailed description*	Once a week or more	Once every two weeks to once a month	Once every couple of months	Once every six months or less	I contributed to a specific project/ program working group

eHealth NSW

Section 1. eHealth NSW overall - Strategic Outcome Measures

	Customer Outcome Measures											
Satisfaction	*How satisfied are you with the products and services you currently receive from eHealth NSW?*	Extremely dissatisfied	2	3	4	5	6	7	8	9	Extremely satisfied	
	Why did you provide that score?	Open ended question										
Trust	*eHealth NSW can be trusted or relied upon to deliver products and services to my organisation [E1a]*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Effort	*It is easy to work with eHealth NSW to get the outcomes that I need*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Engagement	*eHealth NSW understands my needs*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
	eHealth NSW works collaboratively with my organisation to achieve shared outcomes	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
	eHealth NSW is a trusted partner and adviser for my organisation	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
	eHealth NSW communicates openly and transparently with my organisation [E1b]	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
	My organisation has a strong relationship with eHealth NSW [E1c]	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A

Engagement Score (1) - 2019	**Engagement Score (2) - 2022**
E1a eHealth NSW can be trusted or relied upon to deliver products and services to my organisation	*eHealth NSW is a trusted partner and adviser for my organisation*
E1b eHealth NSW communicates openly and transparently with my organisation	*eHealth NSW communicates openly and transparently with my organisation*
E1c My organisation has a strong relationship with eHealth NSW	*eHealth NSW works collaboratively with my organisation to achieve shared outcomes*
E1d eHealth NSW demonstrates value for money	*eHealth NSW understands my needs*

eHealth NSW

Section 1. eHealth NSW overall - Strategic Outcome Measures

		Customer Outcome Measures												
Satisfaction		*How satisfied are you with the products and services you currently receive from eHealth NSW?*	Extremely dissatisfied	2	3	4	5	6	7	8	9	Extremely satisfied	
		Why did you provide that score?	Open ended question										
Trust		*eHealth NSW can be trusted or relied upon to deliver products and services to my organisation [E1a]*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Effort		*It is easy to work with eHealth NSW to get the outcomes that I need*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Engagement		*eHealth NSW understands my needs*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		eHealth NSW works collaboratively with my organisation to achieve shared outcomes	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		eHealth NSW is a trusted partner and adviser for my organisation	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		eHealth NSW communicates openly and transparently with my organisation [E1b]	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		My organisation has a strong relationship with eHealth NSW [E1c]	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A

eHealth NSW

Section 2. We will ask additional questions at the eHealth NSW overall level to better understand performance

eHealth NSW Performance Attributes

Quality solutions	*eHealth NSW consistently provides high quality solutions*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Selection of offerings	*eHealth NSW offers the products and services that meet the needs of my organisation*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Innovation	*eHealth NSW products and services are innovative, and make the most of new and emerging technology*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Patient care	*eHealth NSW products, systems and services are designed to help deliver better patient care*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Clear pricing	*eHealth NSW pricing is clear and easy to understand*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Patient Safety	*eHealth NSW solutions help to provide safe patient/consumer care*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Acts in my interest	*eHealth NSW acts in my organisation's best interest*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Secure services & solutions	*Solutions provided by eHealth NSW protect privacy and ensure platform security*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Value for money	*eHealth NSW demonstrates value for money [E1d]*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A

Further feedback on customer experience

How has your experience with eHealth NSW services changed in the last year?	Much worsened	Somewhat worsened	About the same	Somewhat improved	Much improved	N/A

eHealth NSW

Section 3. Service line level measures (1/4)

Customer Outcome Measures

Satisfaction	*How satisfied are you with <insert service line> products and services?*	Extremely dissatisfied	2	3	4	5	6	7	8	9	Extremely satisfied	N/A
	Why did you provide that score?	Open ended question										
Trust	*<insert service line> can be trusted or relied upon to deliver services to my organisation*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
Effort	*It is easy to work with <insert service line> to get the outcomes that I need*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A

Service Line Experience Attributes

Customer Commitments														
	Easy to access	***Thinking about your interactions with <insert service line>, we would like your opinion on how easy it was to access what you needed:***												
		It was easy to access the products or services I needed	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		It was easy to find information including where to go for further support	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		It was easy to use the products or services	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
	Act with empathy	***Thinking about your interactions with <insert service line>, we would like your opinion on how you were treated:***												
		I felt listened to	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		I was treated with respect	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A

eHealth NSW

Section 3. Service line level measures (2/4)

		Service Line Experience Attributes											
Customer Commitments	**Respect my time**	*Thinking about your interactions with <insert service line>, we would like your opinion on the process you went through.*											
		<insert service line> provided clear expectations on how its services will be delivered	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		I didn't have to provide the same information multiple times	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		The information provided was accurate and up to date	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		<insert service line> products / services were reliable	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		The Staff responded in a timely manner to address my issues and requests	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		The timeline for the end-to-end process was appropriate	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
	Explain what to expect	*Thinking about your interactions with <insert service line>, we would like your opinion on how well you were communicated to*											
		<insert service line> were proactive in keeping me informed (e.g. about the status of my request)	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		Effective communication channels existed between eHealth NSW Staff and my organisation	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		I had access to quality and useful performance reporting in relation to <insert service line>	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		Roles & responsibilities between <insert service line> and my organisation were clearly defined	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A

eHealth NSW

Section 3. Service line level measures (3/4)

		Service Line Experience Attributes											
Customer Commitments		**Thinking about your interactions with <insert service line>, we would like your opinion on your experience in reaching an outcome.**												
	Resolve the situation	*<insert service line> did what they said they would do*	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		I was able to reach a satisfactory outcome	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		The reasons for decisions were clearly explained	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		It is easy to resolve issues when things go wrong	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		The Staff were knowledgeable and I have confidence in their expertise	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		The products and services provided by <insert service line> suited my organisation's needs	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
	Engage collaboratively	**Thinking about your interactions with <insert service line>, we would like your opinion on your participation/collaboration in the process.**												
		I was able to provide feedback on the service I received	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		I was given opportunities to contribute to the development and improvement of products and services	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A
		Training provided through <insert service line> improved my ability to perform my role	Strongly disagree	2	3	4	5	6	7	8	9	Strongly agree	N/A

Additional feedback

Would you like to provide any additional feedback on your experience working with eHealth NSW (e.g., what is working well / what could be improved)?	Open ended question

eHealth NSW

Section 3. Service line level measures (4/4)

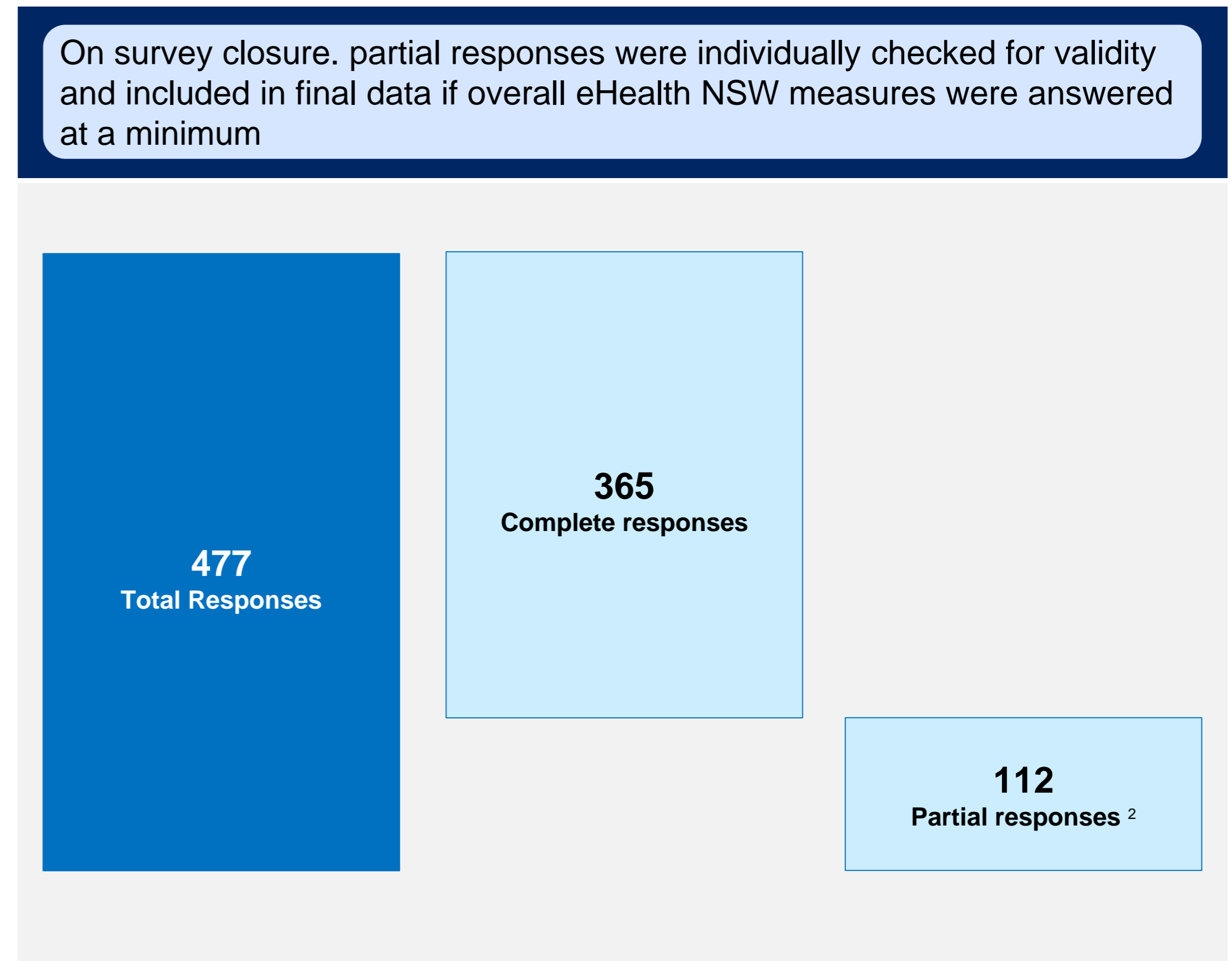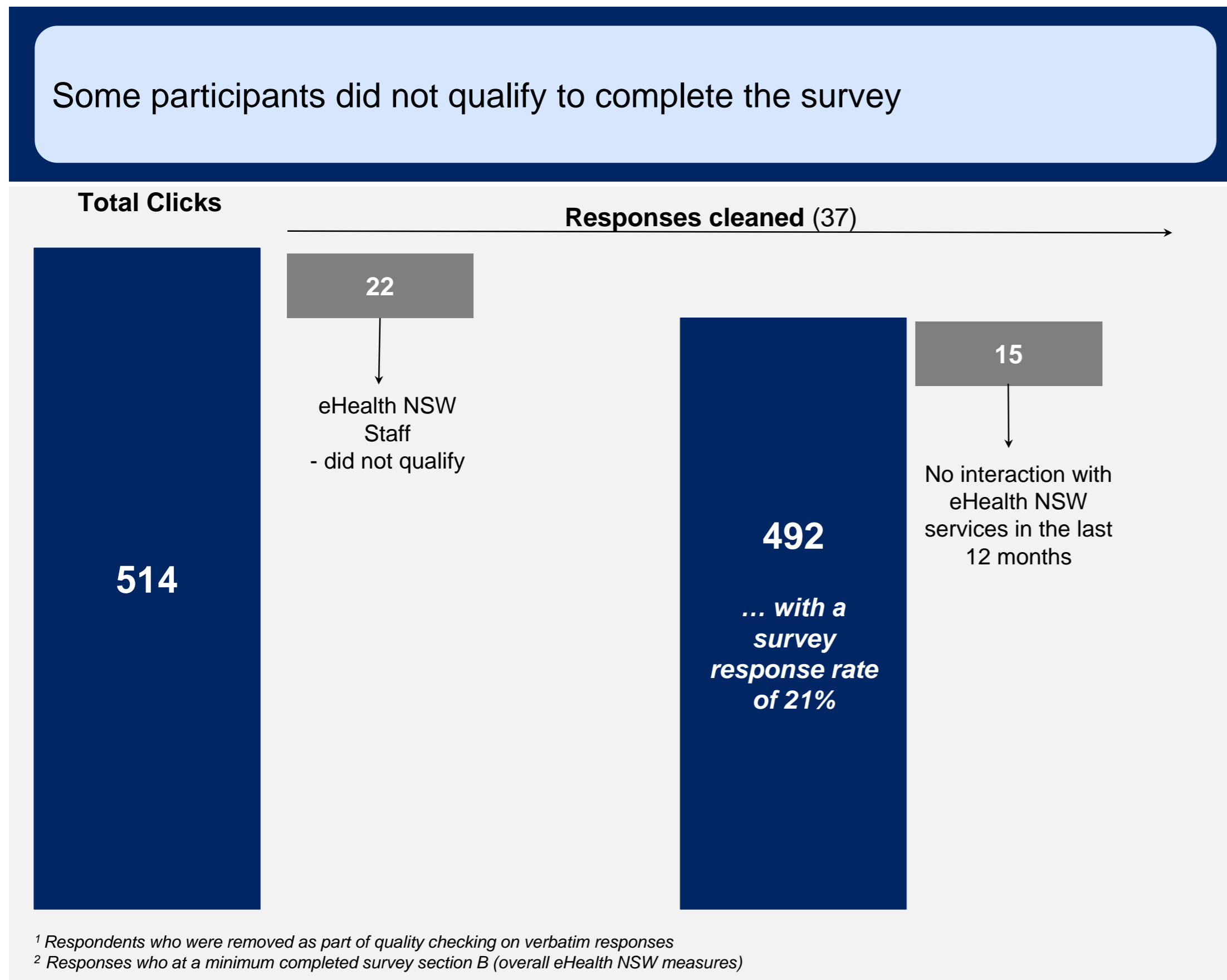| Additional feedback	
Do you want to provide feedback for Other Service Lines that you interacted with in the last 12 months?	Yes/No
Please select the service lines for which you would like to provide feedback	Check list of service lines
Do you have any other comments about how we can improve your overall experience working with eHealth NSW?	Open ended question

eHealth NSW

Closing section

Closing section							
Please specify the length of your tenure working in NSW Health or in affiliated organisations	*0-1 years*	*2-3 years*	*4-5 years*	*6-10 years*	*11-15 years*	*16-20 years*	*21+ years*
We value your feedback and are passionate about improving the experience you receive. *Would you be willing to participate in a follow-up interview or workshop so we can explore your responses further?* *If you select **yes**, you will be asked for your contact information, however, please be assured that your survey responses will remain anonymous.*	Yes			No			
Please provide your details so that we may contact you to discuss your feedback in greater detail. Any contact information *we collect from you will be stored securely and any responses will be treated confidentially:*							
Name							
Phone							
Email							
Role							

eHealth NSW

Final data is cleaned to ensure accurate customer numbers

Survey data was cleaned to remove respondents who did not qualify and invalid responses

Some participants did not qualify to complete the survey

On survey closure. partial responses were individually checked for validity and included in final data if overall eHealth NSW measures were answered at a minimum

Total Clicks

Responses cleaned (37)

22

eHealth NSW
Staff
- did not qualify

15

No interaction with
eHealth NSW
services in the last
12 months

514

492

*… with a
survey
response rate
of 21%*

477
Total Responses

365
Complete responses

112
Partial responses [2]

[1] *Respondents who were removed as part of quality checking on verbatim responses*
[2] *Responses who at a minimum completed survey section B (overall eHealth NSW measures)*

eHealth NSW

NSW GOVERNMENT

The 2022 eHealth NSW focus groups and interviews - Background

Context and opportunity

As a part of the eHealth NSW 2022 Customer Survey, all respondents were invited to participate in the follow-up qualitative sessions to provide additional feedback.

Of the 492 customers who responded to the survey, 44 took part in follow-up qualitative sessions.

Each session was designed to gather further information on key themes from the Customer Survey, as well as to identify pain points, opportunities and improvement areas that would improve the eHealth NSW experience and perception of all customers.

This presented an opportunity to further explore the initial results in the survey, and gain a deeper level of insight on the quantitative data received.

Research Objectives

The objectives of the qualitative follow-up sessions was to gather in depth feedback on the experiences our customers have with eHealth NSW and the services we provide, including:

- Supplement and expand on the insights and key themes from the quantitative survey data, validating the current experience in interacting with eHealth NSW amongst a range of stakeholders

- Gain a deeper understanding of the common or different experiences across stakeholder types

- Identify the drivers behind the identified priority attributes

- Discuss opportunities to improve experience with eHealth NSW

Methodology

To further understand the customer's feedback and explore the context and drivers of the survey results, qualitative research was conducted. All survey participants had the opportunity to opt-in following completion of the Customer Survey. This insight was gathered in using below techniques:

The survey methodology includes:

- **Focus groups (9):** The groups were organised based on organisation type, role and tenure, to enable targeted discussions. The focus groups were 60 minutes in length, and delivered virtually via Microsoft teams, with 2-5 participants in each.

- **Interviews (11):** with customers at an Executive level to gain a understanding of their expectations, pain points, areas of improvement and to further deep dive on the themes identified from the eHealth NSW 2022 survey. The interviews were 30 minutes in length, and delivered virtually via Microsoft teams.

eHealth NSW

The Customer interviews and focus groups measure customer perspectives of eHealth NSW performance overall and for specific service lines

Summary of survey

Introduction

Respondents were asked to introduce themselves share which organisation they are from, and explain how they interact with eHealth NSW on a typical bases.

Introduction
The introduction section allows us to understand who has responded to the survey to be able to contextualise the results and understand the sample profile.

Exploration of interaction with eHealth NSW and attributes

Respondents were asked questions around the themes developed from the survey and to understand pain points and their perception of eHealth NSW. The additional questioned were included to understand specific areas the respondent brought up in their discussions and to better understand the broader experience with eHealth NSW.

Exploration of interaction with eHealth NSW and attributes
This section focused on understanding the pain points and deep diving into the key themes to develop a clearer direction of opportunity and improvement areas.

Closing section

Research participants were provided to ask any additional question relating to the survey and interview/focus group. They were also offered the option to participate in follow up interviews or workshops to explore their responses further.

Closing
This section was primarily interested in allowing participants a safe space to ask the eHealth NSW team any questions they had about the survey and asking respondents permission to participate in qualitative research following the survey to more deeply explore the insights provided.

For a detailed view of the survey questions, please refer to the Appendix

eHealth NSW

Thank you.

For questions, please contact the CX Team:
ehnsw-cx@health.nsw.gov.au