1 June 2019

My NSW Health ICT Experience Survey 2019

Detailed Report – FINAL v1.2

Note to guide interpretation of insights within this report

- The survey was initially developed in 2015 with support from PwC and revised in 2017 and 2019 to reflect organisational changes (e.g. eHealth NSW service lines). Each time, stakeholders from each service line have been consulted to provide input into the survey design as part of a Reference Group.

- The 2019 survey was undertaken from 25th March – 12th April 2019. Results are indicative of users perceptions at this point in time and any recent improvements post these dates would not be reflected in the results.

- The online survey was sent to all staff across NSW Health who had an email address and were on the All NSW Health staff mailing list, which means that results are reflective of the entire population across NSW Health.

- It should be noted that there are significant variations in response numbers from different customer groups:

  - *Customer group:* A small number of responses from St.Vincent's Health Network have been reported, and this data may not be representative.

  - *Service Lines*: Service lines were defined in a way to make them easy for the respondent to understand, and as such may not map neatly back to a single eHealth NSW directorate.

  - Small sample sizes of n<30 have been marked to caution the reader that this data may not be representative.

  - Survey results should be interpreted in the context of eHealth NSW being established in mid-2014 and awareness among B2B customers is still growing.

- The survey results reflect customers' individual perceptions of their ICT experience with NSW Health and eHealth NSW.

- Comparative analysis to the 2014 survey results has been provided, where possible, for B2B responses from eHealth NSW customers. When making comparisons, the following should be kept in mind:

  - The composition and number of respondents has varied between the 2015, 2017 and 2019 surveys. Where appropriate, margin of error calculations have been applied to comparison analyses which take the size and representativeness of the sample into account to ensure movements are valid, and not attributable to changes in the sample composition. Further detail on this analysis is available in the appendix.

- The key in the top right hand corner of each slide indicates if the insights refer to NSW Health (B2C), eHealth NSW (B2B) or both organisations.

NSW GOVERNMENT | Health

Contents

Executive Summary

The eHealth NSW Customer Survey is undertaken every two years, to better understand the customer experience when interacting with eHealth NSW systems and services

Scope and Objectives

- eHealth NSW maintains the vision to improve customer satisfaction (CSAT), engagement and advocacy (NPS) across its customer base, a key focus within the Business Plan.
- Voice of the customer research, captured within the Customer Value Survey has been a crucial component for this focus since 2015, when the first Customer Value Survey was undertaken. Progress had clearly been made from 2015 to 2017, but there was still room for further improvement.
- The end user ICT experience of NSW Health employees is often made up of a variety of systems, applications and services supplied by Local Health Districts (LHDs), Health Agencies and Pillar organisations, and eHealth NSW working in partnership.
- The 'My NSW Health ICT Experience Survey 2019' (2019 Survey) was therefore designed to provide the opportunity to understand the current experience of all staff across NSW Health when interacting with ICT, as well as once again capturing the experience of eHealth NSW customers.

The 2019 Survey objectives are:

Understand current performance and customer sentiment in relation to key baseline measures for both NSW Health and eHealth NSW	Identify opportunities and gaps between customer expectations and service delivery
Determine key differences in sentiment across specific NSW Health organisations or functions	Assess the effectiveness of improvement initiatives over time by comparing 2019 data to 2017 data where appropriate

NSW GOVERNMENT | Health

5

For the first time in 2019, ICT end users across NSW Health were added to the Survey

Scope of the 2019 Survey

With these objectives in mind, the 2019 Survey was designed to target **every user of ICT within NSW Health, with the total population therefore being c.146,844 staff members.**

Of this population, there were two distinct groups across all of the 29 health entities included in the survey. They were:

B2B / eHealth NSW customers

- This group are those who **interact with eHealth NSW directly as part of planning, designing, procuring or implementing new systems or services**, **or** individuals who **wanted to provide detailed feedback on a particular system or service provided by eHealth NSW.**
- The focus of this research was eHealth NSW's customers across 11 service lines, as defined by the Reference Group.
- The research results will be used to build action and engagement plans to improve customer experience.

B2C / ICT end users

- This group are those who used ICT as **end users of technology only**.
- The focus here was to understand the overall experience of all users across NSW Health when interacting with ICT.

The 2019 Survey was split into five sections, with all respondents answering sections A, B and E, and either section C or section D depending on their use of ICT in their role.

A

Screener (All Respondents)
1) Please select which NSW Health organisation you are from.
2) Please select the area that best reflects where you work within your organisation
3) Please identify your role within your organisation's structure
4) Please pick the option that best describes your use of ICT.

B

Overall NSW Health Experience (All Respondents)
1) Overall, how satisfied are you with the ICT services you receive from NSW Health ?
2) 'ICT services available within NSW Health can be trusted or relied upon to enable me to complete my job' ?
3) How likely is it that you would speak favourably of ICT within NSW Health to a friend or colleague ?
4) Please indicate to what extent you believe NSW Health is achieving it's vision for ICT services ?

C

eHealth NSW Experience (B2B)
1) eHealth NSW service screener
2) eHealth NSW overall questions
3) eHealth NSW individual service line questions
4) eHealth NSW attribute questions

D

NSW Health End User Questions (B2C)
1) The ICT in my role is easy to use.
2) The ICT I use is easy to access.
3) The ICT I use does what it is meant to do.
4) The ICT I use can be trusted to handle and store data and information securely.
5) The ICT I use Is designed to help deliver better patient / consumer care.
6) When things go wrong, support staff are helpful and knowledgeable, and do their best to quickly resolve my problem.
7) Please tell us what else we can do to improve your experience with ICT within NSW Health (any other comments) ?

E

Demographics (All Respondents)
1) Age
2) Gender
3) Length of tenure
4) Opportunity to provide further feedback

A. Screener (All Respondents)
The screener section sought to understand which health organisation the respondent was from, and what role they played within their organisation. The final question in this section asked the respondent to select their use of ICT, and this question determined whether they followed the B2B or B2C path later in the survey.

B. Overall NSW Health Experience (All Respondents)
This section focused on the ICT experience of everyone across NSW Health, regardless of the technology they use. It was completed by everyone who completed the survey, giving key baseline measures for all respondents across NSW Health.

C. eHealth NSW Experience (B2B Respondents / Detailed Service Line Feedback Respondents)
As in the 2017 survey, this section asked respondents to provide feedback on their interactions with eHealth NSW. Firstly, respondents were asked to score their overall experience with eHealth NSW, before answering about each of the service lines they have interacted with in the last 12 months. They were also asked to score each service against a set of attributes, and what attributes they valued the most for up to three services.

D. NSW Health End User Questions (B2C Respondents)
For those respondents who identified as end users of ICT, the next section of the survey asked them to score high level attributes for their ICT experience with NSW Health. They were also given the opportunity to provide verbatim feedback on any part of their experience.

E. Demographics (All Respondents)
The final section of the survey was completed by all respondents once again, and asked them to provide further information about themselves, such as their age, gender and length of service with NSW Health.

NSW GOVERNMENT | Health

7

10,492 NSW Health employees responded to the overall 2019 Survey, with good coverage across each health organisation across the state.

Total Respondents n=10,492

- Local Health District (n=7,886)
- Other Health Agencies, (n= 2,162)
- Specialty Networks, (n=444)

Metropolitan - 79% of LHDs
(n=6,223)

LHD	Value
Hunter New England LHD	1,695
Sydney LHD	848
Western Sydney LHD	753
South Eastern Sydney LHD	673
Northern Sydney LHD	643
South Western Sydney LHD	568
Illawarra Shoalhaven LHD	399
Central Coast LHD	361
Nepean Blue Mountains LHD	283

Rural and Regional NSW - 21% of LHDs
(n=1,663)

LHD	Value
Western NSW LHD	475
Northern NSW LHD	325
Murrumbidgee LHD	287
Mid North Coast LHD	243
Southern NSW LHD	220
Far West LHD	113

Other Health Agencies
(n=2,162)

Agency	Value
HealthShare NSW	514
NSW Ambulance	364
eHealth NSW	342
Ministry of Health NSW	329
NSW Health Pathology	211
Cancer Institute NSW	109
Health Education and Training Institute	81
Others	78
Clinical Excellence Commission	44
Health Infrastructure	35
Agency for Clinical Innovation	31
Bureau of Health Information	24

Specialty Networks
(n=444)

Network	Value
Sydney Children's Hospital Network	259
Justice and Forensic Mental Health Network	166
St Vincent's Health Network	19

NSW GOVERNMENT | Health

Source: eHealth NSW CVP Project, Customer Online Survey Analysis 2019 n=10,492

8

9,034 respondents identified exclusively as end users of ICT, and went on to complete the B2C survey route. Again, there was good coverage across all NSW Health organisations.

Local Health District, (n=6,842)

Other Health Agencies, (n= 1,811)

Total Respondents n=9,034

Specialty Networks, (n=381)

Metropolitan - 78% of LHDs
(n=5,366)

Hunter New England LHD	1527
Sydney LHD	713
Western Sydney LHD	635
South Eastern Sydney LHD	556
Northern Sydney LHD	538
South Western Sydney LHD	487
Illawarra Shoalhaven LHD	356
Central Coast LHD	310
Nepean Blue Mountains…	244

Rural and Regional NSW - 22% of LHDs
(n=1,476)

Western NSW LHD	416
Northern NSW LHD	287
Murrumbidgee LHD	263
Mid North Coast LHD	212
Southern NSW LHD	192
Far West LHD	106

Other Health Agencies
(n=1,811)

HealthShare NSW	416
eHealth NSW	342
NSW Ambulance	328
Ministry of Health NSW	249
NSW Health Pathology	167
Cancer Institute NSW	77
Others	62
Health Education and Training…	60
Clinical Excellence Commission	36
Health Infrastructure	29
Agency for Clinical Innovation	25
Bureau of Health Information	20

Specialty Networks
(n=381)

Sydney Children's Hospital Network	224
Justice and Forensic Mental Health Network	141
St Vincent's Health Network	16

9

1,458 respondents identified as being a B2B / eHealth NSW customer or chose to provide detailed feedback on Service Lines, this was an increase of 24% from 2017.

17% increase in response rate for LHDs since 2017

Local Health District (n=1,044)

Other Health Agencies, (n= 351)

Total respondents n=1,458

Specialty Networks, (n=63)

24% increase in response rate since 2017

Metropolitan - 82% of LHDs (n=857)

Hunter New England LHD	168
Sydney LHD	135
Western Sydney LHD	118
South Eastern Sydney LHD	117
Northern Sydney LHD	105
South Western Sydney LHD	81
Central Coast LHD	51
Illawarra Shoalhaven LHD	43
Nepean Blue Mountains…	39

Rural and Regional NSW - 18% of LHDs (n=187)

Western NSW LHD	59
Northern NSW LHD	38
Mid North Coast LHD	31
Southern NSW LHD	28
Murrumbidgee LHD	24
Far West LHD	7

64% increase since 2017

Other Health Agencies (n=351)

HealthShare NSW	98
Ministry of Health NSW	80
NSW Health Pathology	44
NSW Ambulance	36
Cancer Institute NSW	32
Health Education and Training…	21
Clinical Excellence Commission	8
Health Infrastructure	6
Agency for Clinical Innovation	6
Bureau of Health Information	4
eHealth NSW	0

Specialty Networks (n=63)

Sydney Children's Hospital Network	35
Justice and Forensic Mental Health Network	25
St Vincent's Health Network	3

Source: eHealth NSW CVP Project, Customer Online Survey Analysis, 2017 n= 1,177; 2019 n=10,492

10

For each of the key NSW Health end user / B2C measures, the majority of respondents were either satisfied or neutral with their experience.

Overall Satisfaction[1]

	2019 (n=10,492)
Average overall satisfaction (out of 10)	6.1*
% satisfied (7-10)	47%
% neutral (5-6)	33%
% dissatisfied (1-4)	20%

Trust

	2019 (n=10,360)
Average overall score (out of 10)	6.4
% agreed (7-10)	55%
% neutral (5-6)	25%
% disagreed (1-4)	19%

Net Promoter Score (NPS[2])

	2019 (n=10,216)
NPS	-40
% promoters	14%
% passives	32%
% detractors	54%

Strategy / Vision[3]

	2019 (n=9,899)
Average overall score (out of 10)	6.2
% agreed (7-10)	50%
% neutral (5-6)	28%
% disagreed (1-4)	21%

[1]Overall Satisfaction is taken from question: "Overall, how satisfied are you with the ICT services you receive within NSW Health?"

[2]NPS is an established, standard methodology to measure customer loyalty i.e. how likely it is that our customers' will speak favourably of us. Focus is to create more Promoters and reduce Detractors by minimising negative experiences. NPS Score = % Promoters - % of Detractors. Higher NPS indicates positive shift.

[3]Strategy / Vision: Based on responses from question "NSW Health is making progress towards achieving its vision of providing a digitally enabled and integrated health system delivering patient centred health experiences and quality health outcomes.

* The overall score is calculated from the average of each respondent's score, therefore it may not be the average of B2B and B2C score as they may have different respondent size.

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177. For all measures other than Overall Satisfaction, there was an option of 'N/A' or 'Don't Know', and therefore the sample size will not represent 100% of all respondents. Numbers are subject to rounding, may not add up to 100%.

When compared to 2017, eHealth NSW / B2B customer satisfaction has remained stable, but engagement has decreased.

		2019 (n=1,357[1])		2017 (n=1,177)		2015 (n=1,010)	
Overall Satisfaction[2]	Average overall satisfaction (out of 10)		5.8 — Goal*: 6.3	5.8 ▲		5.3	
	% satisfied (7-10)	😀	43%	😀 40% ▲		😀 30%	
	% neutral (5-6)	😐	30%	😐 37%		😐 42%	
	% dissatisfied (1-4)	🙁	27%	🙁 23%		🙁 28%	
Engagement[3]	Average engagement* (out of 10)	Goal*: 6.3	5.7 ▼	6.0 ▲		5.5	
	% of customers by level of engagement	9% Highly engaged	32% Engaged	7% Highly engaged	20% Engaged	5% Highly engaged	22% Engaged
		31% Neutral	28% Disengaged	59% Neutral	14% Disengaged	51% Neutral	22% Disengaged
Net Promoter Score (NPS)	NPS		- 51	- 60		- 69	
	% promoters		9%	6%		5%	
	% passives		31%	28%		21%	
	% detractors		60%	66% ▼		74%	

▼▲

12

In the 2019 Survey, the Statewide Service Desk had the highest satisfaction score, with all but two Service Lines scoring the same or greater than the eHealth NSW overall satisfaction score.
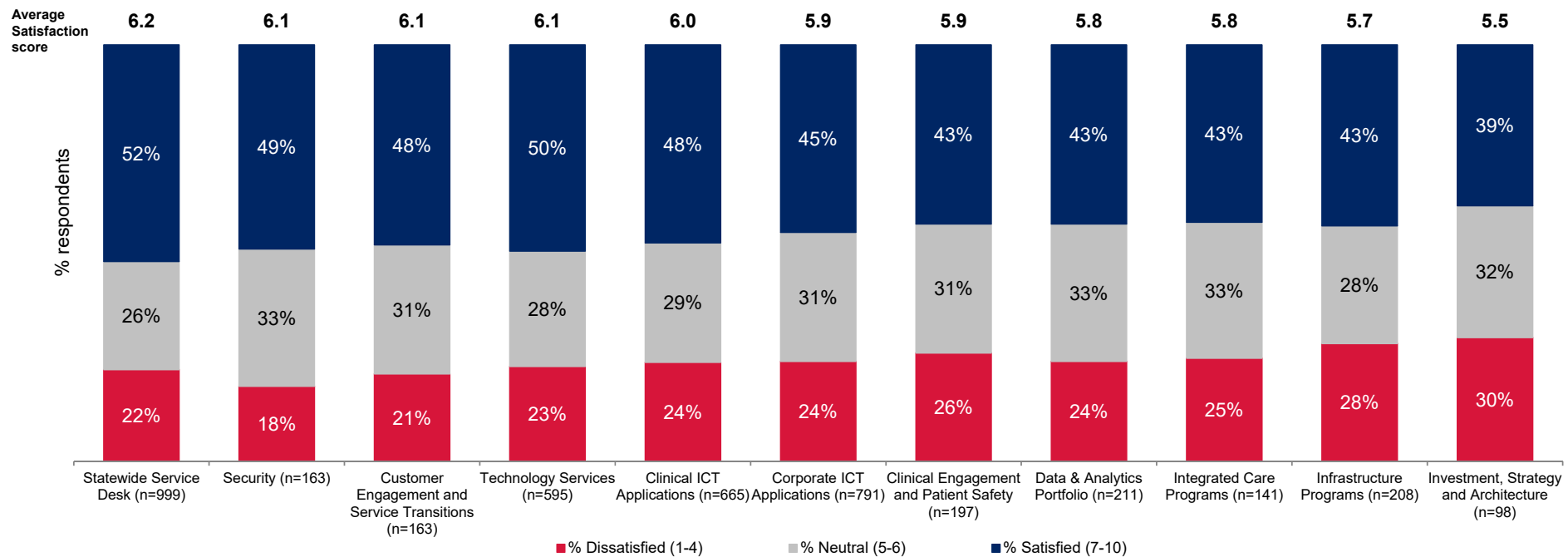
Average Satisfaction score

6.2	6.1	6.1	6.1	6.0	5.9	5.9	5.8	5.8	5.7	5.5
52%	49%	48%	50%	48%	45%	43%	43%	43%	43%	39%
26%	33%	31%	28%	29%	31%	31%	33%	33%	28%	32%
22%	18%	21%	23%	24%	24%	26%	24%	25%	28%	30%

% respondents

| Statewide Service Desk (n=999) | Security (n=163) | Customer Engagement and Service Transitions (n=163) | Technology Services (n=595) | Clinical ICT Applications (n=665) | Corporate ICT Applications (n=791) | Clinical Engagement and Patient Safety (n=197) | Data & Analytics Portfolio (n=211) | Integrated Care Programs (n=141) | Infrastructure Programs (n=208) | Investment, Strategy and Architecture (n=98) |

■ % Dissatisfied (1-4) ■ % Neutral (5-6) ■ % Satisfied (7-10)

The service lines have been expanded and adjusted since 2017 to 2019. The satisfaction score in 2017 for *Information Services*: 6.5; *Corporate IT Programs*: 6.1; *Clinical Programs*: 6.1; *Infrastructure Programs*: 5.9

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177
Numbers are subject to rounding, may not add up to 100%.

13

To consistently meet and exceed customer expectations, eHealth NSW should focus on these four key areas:

Information-oriented	Reliable and Useful Service	Friendly and Knowledgeable Support	Timely Resolution and Usefulness of Reporting
"We have issues day to day with eHealth NSW and their systems… I feel this could be improved by simpler systems and processes on the whole"	"Accountability for the delivery of services to expectations and current standards"	"[I expect] staff answering calls will have the knowledge to help me right away or to pass me on to the correct department"	"There is excessive time taken to process requests and resolve issues… if escalation is required I would like the response within say 48 hrs."

The attributes that are most important to respondents within each group

• Information is clear before, during and after change • Clear communication e.g. outcomes clearly communicated • Ease of interactions and processes	• Timely delivery of service or processing • Cost effective delivery of services • Usefulness of education and training • Accuracy of systems or service delivery	• Helpfulness of staff • Knowledgeable staff who provide confidence in expertise • Adherence to relevant quality standards	• Timely resolution of enquires or issues • Quality and usefulness of reporting • Quality of relationships between eHealth NSW service and your local team

Proportion of respondents who place the highest importance on each need

This segment includes **23%** of the customers	This segment includes **28%** of the population	This segment includes **25%** of the population	This segment includes **24%** of the population

The 2019 My NSW Health ICT Experience Survey has highlighted a number of key insights across NSW Health organisations.

NSW Health End User Experience / B2C Survey Route

- **Metropolitan LHDs are more satisfied than their regional colleagues**, with an average satisfaction score of 6.2 compared with 5.9 in the regions.

- Of the different functions across NSW Health, **ICT teams are the most satisfied**, with an average score of 6.6. In contrast, **front line medical staff had the lowest satisfaction scores**, with nursing, medical, ambulance and paramedical staff with the lowest satisfaction scores.

- **'Trust' is the highest scoring measure across NSW Health**, indicating that employees feel comfortable relying on the systems they use, and trusting them to look after data securely.

- The lowest scoring measure in the B2C survey was whether employees felt ICT was designed to help deliver better patient care. This indicates that **more work may be needed on both the design of systems, but also training and communicating how best to effectively use the ICT aleady in place**.

NSW GOVERNMENT | Health

15

The 2019 My NSW Health ICT Experience Survey has highlighted a number of key insights across eHealth NSW services.

eHealth NSW Customer / B2B Survey Route

- Respondent's **views have become more polarised**, with the number of respondents at either extreme of the baseline measures for satisfaction and engagement increasing since 2017. This is a trend that has been seen in other industries and sectors.

- The overall satisfaction with eHealth NSW has remained constant from 2017 to 2019, however the engagement score has dropped, this may **indicate that respondents are less satisfied with their relationship with eHealth NSW than they are with its actual performance**.

- Indeed, as only two service lines have an individual satisfaction score lower than the overall eHealth NSW measure, it would appear that when customers actually engage with services, they are much more positive with the experience they receive. **Therefore the eHealth NSW brand may be being perceived as weaker than its performance merits**.

- **'Value for money' is the lowest scoring attribute in the engagement measure**, with ICT respondents being more negative about this question than any other throughout the survey.

- **Metro LHDs are also more satisfied with the eHealth NSW service than their regional colleagues.** This is also reflected in the B2C survey results.

16

There is now the opportunity to build on the momentum generated by the 2019 Survey and support customers to deliver better patient care.

We will conduct briefings with eHealth NSW directorate staff on their individual service line results, helping to explain key messages and focus areas.

We will brief individual health organisations on their results, and help them to understand what the results mean for them

Encourage collaboration between all NSW Health organisations to determine priority areas, and set up action groups to target improvement in these areas

Track and monitor the impact of actions against key measures

Hold focus groups with volunteers across NSW Health to gain additional feedback and insight

NSW GOVERNMENT | Health

The results of the My NSW Health ICT Experience Survey 2019 and a call to action

NSW GOVERNMENT | Health

We spoke to 10,492 NSW Health employees from a variety of roles and health organisations to understand what they thought about their current ICT experience in NSW Health. We discovered that around 80% of respondents were either satisfied or neutral about their ICT experience, and that the attribute they were most satisfied with was the trust they had in our systems to securely manage data and information.

6.1 **Overall satisfaction** score for NSW Health. 80% of respondents were with satisfied or neutral.

6.4 **Overall Trust** score for NSW Health. Trust was also the most satisfied attribute in the following end user / B2C survey questions.

-40 **Overall NPS** score for NSW Health. 14% of NSW Health staff agreed that they would recommend the ICT they use to a friend or colleague.

6.2 **Overall Strategy / Vision** score for NSW Health. 78% of respondents were either neutral or agreed that NSW Health was delivering its vision of providing digitally enabled care.

What else has the survey told us?

1. **Over 75% of respondents believe ICT is easy to use and easy to access**

2. **Those in Metro LHDs were typically more satisfied with their experience than regional colleagues**

3. **We can do more to communicate and support staff** to make the most of the ICT available to them, and provide them with the skills they need to help better care for patients.

NSW GOVERNMENT | eHealth

We spoke to 1,458 eHealth NSW customers who had recently interacted with one or more of our services. They told us their satisfaction has remained the same since 2017, however their view is becoming more polarised, with numbers of satisfied and dissatisfied users increasing, and those who remained neutral decreasing. A similar theme was seen looking at engagement, whilst our NPS score increased by 9 points, indicating that when customers use our service lines, they are more positive with the service they receive.

5.8 **Overall satisfaction** score for eHealth NSW. 73% of respondents were either satisfied or neutral.

5.7 **Overall engagement** score for eHealth NSW. The number for those highly engaged and engaged has increased by 14%, however the number for disengaged has also risen by 14%.

-51 **Overall NPS** score for eHealth NSW. The number of promoters has increased by 3%, with detractors falling by 6%.

What else has the survey told us?

1. **42% of customers interact with our services every couple of days or more often** This means that we need to be consistent all of the time!

2. **87% of customers believe eHealth NSW services have improved or stayed the same since 2017** We are making progress and better meeting our customers' needs

3. **Helpfulness of staff** and **timely resolution of issues** are the most important attributes across eHealth NSW as a whole, and have the biggest impact on customer satisfaction

What does this tell us?

We are **making progress**, but there is still work to be done

- Our services are helping NSW Health staff to deliver better patient care
- We provide quality services and outcomes
- We can do more to communicate and educate staff on how best to use services that are available across the network

How can I contribute?

The biggest opportunities for improvement for eHealth NSW are:

Timely resolution of issues and service delivery
- ✓ Deliver service and equipment on time
- ✓ Be available and responsive

Ease of interactions and processes
- ✓ Communicate openly and in simple language
- ✓ Provide as much information as possible

Healthroster and My Health Learning team are very quick to get back to me and assist with anything I ask. They are also very good at following up on issues"

What's next?

Brief all NSW Health organisations with their individual results → Create action groups to respond to the feedback received → Track and monitor progress

NSW GOVERNMENT | Health

1. Introduction

1.1 Background and context

Situation

Technology is impacting every aspect of life and healthcare is no exception. Rapid innovation in ICT is transforming how we engage with the community in the delivery of health services, as well as the experience both patients and staff expect to receive when they visit a health site. The expectations of both patient and staff are now much higher, due mainly to experiences in other sectors where technology and ICT are making a big impact, and this level of service is now expected in all areas of their lives.

eHealth NSW maintains the vision to improve customer satisfaction (CSAT), engagement and advocacy (NPS) across its customer base, a key focus within the Business Plan. At the same time, the 'eHealth Strategy for NSW Health: 2016-2026', sets out a clear ambition to use technology more effectively to help deliver better patient care and experiences.

Voice of the customer research, captured within the Customer Value Survey has been a crucial component for this focus since 2015, when the first Customer Value Survey was undertaken. Progress had clearly been made from 2015 to 2017, but there was still room for further improvement.

Opportunity and Objectives

The end user ICT experience of NSW Health employees is often made up of a variety of systems, applications and services supplied by Local Health Districts (LHDs), Health Agencies and Pillar organisations, and eHealth NSW working in partnership.

The 'My NSW Health ICT Experience Survey 2019' (2019 Survey) was therefore designed to provide the opportunity to understand the current experience of all staff across NSW Health when interacting with ICT, as well as once again capturing the experience of eHealth NSW customers.

The 2019 Survey objectives are:

Understand current performance and customer sentiment in relation to key baseline measures for both NSW Health and eHealth NSW

Determine key differences in sentiment across specific NSW Health organisations or functions

Identify opportunities and gaps between customer expectations and service delivery

Assess the effectiveness of improvement initiatives over time by comparing 2019 data to 2017 data where appropriate

Scope of the 2019 Survey

With these objectives in mind, the 2019 Survey was designed to target **every user of ICT within NSW Health, with the total population therefore being c.146,844 staff members.**

Of this population, there were two distinct groups across the 29 health entities included in the survey. They were:

B2B / eHealth NSW customers

- This group are those who **interact with eHealth NSW directly as part of planning, designing, procuring or implementing new systems or services**, or individuals who **wanted to provide detailed feedback on a particular system or service provided by eHealth NSW.**
- The focus of this research was eHealth NSW's customers across 11 Service Lines, as defined by the Reference Group.
- The research results will be used to build action and engagement plans to improve customer experience.

B2C / ICT end users

- This group are those who used ICT as **end users of technology only**.
- The focus here was to understand the overall experience of all users across NSW Health when interacting with ICT.

20

1.2 Our approach to designing the survey questionnaire

Following the design workshops, the draft survey questionnaire was sent to all Reference Group members to review, with feedback taken on board and incorporated in the survey. In particular, key changes were made to update Service Lines at this point to make them more recognisable to customers. The survey questionnaire was then reviewed by EMT members, and approved by the eHealth NSW CE Dr. Zoran Bolevich to progress to customer testing and programming.

The survey questionnaire was sent twice to the CIOs of each health organisation for them to provide feedback and request any changes to the question set.

The feedback we received from the CIO Group was incorporated into the survey questionnaire and approved by the CIO Group chair, Flora Karanfilovski.

Reference Group design workshops → **Reference Group and EMT feedback** → **Customer testing** → **CIO Group feedback** → **Programming of the survey**
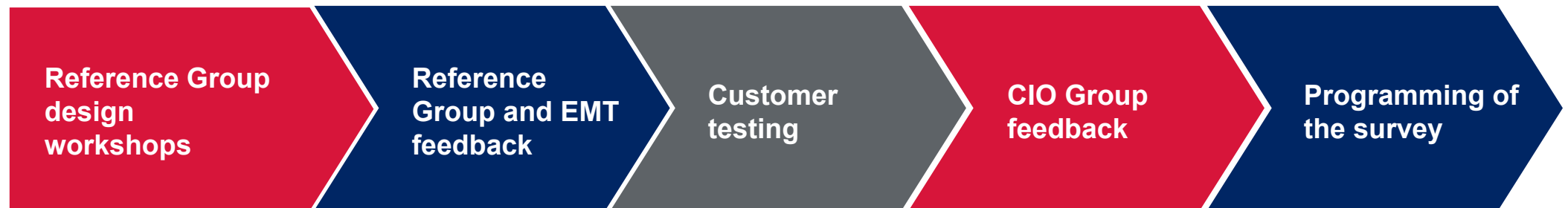
At the beginning of the project, a Reference Group was formed consisting of representatives from each of the eHealth NSW Service Lines to help scope and design the 2019 Survey. They were later joined by representatives from the CIO Group, to help ensure the survey was fit for purpose for each of the user groups within the questionnaire.

This group attended various workshops to help design both routes through the survey, and help define the correct language to be used.

To make sure the language, wording and question flow of the survey was appropriate and relevant to each of the different user groups, the project team conducted customer testing with representatives from each sample. This involved face to face and telephone walkthroughs, as well as cold call-style emails to make sure the questions made sense without one of the team explaining them.

The feedback received was positive, and any requests for updates were considered and built into the survey questionnaire where appropriate.

Following the completion of all testing activities, the survey was programmed using the Qualtrics platform to create a live link for respondents to complete. This link was stringently tested by the project team, and uploaded on to the eHealth NSW website ready for launch on the 25th March (Field period: 25 March – 12 April)

NSW GOVERNMENT | Health

21

1.2 Summary of the survey questions / structure

A

Screener (All Respondents)
1) Please select which NSW Health organisation you are from.
2) Please select the area that best reflects where you work within your organisation
3) Please identify your role within your organisation's structure
4) Please pick the option that best describes your use of ICT.

B

Overall NSW Health Experience (All Respondents)
1) Overall, how satisfied are you with the ICT services you receive from NSW Health ?
2) 'ICT services available within NSW Health can be trusted or relied upon to enable me to complete my job' ?
3) How likely is it that you would speak favourably of ICT within NSW Health to a friend or colleague ?
4) Please indicate to what extent you believe NSW Health is achieving it's vision for ICT services ?

C

eHealth NSW Experience (B2B)
1) eHealth NSW service screener
2) eHealth NSW overall questions
3) eHealth NSW individual service line questions
4) eHealth NSW attribute questions

D

NSW Health End User Questions (B2C)
1) The ICT in my role is easy to use.
2) The ICT I use is easy to access.
3) The ICT I use does what it is meant to do.
4) The ICT I use can be trusted to handle and store data and information securely.
5) The ICT I use Is designed to help deliver better patient / consumer care.
6) When things go wrong, support staff are helpful and knowledgeable, and do their best to quickly resolve my problem.
7) Please tell us what else we can do to improve your experience with ICT within NSW Health (any other comments) ?

E

Demographics (All Respondents)
1) Age
2) Gender
3) Length of tenure
4) Opportunity to provide further feedback

A. Screener (All Respondents)
The screener section sought to understand which health organisation the respondent was from, and what role they played within their organisation. The final question in this section asked the respondent to select their use of ICT, and this question determined whether they followed the B2B or B2C path later in the survey.

B. Overall NSW Health Experience (All Respondents)
This section focused on the ICT experience of everyone across NSW Health, regardless of the technology they use. It was completed by everyone who completed the survey, giving key baseline measures for all respondents across NSW Health.

C. eHealth NSW Experience (B2B Respondents / Detailed Service Line Feedback Respondents)
As in the 2017 survey, this section asked respondents to provide feedback on their interactions with eHealth NSW. Firstly, respondents were asked to score their overall experience with eHealth NSW, before answering about each of the service lines they have interacted with in the last 12 months. They were also asked to score each service against a set of attributes, and what attributes they valued the most for up to three services.

D. NSW Health End User Questions (B2C Respondents)
For those respondents who identified as end users of ICT, the next section of the survey asked them to score high level attributes for their ICT experience with NSW Health. They were also given the opportunity to provide verbatim feedback on any part of their experience.

E. Demographics (All Respondents)
The final section of the survey was completed by all respondents once again, and asked them to provide further information about themselves, such as their age, gender and length of service with NSW Health.

22

B2C   B2B

1.3 Respondent demographics – All respondents

10,492 individuals responded to the 2019 My NSW Health ICT Experience Survey, with good coverage across each of the 29 health organisations, with 26 out of the 29 recording a participation rate of over 4%.

Total Respondents n=10,492

- Local Health District (n=7,886)
- Other Health Agencies, (n= 2,162)
- Specialty Networks, (n=444)

Metropolitan - 79% of LHDs (n=6,223)

LHD	Count
Hunter New England LHD	1,695
Sydney LHD	848
Western Sydney LHD	753
South Eastern Sydney LHD	673
Northern Sydney LHD	643
South Western Sydney LHD	568
Illawarra Shoalhaven LHD	399
Central Coast LHD	361
Nepean Blue Mountains LHD	283

Rural and Regional NSW - 21% of LHDs (n=1,663)

LHD	Count
Western NSW LHD	475
Northern NSW LHD	325
Murrumbidgee LHD	287
Mid North Coast LHD	243
Southern NSW LHD	220
Far West LHD	113

Other Health Agencies (n=2,162)

Agency	Count
HealthShare NSW	514
NSW Ambulance	364
eHealth NSW	342
Ministry of Health NSW	329
NSW Health Pathology	211
Cancer Institute NSW	109
Health Education and Training Institute	81
Others	78
Clinical Excellence Commission	44
Health Infrastructure	35
Agency for Clinical Innovation	31
Bureau of Health Information	24

Specialty Networks (n=444)

Network	Count
Sydney Children's Hospital Network	259
Justice and Forensic Mental Health Network	166
St Vincent's Health Network	19

Source: eHealth NSW CVP Project, Customer Online Survey Analysis 2019 n=10,492

NSW GOVERNMENT | Health

23

B2C   B2B

1.3 Respondent demographics – All respondents

Position within organisation

Position	Count
Clinical Staff	3897
Administration / Analyst	1856
Team Leader, Project Manager / Supervisor	1285
Director / Senior Manager	636
Nursing Unit Manager	299
HR / Workforce	285
Chief Executive / Executive	215
Finance / Accounts Officer	136
Direct Report to Chief Executive	41
Not specified / Other staff	1842

Functional area within organisation

Functional area	Count
Nursing	2841
General Administration	1442
Allied Health Professional	1377
Medical	700
ICT	626
HR / Workforce	374
Operations	309
Finance	300
Ambulance / Paramedical	265
Scientific and Technical	231
Chief Executive / Executive	215
Clinical Governance	152
Pathology	152
Pharmacy	97
Radiology	73
Other[1]	1338

Source: eHealth NSW CVP Project, Customer Online Survey Analysis 2019 n=10,492
[1]Other functional area include Midwifery, policy, Research, Population Health, Education, Security, Procurement, Engineering etc.

24

B2C   B2B

1.3 Respondent demographics – B2C

9,034 B2C respondents responded to the My NSW Health ICT Experience Survey.

Local Health District, (n=6,842)

Other Health Agencies, (n= 1,811)

Total Respondents n=9,034

Specialty Networks, (n=381)

Metropolitan - 78% of LHDs (n=5,366)

LHD	Value
Hunter New England LHD	1527
Sydney LHD	713
Western Sydney LHD	635
South Eastern Sydney LHD	556
Northern Sydney LHD	538
South Western Sydney LHD	487
Illawarra Shoalhaven LHD	356
Central Coast LHD	310
Nepean Blue Mountains…	244

Rural and Regional NSW - 22% of LHDs (n=1,476)

LHD	Value
Western NSW LHD	416
Northern NSW LHD	287
Murrumbidgee LHD	263
Mid North Coast LHD	212
Southern NSW LHD	192
Far West LHD	106

Other Health Agencies (n=1,811)

Agency	Value
HealthShare NSW	416
eHealth NSW	342
NSW Ambulance	328
Ministry of Health NSW	249
NSW Health Pathology	167
Cancer Institute NSW	77
Others	62
Health Education and Training…	60
Clinical Excellence Commission	36
Health Infrastructure	29
Agency for Clinical Innovation	25
Bureau of Health Information	20

Specialty Networks (n=381)

Network	Value
Sydney Children's Hospital Network	224
Justice and Forensic Mental Health Network	141
St Vincent's Health Network	16

NSW GOVERNMENT | Health

Source: eHealth NSW CVP Project, Customer Online Survey Analysis, 2017 n= 1,177; 2019 n=10,492

B2C   B2B

1.3 Respondent demographics – B2C

Position within organisation

Clinical Staff	3685
Administration / Analyst	1548
Team Leader, Project Manager / Supervisor	971
Director / Senior Manager	422
Nursing Unit Manager	259
HR / Workforce	248
Chief Executive / Executive	143
Finance / Accounts Officer	121
Direct Report to Chief Executive	27
Not specified / Other staff	1610

Functional area within organisation

Nursing	2617
General Administration	1312
Allied Health Professional	1282
Medical	639
HR / Workforce	321
ICT	311
Finance	251
Ambulance / Paramedical	250
Operations	221
Scientific and Technical	191
Chief Executive / Executive	143
Pathology	130
Clinical Governance	123
Pharmacy	80
Radiology	61
Other	1102

[1]Other functional area include Midwifery, Policy, Research, Population Health, Education, Security, Procurement, Engineering etc.
[2]Number of service line interaction and frequency of interaction are designed as multiple choice questions, therefore the summation may be greater than the total number of respondents.
Source: eHealth NSW CVP Project, Customer Online Survey Analysis, 2017 n= 1,177; 2019 n=10,492

26

B2C   B2B

1.3 Respondent demographics – B2B

1,458 eHealth NSW customers (B2B) responded to the My NSW Health ICT Experience Survey, exceeding the total sample of 1,177 of the Survey in 2017. There was also good coverage across each of the NSW Health organisations.

17% increase in response rate for LHDs since 2017

Total Respondents n=1,458

- Local Health District (n=1,044)
- Other Health Agencies, (n= 351)
- Specialty Networks, (n=63)

24% increase in response rate since 2017

Metropolitan - 82% of LHDs (n=857)

Hunter New England LHD	168
Sydney LHD	135
Western Sydney LHD	118
South Eastern Sydney LHD	117
Northern Sydney LHD	105
South Western Sydney LHD	81
Central Coast LHD	51
Illawarra Shoalhaven LHD	43
Nepean Blue Mountains…	39

Rural and Regional NSW - 18% of LHDs (n=187)

Western NSW LHD	59
Northern NSW LHD	38
Mid North Coast LHD	31
Southern NSW LHD	28
Murrumbidgee LHD	24
Far West LHD	7

Other Health Agencies (n=351)

64% increase since 2017

HealthShare NSW	98
Ministry of Health NSW	80
NSW Health Pathology	44
NSW Ambulance	36
Cancer Institute NSW	32
Health Education and Training…	21
Clinical Excellence Commission	8
Health Infrastructure	6
Agency for Clinical Innovation	6
Bureau of Health Information	4
eHealth NSW	0

Specialty Networks (n=63)

Sydney Children's Hospital Network	35
Justice and Forensic Mental Health Network	25
St Vincent's Health Network	3

NSW GOVERNMENT | Health

Source: eHealth NSW CVP Project, Customer Online Survey Analysis, 2017 n= 1,177; 2019 n=10,492

B2C   B2B

1.3 Respondent demographics – B2B

Almost 42% of respondents interact with eHealth NSW Service Lines every couple of days or more often.

Position within organisation

Position	Count
Team Leader, Project Manager / Supervisor	314
Administration / Analyst	308
Director / Senior Manager	214
Clinical Staff	212
Chief Executive / Executive	72
Nursing Unit Manager	40
HR / Workforce	37
Finance / Accounts Officer	15
Direct Report to Chief Executive	14
Not specified / Other staff	232

Functional area within organisation

Functional area	Count
ICT	315
Nursing	224
General Administration	130
Allied Health Professional	95
Operations	88
Chief Executive / Executive	72
Medical	61
HR / Workforce	53
Finance	49
Scientific and Technical	40
Clinical Governance	29
Pathology	22
Pharmacy	17
Ambulance / Paramedical	15
Radiology	12
Other[1]	236

Service line interaction[2]

Service line	Count
Statewide Service Desk	1120
Corporate ICT Applications	833
Clinical ICT Applications	718
Technology Services	645
Data and Analytics Portfolio	258
Infrastructure Programs	249
Clinical Engagement and Patient Safety	228
Security	199
Customer Engagement and Service Transitions	189
Integrated Care Programs	173
Investment, Strategy and Architecture	123

Frequency of interaction[2]

Frequency	Count
Every day	1257
Once a month	723
Every couple of days	699
Once every couple of months	630
Once a week	539
Once every two weeks	481
Once every six months	258
Once a year or less	109

42% of customers interact every couple of days or more often, which is 18% decrease since 2017, potentially indicating more sufficient self service so people don't need to interact as often as they used to do.
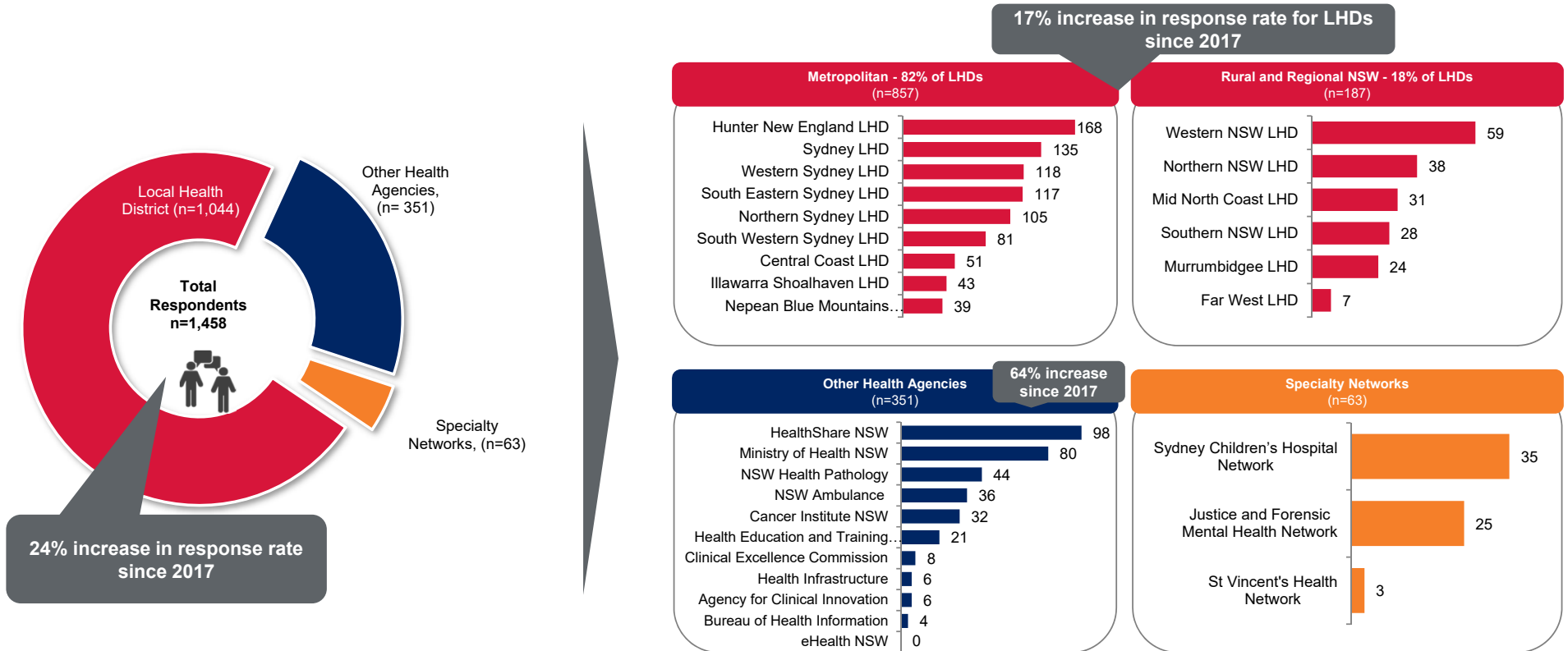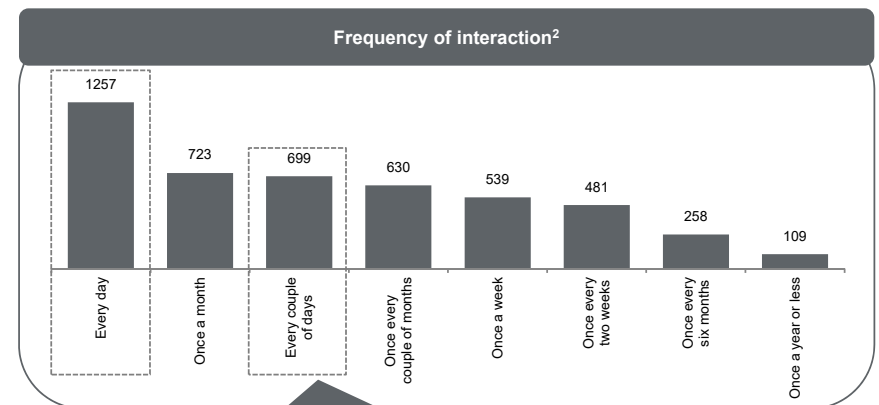
[1]Other functional area include Midwifery, Policy, Research, Population Health, Education, Security, Procurement, Engineering etc.
[2]Number of service line interaction and frequency of interaction are designed as multiple choice questions, therefore the summation may be greater than the total number of respondents.
Source: eHealth NSW CVP Project, Customer Online Survey Analysis, 2017 n= 1,177; 2019 n=10,492

NSW GOVERNMENT | Health

2. Overall NSW Health and B2C / End User Results

B2C   B2B

2.1 End user baseline measures across NSW Health

In the 2019 Survey, **all respondents** were asked four questions about their overall ICT experience within NSW Health for the first time. The majority of users were either satisfied or neutral with their experience. Those respondents who went on to complete the B2B / eHealth NSW customer route were more negative in their responses compared with their B2C colleagues, as can be seen in the two right hand columns of each graphic.

Overall Satisfaction[1]

	2019 (n=10,492)	B2C n=9,034	B2B n=1,458
Average overall satisfaction (out of 10)	6.1*	6.1*	5.9*
% satisfied (7-10)	47%	48%	44%
% neutral (5-6)	33%	33%	33%
% dissatisfied (1-4)	20%	19%	23%

Trust

	2019 (n=10,360)	B2C n=8,910	B2B n=1,450
Average overall score (out of 10)	6.4	6.5	6.1
% agreed (7-10)	55%	56%	50%
% neutral (5-6)	25%	25%	27%
% disagreed (1-4)	19%	19%	23%

Net Promoter Score (NPS[2])

	2019 (n=10,216)	B2C n=8,780	B2B n=1,436
NPS	-40	-38	-45
% promoters	14%	15%	12%
% passives	32%	32%	32%
% detractors	54%	53%	57%

Strategy / Vision[3]

	2019 (n=9,899)	B2C n=8,487	B2B n=1,412
Average overall score (out of 10)	6.2	6.3	6.1
% agreed (7-10)	50%	51%	46%
% neutral (5-6)	28%	28%	29%
% disagreed (1-4)	21%	21%	24%

[1]Overall Satisfaction is taken from question: "Overall, how satisfied are you with the ICT services you receive within NSW Health?"
[2]NPS is an established, standard methodology to measure customer loyalty i.e. how likely it is that our customers' will speak favourably of us. Focus is to create more Promoters and reduce Detractors by minimising negative experiences. NPS Score = % Promoters - % of Detractors. Higher NPS indicates positive shift.
[3]Strategy / Vision: Based on responses from question "NSW Health is making progress towards achieving its vision of providing a digitally enabled and integrated health system delivering patient centred health experiences and quality health outcomes.
* The overall score is calculated from the average of each respondent's score, therefore it may not be the average of B2B and B2C score as they may have different respondent size.
Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177. For all measures other than Overall Satisfaction, there was an option of 'N/A' or 'Don't Know', and therefore the sample size will not represent 100% of all respondents. Numbers are subject to rounding, may not add up to 100%.

NSW GOVERNMENT | Health

30

B2C   B2B

2.2 Baseline measures by Health organisation – Satisfaction (1/2)

Each respondent to the My NSW Health ICT Experience Survey was asked to rate their **overall satisfaction with the ICT they use in their day to day role**. The average satisfaction score is highest for eHealth NSW (7.1 out of 10) across all health organisations in 2019. As a reminder, the average satisfaction score across **all of NSW Health was 6.1**, and therefore **over half of organisations achieved this score or higher within the survey.**

	7.1	6.9	6.7	6.6	6.5	6.4	6.4	6.3	6.3	6.3	6.3	6.2	6.2	6.2	6.2
% Satisfied (7-10)	74%	70%	63%	66%	55%	58%	54%	58%	52%	51%	42%	49%	48%	49%	46%
% Neutral (5-6)	18%	23%	17%	16%	28%	26%	38%	27%	31%	32%	52%	34%	37%	33%	34%
% Dissatisfied (1-4)	8%	6%	20%	18%	17%	17%	8%	16%	17%	17%	6%	17%	14%	17%	20%

Organisations (left to right): eHealth NSW (n=342); Health Education and Training (n=81); Health Infrastructure (n=35); Clinical Excellence Commission (n=44); Nepean Blue Mountains LHD (n=283); Cancer Institue of NSW (n=109); Bureau of Health Information (n=24); Far West LHD (n=113); Sydney LHD (n=848); Hunter New England LHD (n=1695); Agency for Clinical Innovation (n=31); South Eastern Sydney LHD (n=673); Healthshare NSW (n=514); South Western Sydney LHD (n=568); Justice and Forensic Mental Health Network (n=166)

■ % Dissatisfied (1-4)   ■ % Neutral (5-6)   ■ % Satisfied (7-10)

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
Numbers are subject to rounding, may not add up to 100%.

31

B2C B2B

2.2 Baseline measures by Health organisation – Satisfaction (2/2)

Each respondent to the My NSW Health ICT Experience Survey was asked to rate their overall satisfaction with the ICT they use in their day to day role. The average satisfaction score is lowest for St. Vincent's Health Network (3.9 out of 10) across all Service Lines in 2019.

	6.1	6.1	6.0	6.0	6.0	6.0	5.9	5.9	5.8	5.7	5.7	5.5	4.7	3.9	5.6
% Satisfied (7-10)	46%	45%	45%	43%	44%	43%	45%	43%	42%	39%	40%	32%	26%	16%	32%
% Neutral (5-6)	37%	39%	34%	35%	37%	40%	34%	35%	36%	38%	34%	37%	27%	21%	42%
% Dissatisfied (1-4)	17%	17%	21%	22%	19%	18%	21%	22%	23%	23%	27%	31%	48%	63%	26%

Categories (left to right): Southern NSW LHD (n=220), Illawarra Shoalhaven LHD (n=399), Western Sydney LHD (n=753), Central Coast LHD (n=361), Murrumbidgee LHD (n=287), Ministry of Health NSW (n=329), Northern NSW LHD (n=325), Northern Sydney LHD (n=643), NSW Health Pathology LHD (n=211), Sydney Children Hospital Network (n=259), Western NSW LHD (n=475), Mid North Coast LHD (n=243), NSW Ambulance (n=364), St. Vincent's Health Network (n=19), Other (n=78)

% respondents

■ % Dissatisfied (1-4)   ■ % Neutral (5-6)   ■ % Satisfied (7-10)

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
Numbers are subject to rounding, may not add up to 100%.

NSW GOVERNMENT | Health

32

B2C   B2B

2.2 Baseline measures by Health organisation – Trust (1/2)

Each respondent was also asked to agree or disagree with the statement *"ICT services available within NSW Health can be trusted or relied upon to enable me to complete my job".* The average trust score is highest for eHealth NSW (7.5 out of 10) across all health organisations in 2019. The average satisfaction score across all of NSW Health was 6.4, meaning over half of organisations achieved this score or higher within the survey. **Trust was the highest scoring baseline measure in the 2019 Survey.**

	7.5	7.1	6.9	6.9	6.8	6.8	6.7	6.7	6.6	6.6	6.6	6.6	6.6	6.5	6.5
% Strongly Agree (7-10)	78%	70%	75%	69%	65%	65%	59%	59%	60%	59%	61%	63%	64%	58%	57%
% Neutral (5-6)	15%	20%	17%	6%	21%	19%	27%	24%	24%	25%	22%	27%	21%	24%	24%
% Strongly Disagree (1-4)	7%	10%	8%	26%	14%	16%	14%	17%	17%	16%	17%	10%	15%	18%	19%

% respondents

- eHealth NSW (n=341)
- Health Education and Training (n=81)
- Bureau of Health Information (n=24)
- Health Infrastructure (n=35)
- Clinical Excellence Commission (n=43)
- Nepean Blue Mountains LHD (n=277)
- Healthshare NSW (n=507)
- South Western Sydney LHD (n=559)
- Sydney LHD (n=836)
- Hunter New England LHD (n=1671)
- Cancer Institue of NSW (n=109)
- Agency for Clinical Innovation (n=30)
- Far West LHD (n=112)
- South Eastern Sydney LHD (n=668)
- Southern NSW LHD (n=217)

■ % Strongly Disagree (1-4)   ■ % Neutral (5-6)   ■ % Strongly Agree (7-10)

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
Numbers are subject to rounding, may not add up to 100%.

B2C   B2B

2.2 Baseline measures by Health organisation – Trust (2/2)

At the other end of the scale, trust is lowest for St. Vincent's Health Network (4.3 out of 10) for 2019. However, only three of the 29 health organisations included in the 2019 Survey had an overall trust score lower than 6, demonstrating employees have a good level of trust in NSW Health ICT services.

	Western Sydney LHD (n=743)	Illawarra Shoalhaven LHD (n=393)	Justice and Forensic Mental Health Network (n=163)	Murrumbidgee LHD (n=280)	Northern Sydney LHD (n=634)	NSW Health Pathology LHD (n=208)	Ministry of Health NSW (n=326)	Northern NSW LHD (n=323)	Central Coast LHD (n=355)	Sydney Children Hospital Network (n=259)	Western NSW LHD (n=469)	Mid North Coast LHD (n=241)	NSW Ambulance (n=360)	St. Vincent's Health Network (n=19)	Other (n=77)
Score	6.4	6.4	6.3	6.3	6.3	6.2	6.2	6.2	6.1	6.1	6.1	5.7	4.8	4.3	5.8
% Strongly Agree (7-10)	56%	55%	52%	51%	51%	52%	50%	49%	49%	50%	47%	42%	27%	26%	44%
% Neutral (5-6)	27%	28%	29%	31%	28%	26%	29%	29%	26%	27%	29%	26%	26%	21%	29%
% Strongly Disagree (1-4)	18%	17%	19%	18%	21%	22%	21%	22%	25%	22%	24%	32%	47%	53%	27%

% respondents

■ % Strongly Disagree (1-4)   ■ % Neutral (5-6)   ■ % Strongly Agree (7-10)

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
Numbers are subject to rounding, may not add up to 100%.
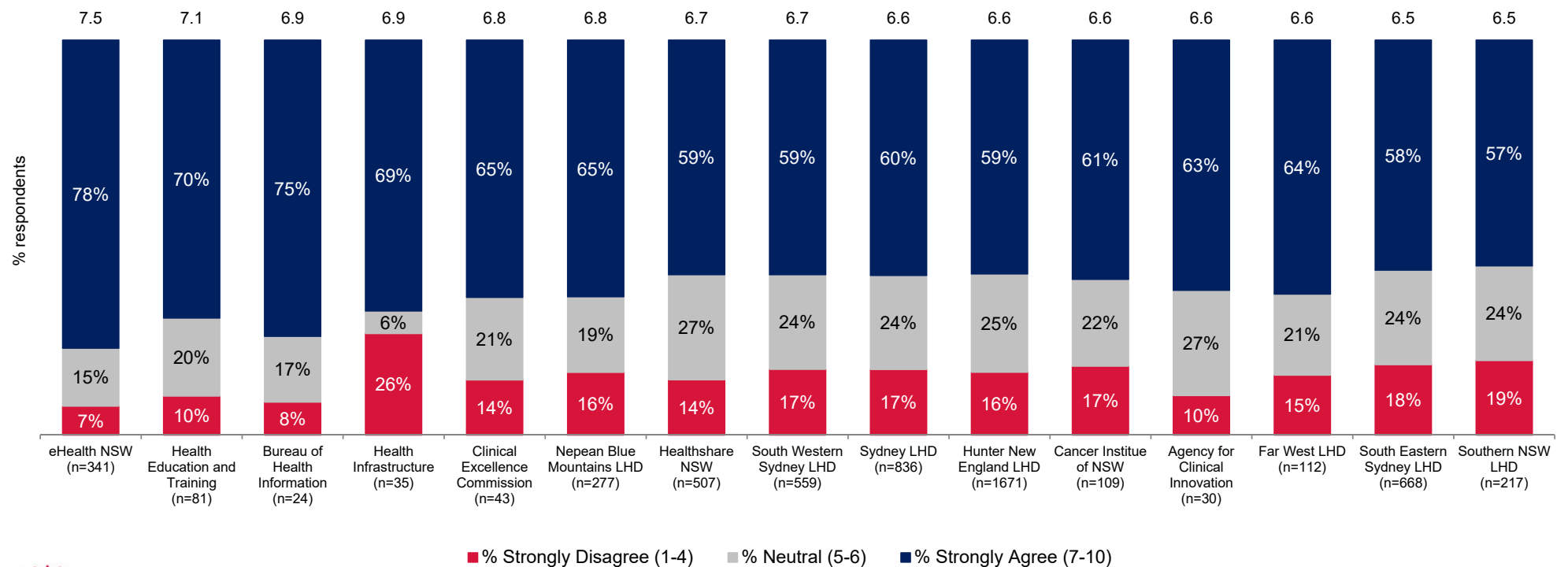
34

2.2 Baseline measures by Health organisation – Advocacy (1/2)
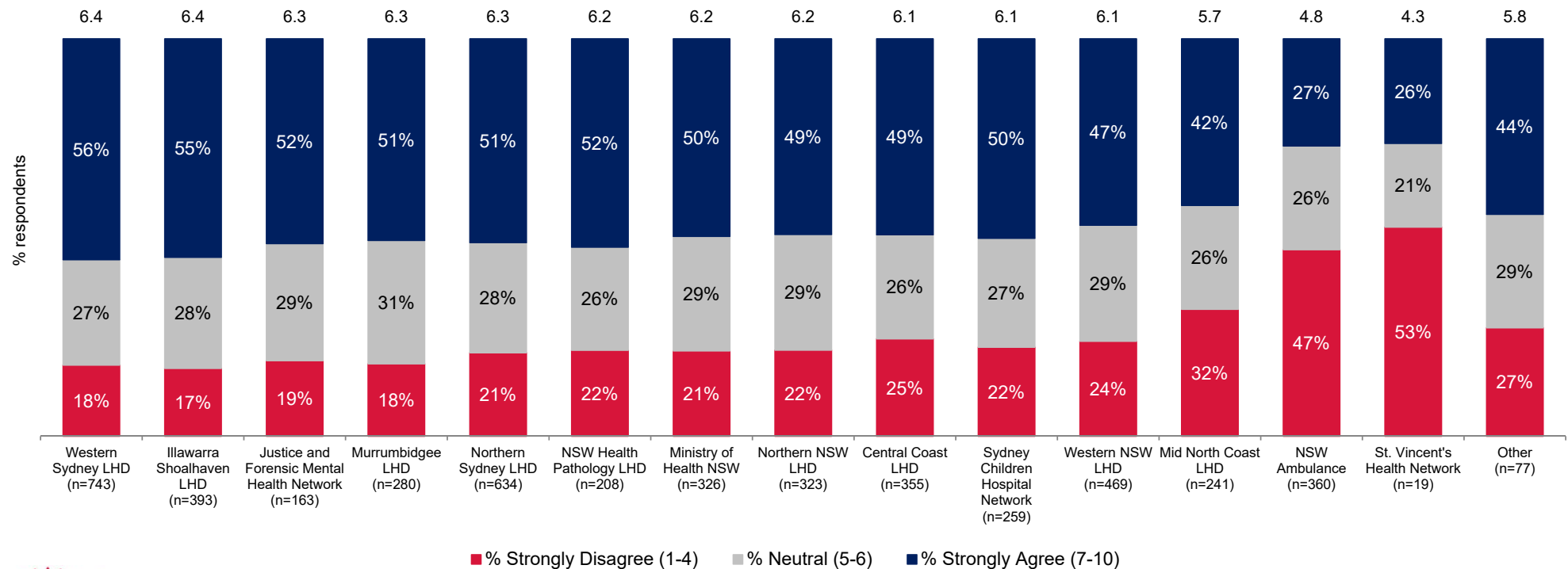
The penultimate question asked of all respondents looked at customer advocacy, and **how likely the respondent would be to recommend the ICT they use to a friend of colleague**. The responses to this question were used to generate the NPS score for both NSW Health, and each health organisation.
As the graphic below shows, NPS was typically highest for those responding from Health Agencies.

NPS[1] Score

	-5	-17	-23	-27	-29	-29	-29	-33	-33	-34	-34	-36	-36	-39	-41
% Promoter (9-10)	25%	20%	16%	20%	20%	20%	13%	17%	17%	16%	15%	15%	15%	19%	14%
% Passive (7-8)	46%	44%	45%	32%	31%	32%	45%	33%	33%	34%	36%	34%	34%	23%	32%
% Detractor (0-6)	30%	37%	39%	47%	49%	49%	42%	50%	50%	50%	49%	51%	51%	58%	55%

% respondents

eHealth NSW (n=338) · Clinical Excellence Commission (n=41) · Health Education and Training (n=80) · Nepean Blue Mountains LHD (n=276) · Health Infrastructure (n=35) · Cancer Institue of NSW (n=107) · Far West LHD (n=112) · South Western Sydney LHD (n=552) · Sydney LHD (n=832) · Hunter New England LHD (n=1631) · Healthshare NSW (n=504) · South Eastern Sydney LHD (n=655) · Southern NSW LHD (n=213) · Justice and Forensic Mental Health Network (n=163) · Illawarra Shoalhaven LHD (n=389)

■ % Detractor (0-6)   ■ % Passive (7-8)   ■ % Promoter (9-10)

[1]NPS is an established, standard methodology to measure customer loyalty i.e. how likely it is that our customers' will speak favourably of us. Focus is to create more Promoters and reduce Detractors by minimising negative experiences. NPS Score = % Promoters - % of Detractors. Higher NPS indicates positive shift.

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
Numbers are subject to rounding, may not add up to 100%.

35

B2C | B2B

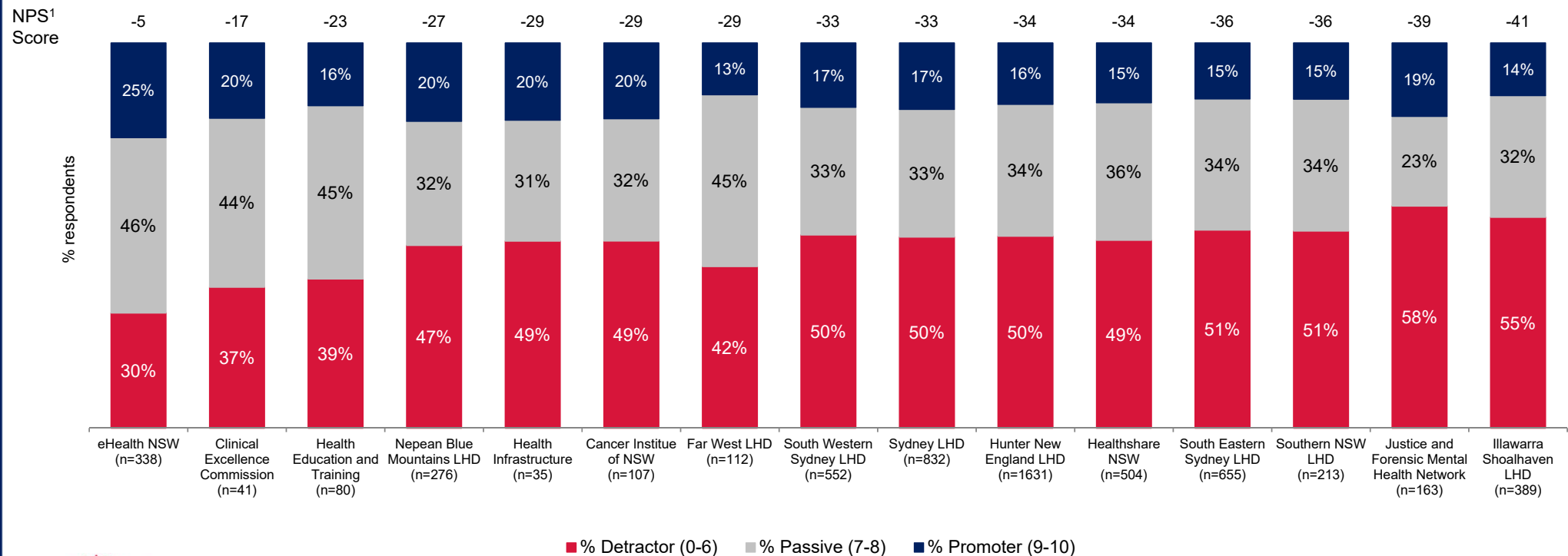# 2.2 Baseline measures by health organisation – Advocacy (2/2)

Advocacy was lowest for St.Vincent's Health Network and NSW Ambulance. Unlike the other key measures in this part of the 2019 Survey, **over half of the health organisations included for 2019 were below the average NSW Health NPS score of -40.**

NPS[1] Score

Organisation	NPS Score	% Promoter (9-10)	% Passive (7-8)	% Detractor (0-6)
Western Sydney LHD (n=733)	-41	13%	33%	54%
Murrumbidgee LHD (n=272)	-44	13%	30%	57%
Central Coast LHD (n=350)	-44	14%	28%	58%
Northern Sydney LHD (n=627)	-44	14%	28%	58%
Northern NSW LHD (n=317)	-45	13%	29%	58%
NSW Health Pathology LHD (n=208)	-48	11%	30%	59%
Agency for Clinical Innovation (n=30)	-50	10%	30%	60%
Bureau of Health Information (n=24)	-50		50%	50%
Western NSW LHD (n=465)	-51	11%	28%	62%
Sydney Children Hospital Network (n=252)	-55	9%	27%	64%
Mid North Coast LHD (n=237)	-57	9%	25%	66%
Ministry of Health NSW (n=324)	-58	8%	25%	66%
NSW Ambulance (n=355)	-73	4%	19%	77%
St. Vincent's Health Network (n=19)	-79	5%	11%	84%
Other (n=75)	-47	15%	24%	61%

% respondents

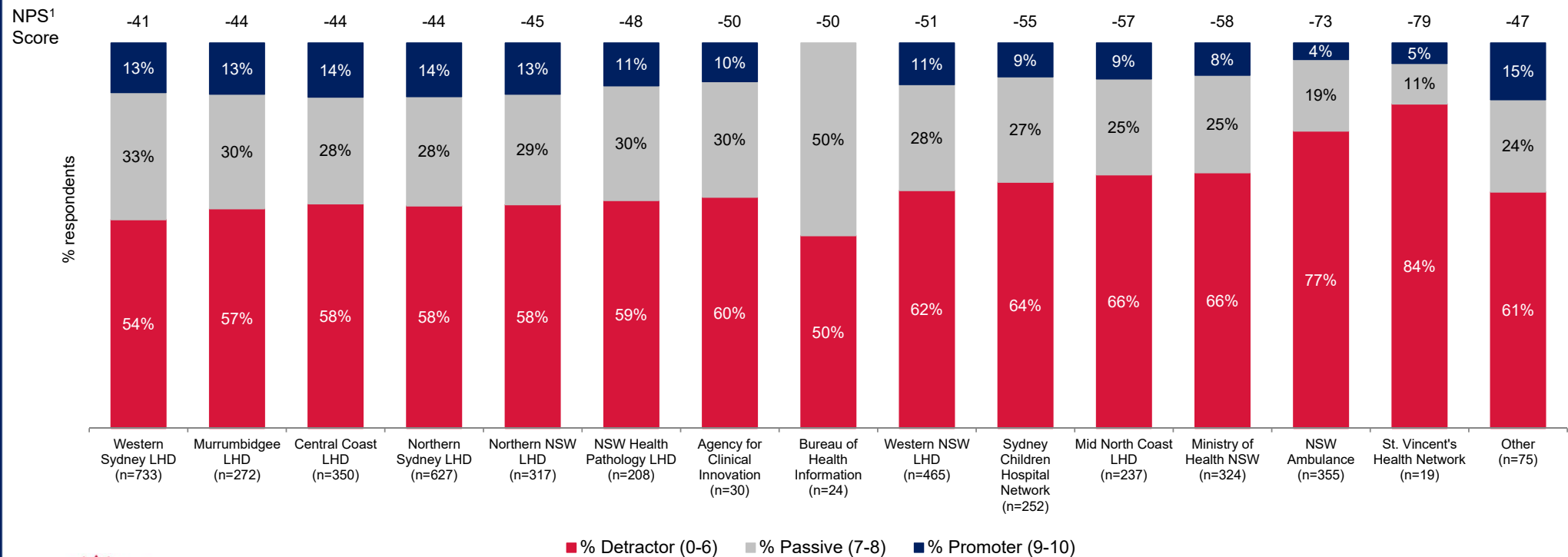■ % Detractor (0-6)   ■ % Passive (7-8)   ■ % Promoter (9-10)

[1]NPS is an established, standard methodology to measure customer loyalty i.e. how likely it is that our customers' will speak favourably of us. Focus is to create more Promoters and reduce Detractors by minimising negative experiences. NPS Score = % Promoters - % of Detractors. Higher NPS indicates positive shift.
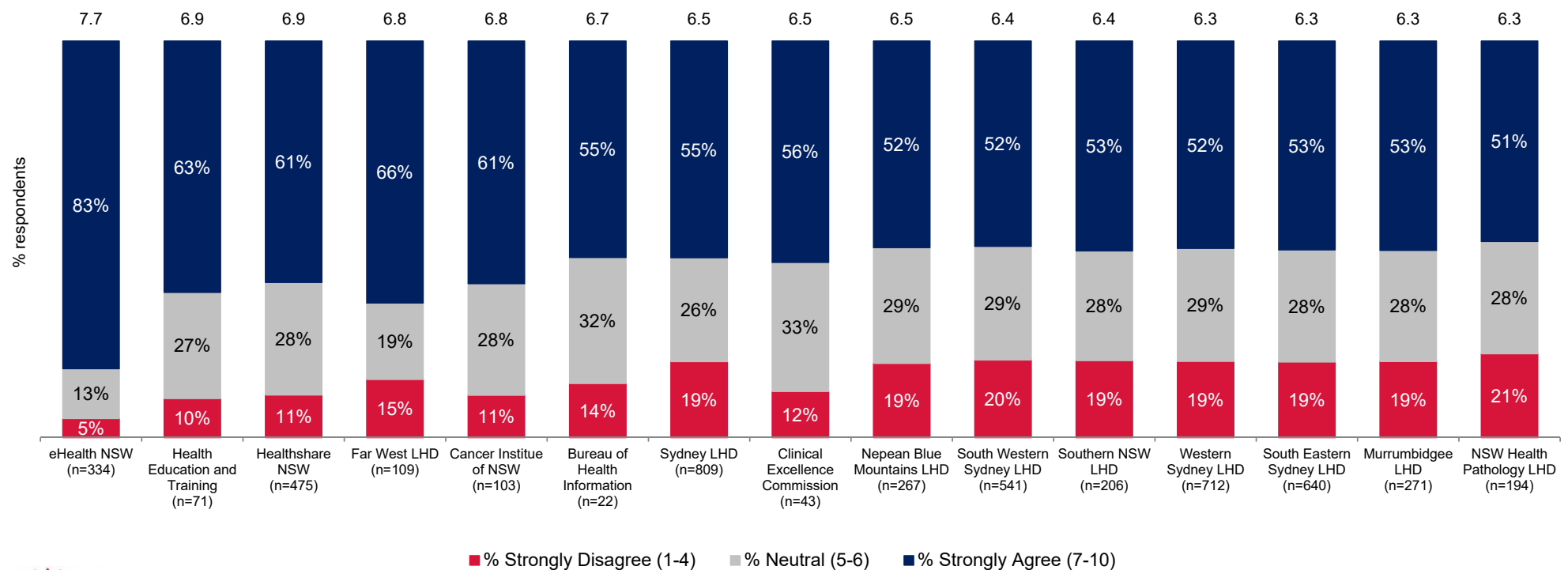
Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
Numbers are subject to rounding, may not add up to 100%.

NSW GOVERNMENT | Health

36

B2C   B2B

2.2 Baseline measures by health organisation – Strategy / Vision (1/2)

The final question asked to all respondents of the 2019 Survey asked to what extent do you agree or disagree with the statement *'NSW Health is making progress towards achieving its vision of providing a digitally enabled and integrated health system delivering patient centred health experiences and quality health outcomes'.*

Overall, respondents believe that NSW Health is making good progress towards achieving its vision, with an average score of 6.2 out of 10.

	eHealth NSW (n=334)	Health Education and Training (n=71)	Healthshare NSW (n=475)	Far West LHD (n=109)	Cancer Institute of NSW (n=103)	Bureau of Health Information (n=22)	Sydney LHD (n=809)	Clinical Excellence Commission (n=43)	Nepean Blue Mountains LHD (n=267)	South Western Sydney LHD (n=541)	Southern NSW LHD (n=206)	Western Sydney LHD (n=712)	South Eastern Sydney LHD (n=640)	Murrumbidgee LHD (n=271)	NSW Health Pathology LHD (n=194)
Score	7.7	6.9	6.9	6.8	6.8	6.7	6.5	6.5	6.5	6.4	6.4	6.3	6.3	6.3	6.3
% Strongly Agree (7-10)	83%	63%	61%	66%	61%	55%	55%	56%	52%	52%	53%	52%	53%	53%	51%
% Neutral (5-6)	13%	27%	28%	19%	28%	32%	26%	33%	29%	29%	28%	29%	28%	28%	28%
% Strongly Disagree (1-4)	5%	10%	11%	15%	11%	14%	19%	12%	19%	20%	19%	19%	19%	19%	21%

% respondents

■ % Strongly Disagree (1-4)   ▨ % Neutral (5-6)   ■ % Strongly Agree (7-10)

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
Numbers are subject to rounding, may not add up to 100%.

B2C   B2B

2.2 Baseline measures by Health organisation – Strategy / Vision (2/2)

As has been seen throughout the baseline measures, St.Vincent's Health Network and NSW Ambulance are again at the lower end of the scores, and staff at these organisations believe NSW Health is not making progress in achieving their vision of providing a digitally enabled and integrated health system delivering patient centered health experiences and quality health outcomes.
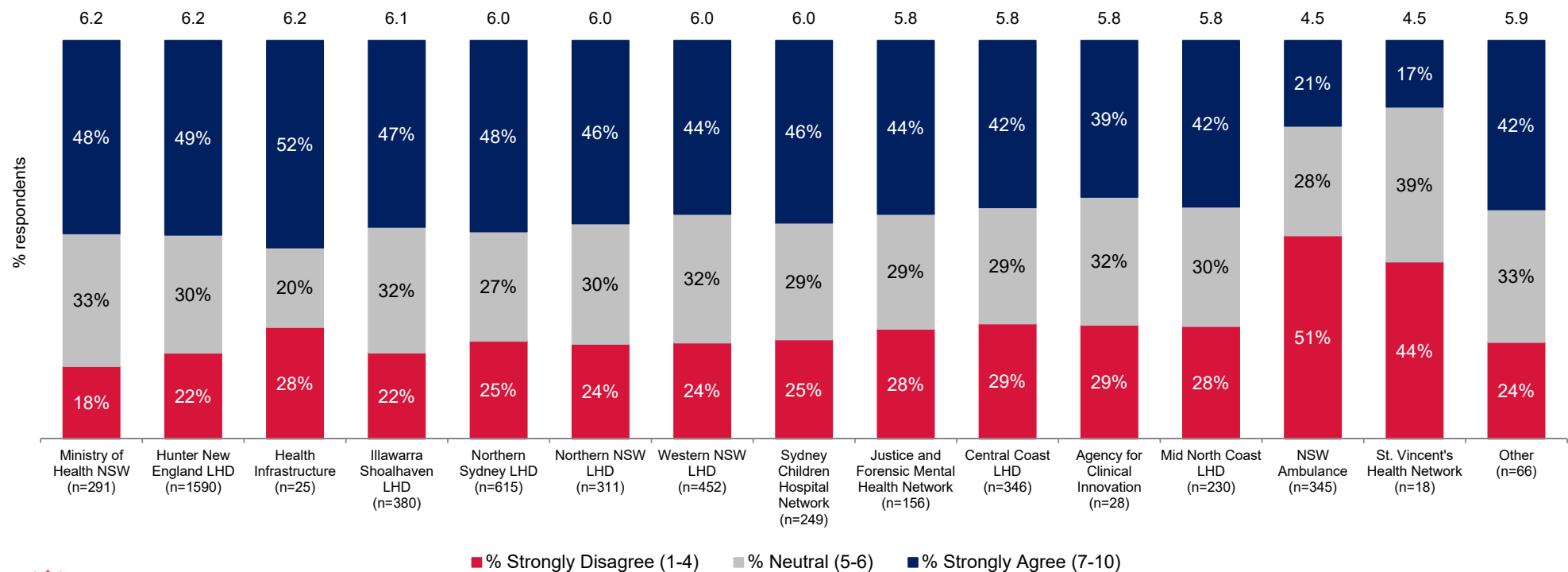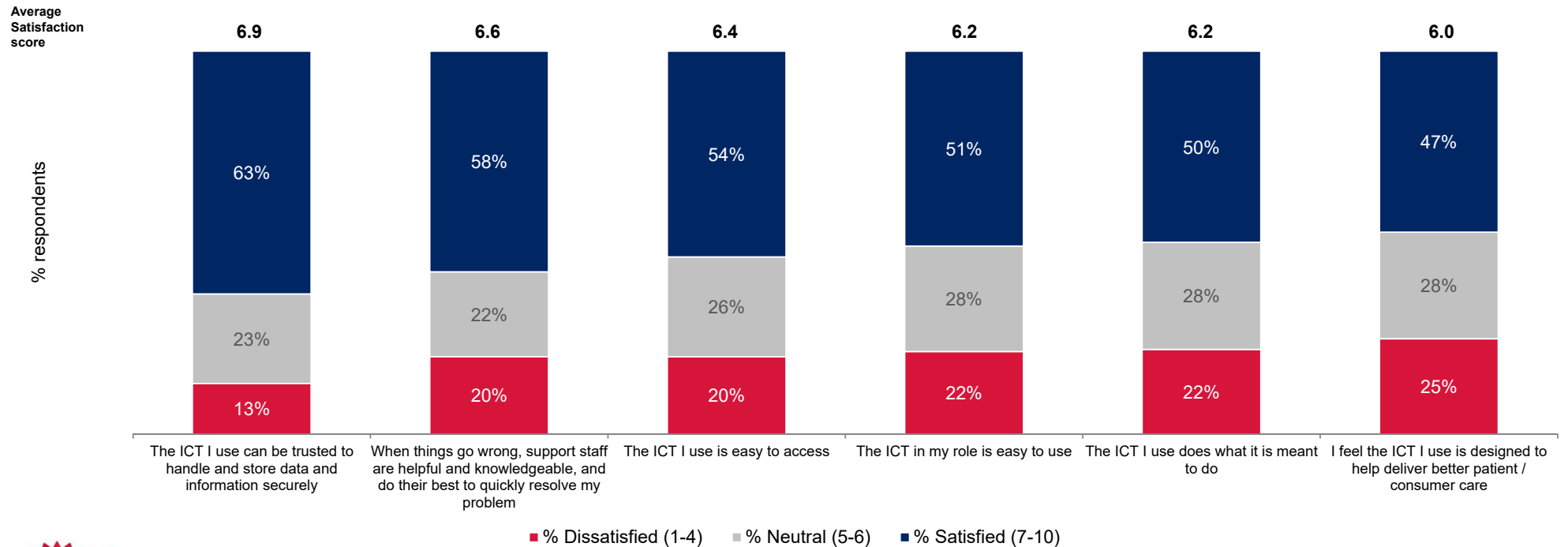

	Ministry of Health NSW (n=291)	Hunter New England LHD (n=1590)	Health Infrastructure (n=25)	Illawarra Shoalhaven LHD (n=380)	Northern Sydney LHD (n=615)	Northern NSW LHD (n=311)	Western NSW LHD (n=452)	Sydney Children Hospital Network (n=249)	Justice and Forensic Mental Health Network (n=156)	Central Coast LHD (n=346)	Agency for Clinical Innovation (n=28)	Mid North Coast LHD (n=230)	NSW Ambulance (n=345)	St. Vincent's Health Network (n=18)	Other (n=66)
Score	6.2	6.2	6.2	6.1	6.0	6.0	6.0	6.0	5.8	5.8	5.8	5.8	4.5	4.5	5.9
% Strongly Agree (7-10)	48%	49%	52%	47%	48%	46%	44%	46%	44%	42%	39%	42%	21%	17%	42%
% Neutral (5-6)	33%	30%	20%	32%	27%	30%	32%	29%	29%	29%	32%	30%	28%	39%	33%
% Strongly Disagree (1-4)	18%	22%	28%	22%	25%	24%	24%	25%	28%	29%	29%	28%	51%	44%	24%

■ % Strongly Disagree (1-4)   ■ % Neutral (5-6)   ■ % Strongly Agree (7-10)

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
Numbers are subject to rounding, may not add up to 100%.

38

B2C   B2B

2.3 End user baseline measures by attributes

Those who then went on to complete the remainder of the B2C / end user route through the survey were asked six questions about specific attributes of the ICT that they use in their day to day role. These questions were designed to highlight particular areas for improvement. The responses are shown across NSW Health:

- The average satisfaction score is the highest for the trust related attribute (6.9 out of 10) followed by the staff support related attribute (6.6 out of 10). The lowest score was seen in the attribute for whether staff felt the ICT they used was designed to help deliver better patient care (6.0).

- More than 50% of respondents have reported being satisfied with key B2C attributes.

Average Satisfaction score

	6.9	6.6	6.4	6.2	6.2	6.0
% Satisfied (7-10)	63%	58%	54%	51%	50%	47%
% Neutral (5-6)	23%	22%	26%	28%	28%	28%
% Dissatisfied (1-4)	13%	20%	20%	22%	22%	25%

% respondents

Categories (left to right):
- The ICT I use can be trusted to handle and store data and information securely
- When things go wrong, support staff are helpful and knowledgeable, and do their best to quickly resolve my problem
- The ICT I use is easy to access
- The ICT in my role is easy to use
- The ICT I use does what it is meant to do
- I feel the ICT I use is designed to help deliver better patient / consumer care

■ % Dissatisfied (1-4)   ■ % Neutral (5-6)   ■ % Satisfied (7-10)

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177
Numbers are subject to rounding, may not add up to 100%.

39

B2C   B2B

2.4 Key Insights across NSW Health

Baseline Measures

- The proportion of satisfied end users was double than the dissatisfied end users, while there is still room for improvement regarding satisfaction.

- Trust was the area respondents were most satisfied with, with the majority of them agreeing that the ICT they use can be trusted to securely manage data.

- However 21% of end users do not agree that NSW Health is making adequate progress to achieving it's vision for providing digital care, and further effort may be needed in this area.

Average overall satisfaction (out of 10)		6.1
% satisfied (7-10)	😀	47%
% neutral (5-6)	😐	33%
% dissatisfied (1-4)	☹️	20%
NPS		- 40

Regional/Functional Variation

Regional Variation
- Metropolitan LHDs are more satisfied than regional colleagues, with an average satisfaction score of 6.2 compared with 5.9 in the regions.

Functional Variation
- Of the different functions across NSW Health, ICT teams are the most satisfied, with an average score of 6.6. In contrast, front line medical staff had the lowest satisfaction scores, with nursing, medical, ambulance and paramedical staff with the lowest satisfaction scores.

Role Variation
- Administrative staff have the highest rates of satisfaction across NSW Health, with clinical staff having the lowest satisfaction.

Common Themes

By analysing the verbatim feedback included as part of the end user / B2C route in the survey, a number of key themes have been revealed across NSW Health. More detail can be found throughout the detailed report, however some key areas of satisfaction and frustration are below:

Common Areas of Satisfaction

- ICT Staff are friendly and do their best to solve problems
- ICT services provided are starting to be more customer and patient focused

Common Pain Points

- More ICT support needed for rural regions
- Better communication is needed between ICT teams and staff, particularly when rolling out new programs
- Current ICT related issues take too long to process

"I think the team has done a fantastic job given the end user perspective, they were responsive and customer focused."

"Need more communications about what is happening and what is coming."
"Needs better infrastructure and support for remote workers, including WiFi and mobile phone access, telehealth and teleconferencing facilities."

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177

3. Overview of B2B / eHealth NSW Customer Results

| B2C | B2B |

3.1 Baseline measures for eHealth NSW customers

Those respondents who identified as eHealth NSW customers then went on to complete the B2B survey route, where they were asked a number of questions to determine baseline measures for their experience when interacting with eHealth NSW services and systems. The key measures are displayed below, revealing:

- Satisfaction for eHealth NSW has remained stable from 2017 at 5.8. This is lower than the satisfaction score across NSW Health (6.1).
- There is a noticeable increase in both the engaged and disengaged respondents since 2017, with views becoming more polarised and resulting in a decrease in the overall engagement score.
- NPS has increased by 9 points from 2017, indicating a positive trend.

		2019 (n=1,357[1])		2017 (n=1,177)		2015 (n=1,010)	
Overall Satisfaction[2]	Average overall satisfaction (out of 10)	5.8 Goal*: 6.3		5.8 ▲		5.3	
	% satisfied (7-10)	43%		40% ▲		30%	
	% neutral (5-6)	30%		37%		42%	
	% dissatisfied (1-4)	27%		23%		28%	
Engagement[3]	Average engagement* (out of 10)	Goal*: 6.3 5.7 ▼		6.0 ▲		5.5	
	% of customers by level of engagement	9% Highly engaged	32% Engaged	7% Highly engaged	20% Engaged	5% Highly engaged	22% Engaged
		31% Neutral	28% Disengaged	59% Neutral	14% Disengaged	51% Neutral	22% Disengaged
Net Promoter Score (NPS)	NPS	- 51		- 60		- 69	
	% promoters	9%		6%		5%	
	% passives	31%		28%		21%	
	% detractors	60%		66% ▼		74%	

▼▲ *Statistically significant movement at a 95% confidence level compared to previous eHealth NSW results.*

*Goals are from the eHealth NSW Business Plan 2017 – 2021. The goal for our user overall satisfaction is 6.3 in 2019 and 6.8 in 2021. The goal for our customer Engagement is 6.3 in 2019 and 6.5 in 2021.
[1]Lowest number of responses out of above questions.
[2]Satisfaction score taken from question: "Overall, how satisfied are you with the ICT services you currently receive from eHealth NSW?"
[3]Engagement Score is calculated based on the average customer ratings across the 4 engagement factors include 'value for money', 'communicates openly and transparently', 'trust' and 'relationship'
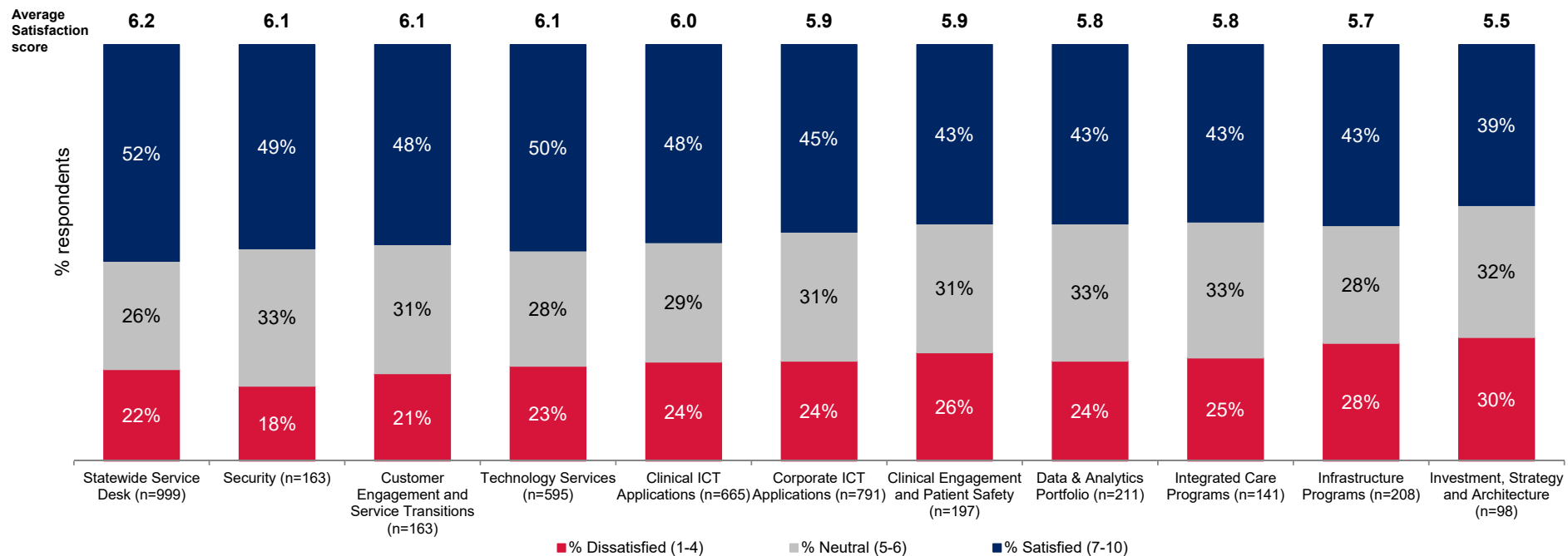*Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177. Numbers are subject to rounding, may not add up to 100%.*

B2C

B2B

3.2 Satisfaction summary – by Service Line

Respondents following the eHealth NSW customer / B2B survey route were also asked to select which eHealth NSW service lines they interact with. For each of those areas they selected, they were asked to rate their satisfaction with the service they received. These responses showed:

- Statewide Service Desk has the highest satisfaction score (6.2 out of 10) while Investment, Strategy and Architecture has reported the lowest score (5.5 out of 10).

- Each of the service lines had a good sample size, with the lowest sample size of 98 being in Investment, Strategy and Architecture.

Average Satisfaction score	6.2	6.1	6.1	6.1	6.0	5.9	5.9	5.8	5.8	5.7	5.5
% Satisfied (7-10)	52%	49%	48%	50%	48%	45%	43%	43%	43%	43%	39%
% Neutral (5-6)	26%	33%	31%	28%	29%	31%	31%	33%	33%	28%	32%
% Dissatisfied (1-4)	22%	18%	21%	23%	24%	24%	26%	24%	25%	28%	30%

Service lines: Statewide Service Desk (n=999); Security (n=163); Customer Engagement and Service Transitions (n=163); Technology Services (n=595); Clinical ICT Applications (n=665); Corporate ICT Applications (n=791); Clinical Engagement and Patient Safety (n=197); Data & Analytics Portfolio (n=211); Integrated Care Programs (n=141); Infrastructure Programs (n=208); Investment, Strategy and Architecture (n=98)

■ % Dissatisfied (1-4)   ■ % Neutral (5-6)   ■ % Satisfied (7-10)

The service lines have been expanded and adjusted since 2017 to 2019. The satisfaction score in 2017 for *Information Services*: 6.5; *Corporate IT Programs*: 6.1; *Clinical Programs*: 6.1; *Infrastructure Programs*: 5.9
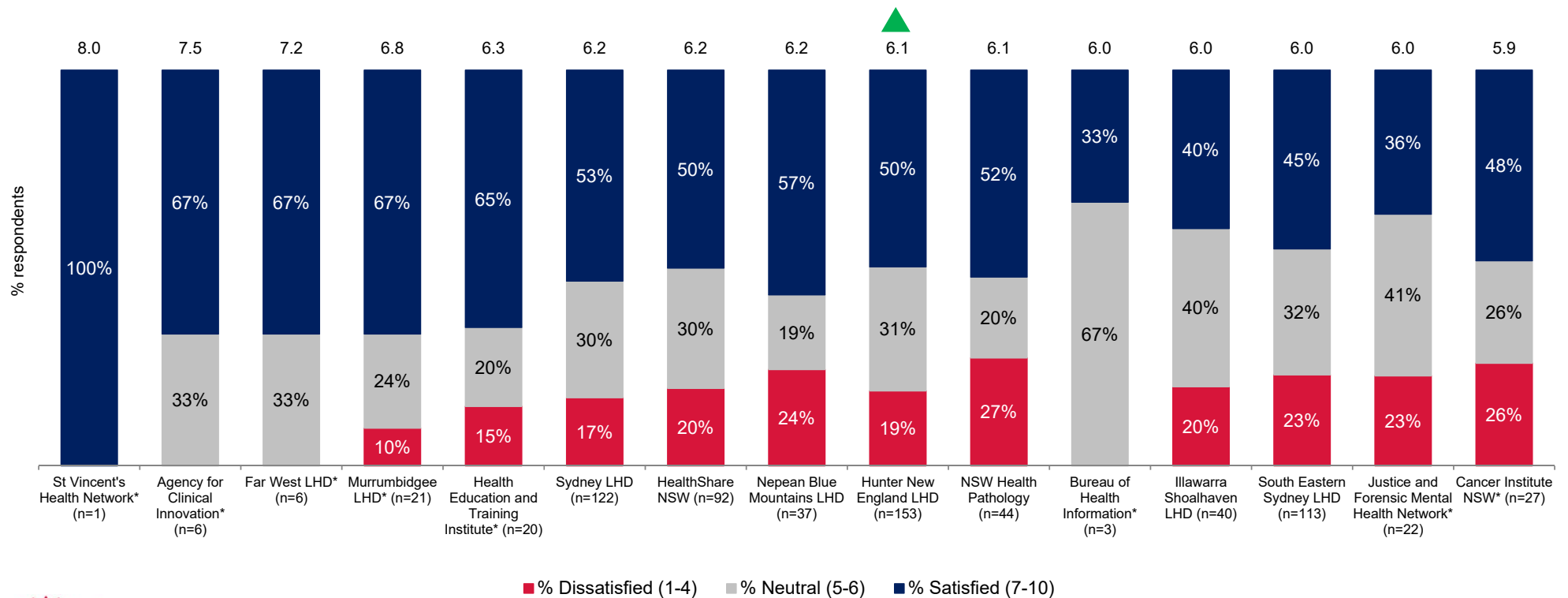
Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177
Numbers are subject to rounding, may not add up to 100%.

43

3.2 Satisfaction summary – by health organisation (1/2)

As can be seen from the graphic below, there have been statistically significant increases in satisfaction with eHealth NSW services and systems at the Agency for Clinical Innovation, Murrumbidgee LHD, and Hunter New England LHD since 2017. Neutral responses are very rarely the largest group for any health organisation, once again highlighting the polarisation of responses.

	St Vincent's Health Network* (n=1)	Agency for Clinical Innovation* (n=6)	Far West LHD* (n=6)	Murrumbidgee LHD* (n=21)	Health Education and Training Institute* (n=20)	Sydney LHD (n=122)	HealthShare NSW (n=92)	Nepean Blue Mountains LHD (n=37)	Hunter New England LHD (n=153)	NSW Health Pathology (n=44)	Bureau of Health Information* (n=3)	Illawarra Shoalhaven LHD (n=40)	South Eastern Sydney LHD (n=113)	Justice and Forensic Mental Health Network* (n=22)	Cancer Institute NSW* (n=27)
Mean	8.0	7.5	7.2	6.8	6.3	6.2	6.2	6.2	6.1	6.1	6.0	6.0	6.0	6.0	5.9
% Satisfied (7-10)	100%	67%	67%	67%	65%	53%	50%	57%	50%	52%	33%	40%	45%	36%	48%
% Neutral (5-6)		33%	33%	24%	20%	30%	30%	19%	31%	20%	67%	40%	32%	41%	26%
% Dissatisfied (1-4)				10%	15%	17%	20%	24%	19%	27%		20%	23%	23%	26%

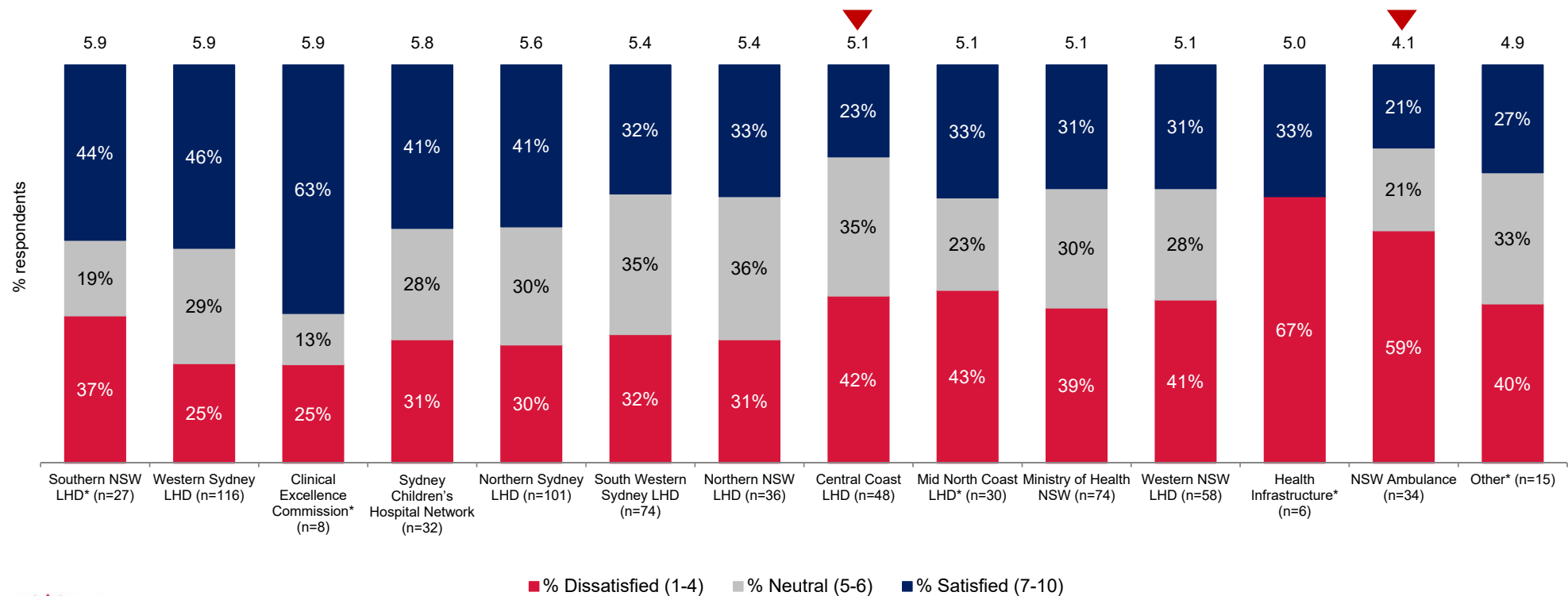Legend: ■ % Dissatisfied (1-4) ■ % Neutral (5-6) ■ % Satisfied (7-10)

▼▲ Statistically significant movement on average at a 95% confidence level compared to 2017 eHealth NSW results, sig test is not conducted for sample size < 30

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177
Numbers are subject to rounding, may not add up to 100%.
* Indicate low base: Respondent number less than 30.

44

B2C | B2B

3.2 Satisfaction summary – by health organisation (2/2)

Overall satisfaction has significantly decreased for Central Coast LHD, NSW Ambulance and Health Infrastructure when compared to 2017. The average satisfaction score is lowest for NSW Ambulance (4.1 out of 10) across all service lines in 2019.

	Southern NSW LHD* (n=27)	Western Sydney LHD (n=116)	Clinical Excellence Commission* (n=8)	Sydney Children's Hospital Network (n=32)	Northern Sydney LHD (n=101)	South Western Sydney LHD (n=74)	Northern NSW LHD (n=36)	Central Coast LHD (n=48)	Mid North Coast LHD* (n=30)	Ministry of Health NSW (n=74)	Western NSW LHD (n=58)	Health Infrastructure* (n=6)	NSW Ambulance (n=34)	Other* (n=15)
Avg score	5.9	5.9	5.9	5.8	5.6	5.4	5.4	5.1 ▼	5.1	5.1	5.1	5.0	4.1 ▼	4.9
% Satisfied (7-10)	44%	46%	63%	41%	41%	32%	33%	23%	33%	31%	31%	33%	21%	27%
% Neutral (5-6)	19%	29%	13%	28%	30%	35%	36%	35%	23%	30%	28%		21%	33%
% Dissatisfied (1-4)	37%	25%	25%	31%	30%	32%	31%	42%	43%	39%	41%	67%	59%	40%

% respondents

■ % Dissatisfied (1-4) ■ % Neutral (5-6) ■ % Satisfied (7-10)

▼▲ Statistically significant movement on average at a 95% confidence level compared to 2017 eHealth NSW results, sig test is not conducted for sample size < 30

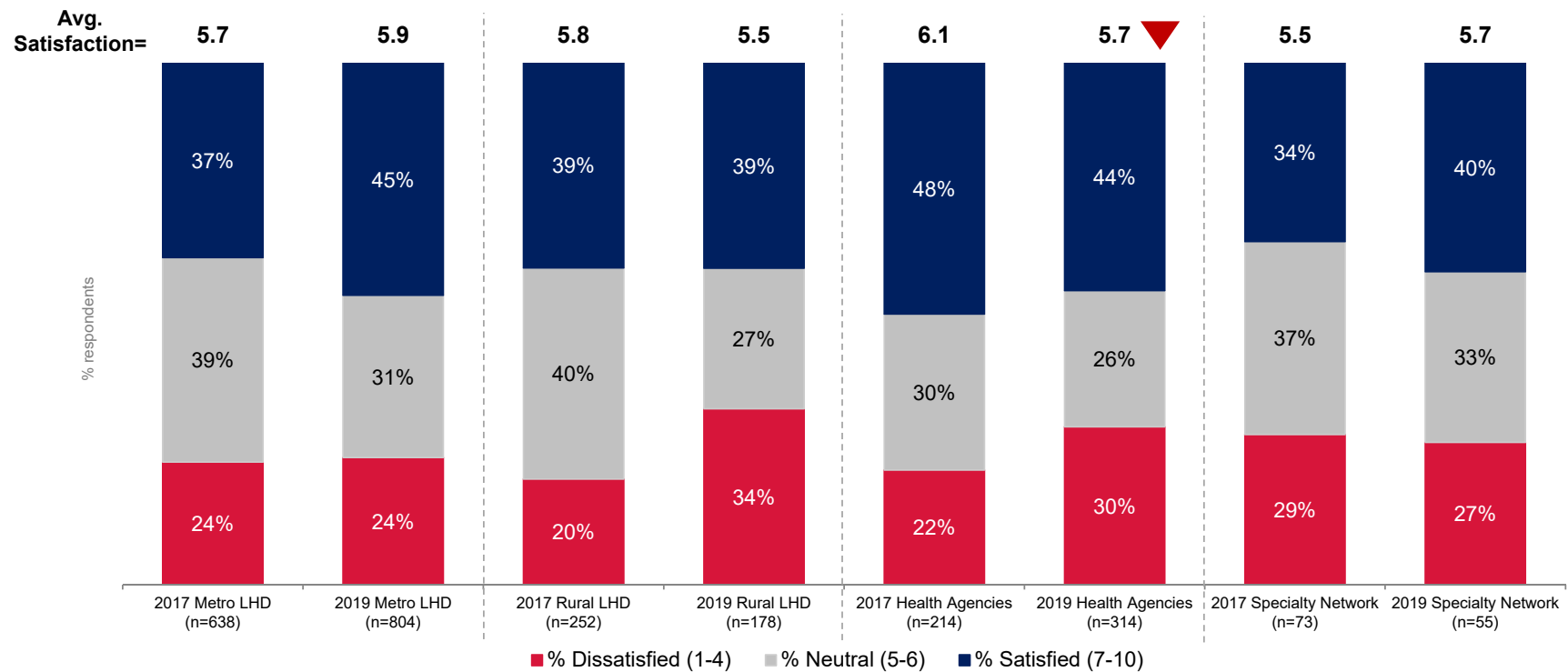*Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177*
Numbers are subject to rounding, may not add up to 100%.
* Indicate low base: Respondent number less than 30.

45

B2C   B2B

3.2 Satisfaction summary – by Customer Group

Overall satisfaction with eHealth NSW has improved across Metro Local Health Districts (LHDs) and Specialty Networks, but has seen significant decrease in Health Agencies. There has been a decrease in Rural Local Health District satisfaction but that is relatively insignificant.
The increase in satisfaction score is due a statistically insignificant increase in % of satisfied customers in both Metro LHDs and Specialty Networks.
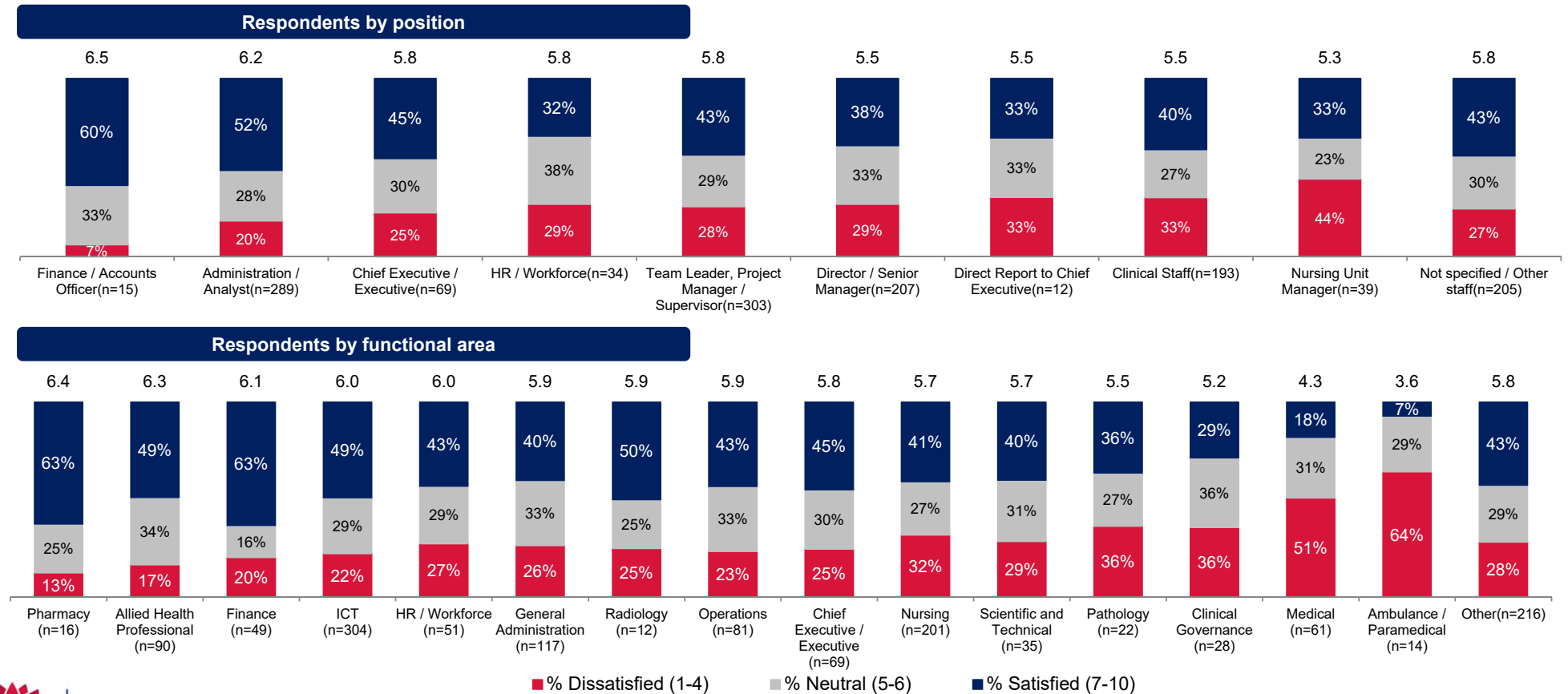
Avg.
Satisfaction=

	5.7	5.9	5.8	5.5	6.1	5.7 ▼	5.5	5.7
% Satisfied (7-10)	37%	45%	39%	39%	48%	44%	34%	40%
% Neutral (5-6)	39%	31%	40%	27%	30%	26%	37%	33%
% Dissatisfied (1-4)	24%	24%	20%	34%	22%	30%	29%	27%

% respondents

2017 Metro LHD (n=638) · 2019 Metro LHD (n=804) · 2017 Rural LHD (n=252) · 2019 Rural LHD (n=178) · 2017 Health Agencies (n=214) · 2019 Health Agencies (n=314) · 2017 Specialty Network (n=73) · 2019 Specialty Network (n=55)

■ % Dissatisfied (1-4)   ■ % Neutral (5-6)   ■ % Satisfied (7-10)

Speciality Network contains HealthShare NSW, Justice and Forensic Mental Health Network, NSW Health Pathology LHD, St Vincent's Health Network, Sydney Children's Hospital Network
Other Health Agencies contains Agency for Clinical Innovation, Bureau of Health Information, Cancer Institute NSW, Clinical Excellence Commission, Health Education and Training Institute, Health Infrastructure, Health Systems Support Group, Ministry of Health, NSW Ambulance

▼▲ Statistically significant movement at a 95% confidence level compared to 2017 eHealth NSW results

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177
Numbers are subject to rounding, may not add up to 100%.

46

B2C | B2B

3.2 Satisfaction summary – by respondent position and functional area

Respondents by position

	Finance / Accounts Officer (n=15)	Administration / Analyst (n=289)	Chief Executive / Executive (n=69)	HR / Workforce (n=34)	Team Leader, Project Manager / Supervisor (n=303)	Director / Senior Manager (n=207)	Direct Report to Chief Executive (n=12)	Clinical Staff (n=193)	Nursing Unit Manager (n=39)	Not specified / Other staff (n=205)
Score	6.5	6.2	5.8	5.8	5.8	5.5	5.5	5.5	5.3	5.8
% Satisfied	60%	52%	45%	32%	43%	38%	33%	40%	33%	43%
% Neutral	33%	28%	30%	38%	29%	33%	33%	27%	23%	30%
% Dissatisfied	7%	20%	25%	29%	28%	29%	33%	33%	44%	27%

Respondents by functional area

	Pharmacy (n=16)	Allied Health Professional (n=90)	Finance (n=49)	ICT (n=304)	HR / Workforce (n=51)	General Administration (n=117)	Radiology (n=12)	Operations (n=81)	Chief Executive / Executive (n=69)	Nursing (n=201)	Scientific and Technical (n=35)	Pathology (n=22)	Clinical Governance (n=28)	Medical (n=61)	Ambulance / Paramedical (n=14)	Other (n=216)
Score	6.4	6.3	6.1	6.0	6.0	5.9	5.9	5.9	5.8	5.7	5.7	5.5	5.2	4.3	3.6	5.8
% Satisfied	63%	49%	63%	49%	43%	40%	50%	43%	45%	41%	40%	36%	29%	18%	7%	43%
% Neutral	25%	34%	16%	29%	29%	33%	25%	33%	30%	27%	31%	27%	36%	31%	29%	29%
% Dissatisfied	13%	17%	20%	22%	27%	26%	25%	23%	25%	32%	29%	36%	36%	51%	64%	28%

■ % Dissatisfied (1-4)   ■ % Neutral (5-6)   ■ % Satisfied (7-10)

Indicates low base i.e. n<30

Percentages may not add up 100% due to rounding

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
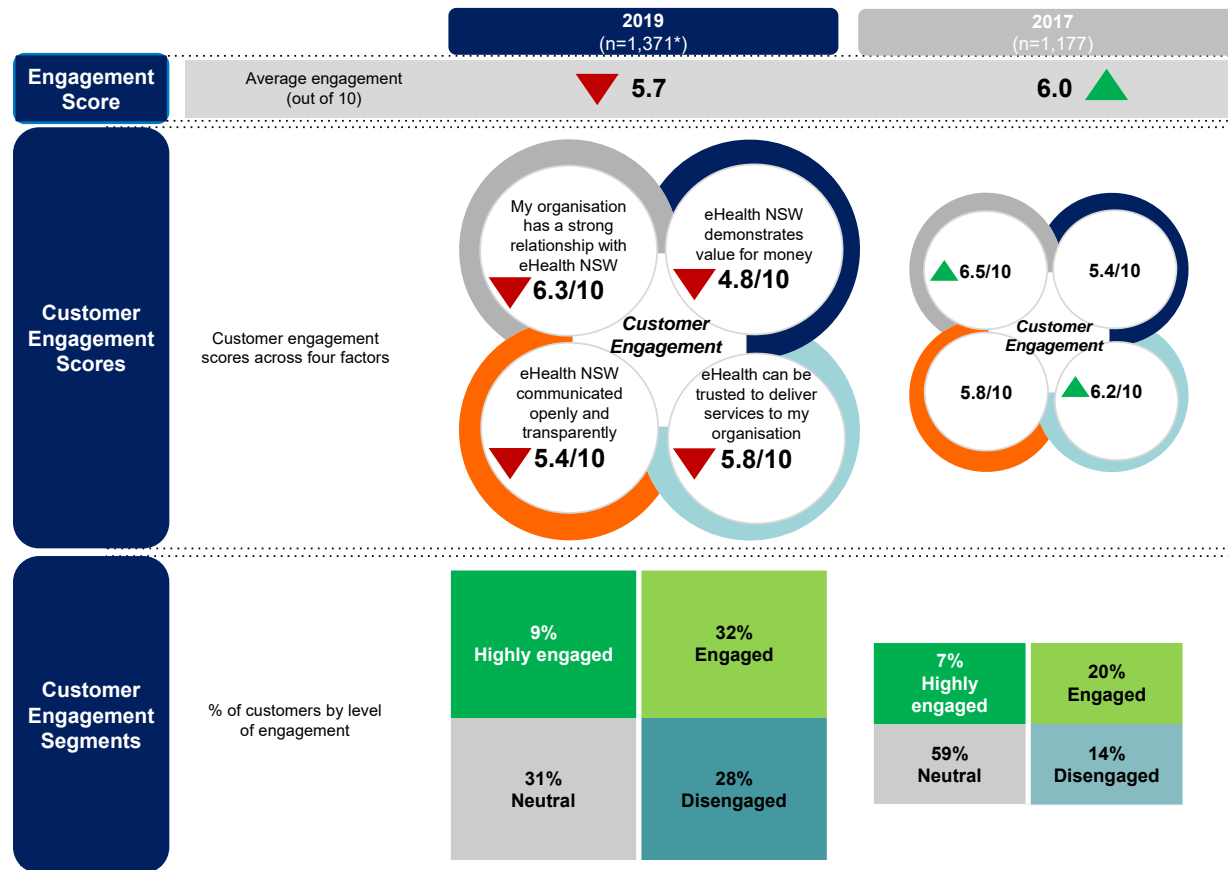
47

B2C	B2B

3.2 Satisfaction summary – Frequency of Interaction by Service Line

The graphic below shows how the average satisfaction score for each Service Line differs by the frequency of interaction of the customers who use their services. Customers who interact with eHealth NSW services once a year or less are the most satisfied group, with those who interact more frequently less satisfied with their experience. For the majority of Service Lines, the most common frequency of interaction is every day.

Service line	Every day	Every couple of days	Once a week	Once every 2 weeks	Once a month	Once every couple of months	Once every six months	Once a year or less	Overall
Corporate ICT Applications (% of respondents)	5.5 (39%)	5.7 (19%)	5.7 (14%)	6 (8%)	5.7 (9%)	6 (8%)	5.1 (3%)	6.7 (1%)	5.7(100%)
Clinical ICT Applications	5.5 (52%)	5.8 (15%)	5.7 (8%)	6 (4%)	5.4 (10%)	6.5 (6%)	6.3 (3%)	7 (1%)	5.7(100%)
Integrated Care Programs	5.2 (25%)	5.2 (19%)	5.6 (14%)	6.5 (9%)	5.6 (14%)	6.2 (11%)	3.5 (7%)	6.3 (2%)	5.4(100%)
Clinical Engagement and Patient Safety	5.1 (21%)	5.3 (20%)	5.5 (15%)	6.2 (8%)	5.6 (18%)	5.5 (10%)	5.9 (6%)	7.5 (2%)	5.5(100%)
Infrastructure Programs	5 (12%)	5.3 (17%)	5.4 (17%)	5.6 (13%)	5.6 (19%)	5.2 (12%)	4.9 (7%)	5 (3%)	5.3(100%)
Security	5.2 (15%)	5.7 (14%)	5.8 (11%)	6.7 (14%)	5.6 (15%)	5.5 (18%)	5.4 (9%)	6.5 (4%)	5.7(100%)1
Customer Engagement and Service Transitions	5.4 (15%)	5.4 (13%)	5.9 (14%)	5.9 (14%)	5.5 (21%)	6.5 (12%)	5.6 (8%)	6 (3%)	5.7(100%)
Statewide Service Desk	5.5 (9%)	5.7 (11%)	5.4 (11%)	5.4 (14%)	5.7 (22%)	6.1 (22%)	6.4 (7%)	6.1 (3%)	5.7(100%)
Technology Services	5.6 (35%)	5.4 (14%)	5 (10%)	5.4 (8%)	6 (14%)	6 (13%)	6 (4%)	6.2 (3%)	5.6(100%)
Investment, Strategy and Architecture	5 (3%)	5.4 (13%)	6.3 (11%)	5.5 (16%)	4.2 (17%)	5 (22%)	4.6 (14%)	5.3 (3%)	5.1(100%)
Data & Analytics Portfolio	5.5 (22%)	5.9 (14%)	5.1 (8%)	5.4 (13%)	5.4 (17%)	5.6 (14%)	5 (8%)	5.4 (3%)	5.4(100%)

48

B2C   B2B

3.3 Customer engagement with eHealth NSW services

The decrease in the eHealth NSW overall engagement score is driven by significant decreases across all four key engagement measures. 'Value for money' is the lowest scoring question used to create this measure, with ICT respondents more negative with this question than in other areas of the 2019 Survey.

		2019 (n=1,371*)	2017 (n=1,177)

Engagement Score — Average engagement (out of 10): ▼ **5.7** | **6.0** ▲

Customer Engagement Scores — Customer engagement scores across four factors

2019:
- My organisation has a strong relationship with eHealth NSW ▼ **6.3/10**
- eHealth NSW demonstrates value for money ▼ **4.8/10**
- eHealth NSW communicated openly and transparently ▼ **5.4/10**
- eHealth can be trusted to deliver services to my organisation ▼ **5.8/10**

Customer Engagement

2017:
- ▲ **6.5/10**
- **5.4/10**
- **5.8/10**
- ▲ **6.2/10**

Customer Engagement

"Cost estimates are always very high."
"Cost transparency really needs to improve."

Customer Engagement Segments — % of customers by level of engagement

2019:
- 9% Highly engaged
- 32% Engaged
- 31% Neutral
- 28% Disengaged

2017:
- 7% Highly engaged
- 20% Engaged
- 59% Neutral
- 14% Disengaged

▼▲ Statistically significant movement at a 95% confidence level compared to 2017 eHealth NSW results

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177
- *Lowest number of responses out of above questions. N/A was an option for questions used to make up the engagement score*
- *Numbers are subject to rounding, may not add up to 100%.*

NSW GOVERNMENT | Health

49

B2C

B2B

3.3 Engagement Summary – by health organisation (1/2)

The graphic below shows the engagement score for eHealth NSW customers at each LHD. The average score for those respondents from Rural LHDs (5.9) is slightly higher than those from Metropolitan LHDs (5.7).
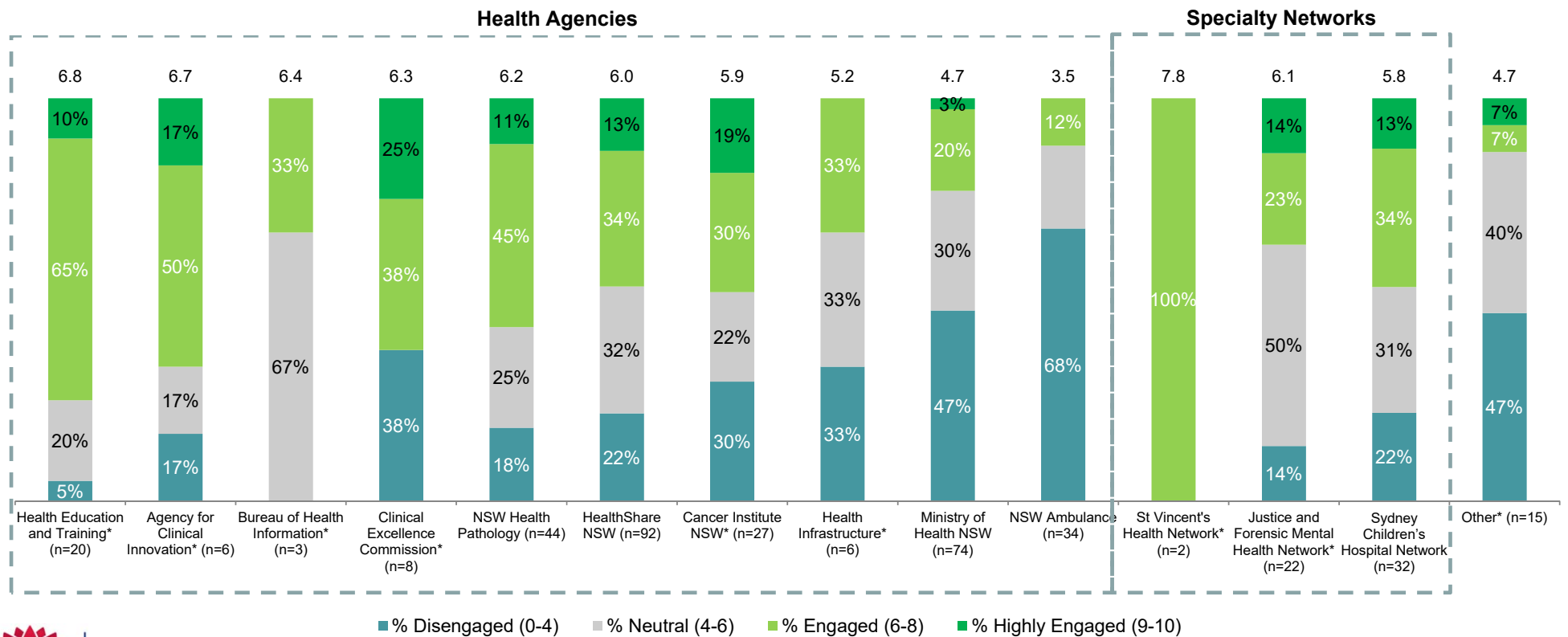

Metro LHD

	Sydney LHD (n=122)	Nepean Blue Mountains LHD (n=38)	Illawarra Shoalhaven LHD (n=40)	Hunter New England LHD (n=153)	Western Sydney LHD (n=116)	Northern Sydney LHD (n=100)	South Eastern Sydney LHD (n=114)	South Western Sydney LHD (n=75)	Central Coast LHD (n=48)
Score	6.2	6.0	6.0	5.9	5.8	5.6	5.6	5.3	5.0
Highly Engaged	10%	8%	5%	11%	9%	8%	10%	5%	6%
Engaged	43%	50%	45%	37%	31%	29%	25%	28%	21%
Neutral	33%	16%	30%	33%	34%	33%	39%	35%	29%
Disengaged	15%	26%	20%	20%	26%	30%	27%	32%	44%

Rural LHD

	Far West LHD* (n=6)	Murrumbidgee LHD* (n=21)	Southern NSW LHD* (n=27)	Northern NSW LHD (n=37)	Western NSW LHD (n=59)	Mid North Coast LHD (n=30)
Score	7.2	7.1	5.8	5.3	5.0	5.0
Highly Engaged	17%	19%	19%	3%	10%	3%
Engaged	50%	52%	22%	35%	24%	20%
Neutral	33%	24%	30%	27%	22%	40%
Disengaged		5%	30%	35%	44%	37%

■ % Disengaged (0-4)   ■ % Neutral (4-6)   ■ % Engaged (6-8)   ■ % Highly Engaged (9-10)

Indicates low base i.e. n<30
Percentages may not add up 100% due to rounding
Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
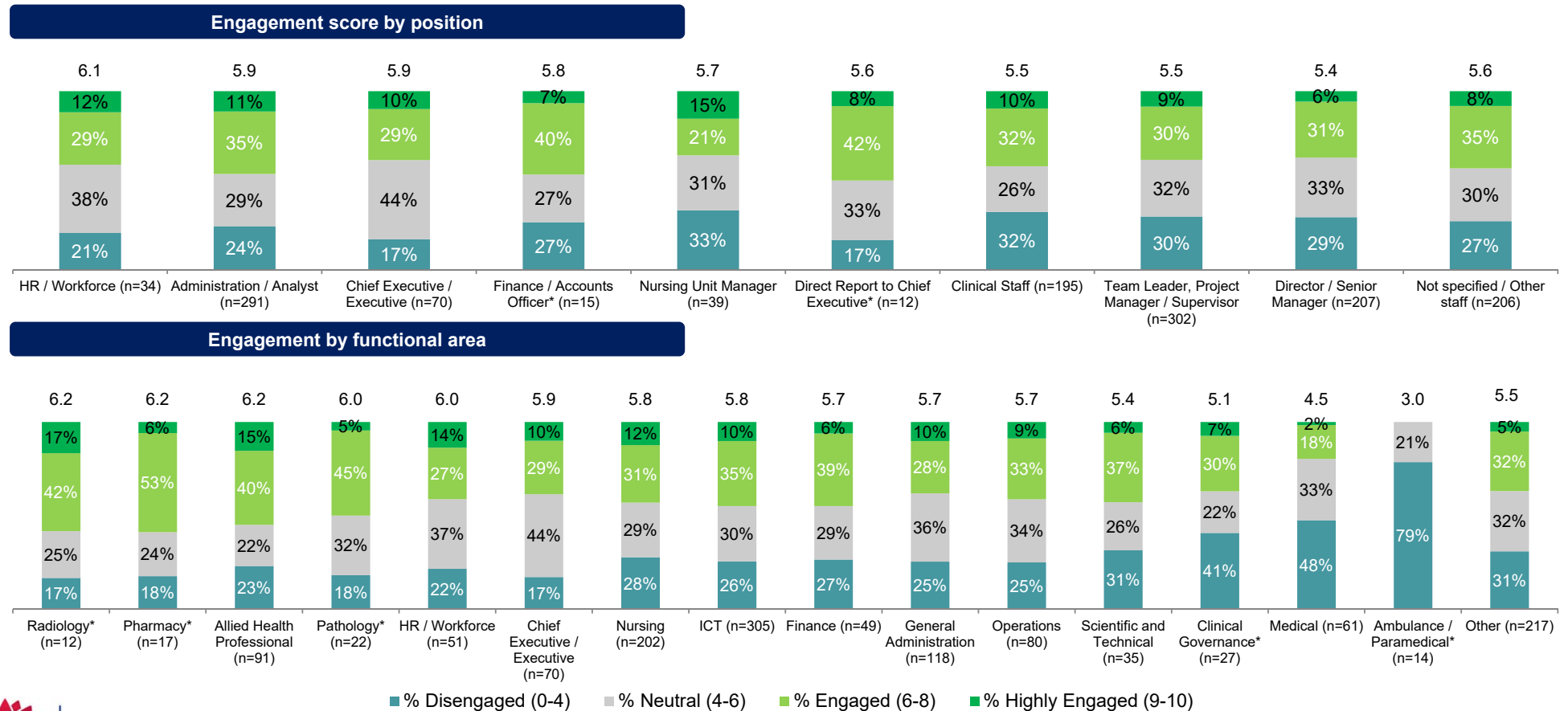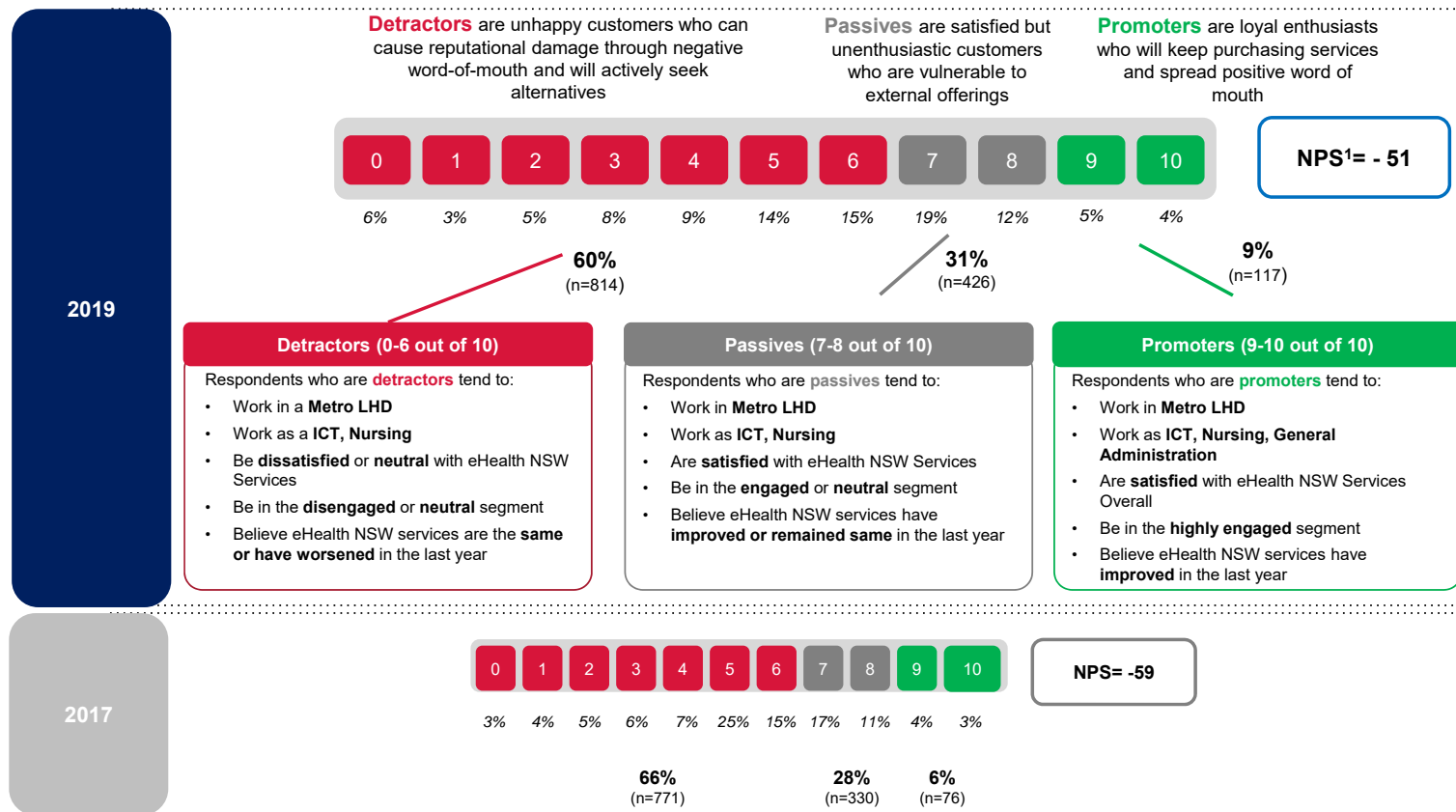
NSW GOVERNMENT | Health

50

B2C   B2B

3.3 Engagement Summary – by health organisation (2/2)

The graphic below shows the engagement score for eHealth NSW customers at each of the Health Agencies and Specialty Networks across NSW Health. NSW Ambulance have a score here which is well below the average, indicating that the relationship between eHealth NSW and NSW Ambulance may need further attention.

Health Agencies

Specialty Networks

	6.8	6.7	6.4	6.3	6.2	6.0	5.9	5.2	4.7	3.5	7.8	6.1	5.8	4.7

Health Education and Training* (n=20):
- 10% Highly Engaged
- 65% Engaged
- 20% Neutral
- 5% Disengaged

Agency for Clinical Innovation* (n=6):
- 17% Highly Engaged
- 50% Engaged
- 17% Neutral
- 17% Disengaged

Bureau of Health Information* (n=3):
- 33% Engaged
- 67% Neutral

Clinical Excellence Commission* (n=8):
- 25% Highly Engaged
- 38% Engaged
- 38% Disengaged

NSW Health Pathology (n=44):
- 11% Highly Engaged
- 45% Engaged
- 25% Neutral
- 18% Disengaged

HealthShare NSW (n=92):
- 13% Highly Engaged
- 34% Engaged
- 32% Neutral
- 22% Disengaged

Cancer Institute NSW* (n=27):
- 19% Highly Engaged
- 30% Engaged
- 22% Neutral
- 30% Disengaged

Health Infrastructure* (n=6):
- 33% Engaged
- 33% Neutral
- 33% Disengaged

Ministry of Health NSW (n=74):
- 3% Highly Engaged
- 20% Engaged
- 30% Neutral
- 47% Disengaged

NSW Ambulance (n=34):
- 12% Engaged
- 68% Disengaged

St Vincent's Health Network* (n=2):
- 100% Engaged

Justice and Forensic Mental Health Network* (n=22):
- 14% Highly Engaged
- 23% Engaged
- 50% Neutral
- 14% Disengaged

Sydney Children's Hospital Network (n=32):
- 13% Highly Engaged
- 34% Engaged
- 31% Neutral
- 22% Disengaged

Other* (n=15):
- 7% Highly Engaged
- 7% Engaged
- 40% Neutral
- 47% Disengaged

Legend:
- % Disengaged (0-4)
- % Neutral (4-6)
- % Engaged (6-8)
- % Highly Engaged (9-10)

NSW Government | Health

Indicates low base i.e. n<30
Percentages may not add up 100% due to rounding
Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492

B2C | B2B

3.3 Engagement Summary – by Service Line

The graphic below shows the engagement score by eHealth NSW Service Line. This is calculated by looking at which Service Lines the respondent interacted with in the last 12 months, and how they then went on to complete the eHealth NSW engagement questions. By looking at the data in this way, you can see a positive correlation between the satisfaction and engagement scores for each service line, indicating that the customer's relationship with the Service Line is likely to impact their view on performance, and vice versa.

	Clinical ICT Applications (n=711)	Security (n=199)	Customer Engagement and Service Transitions (n=188)	Statewide Service Desk (n=1114)	Clinical Engagement and Patient Safety (n=228)	Technology Services (n=638)	Integrated Care Programs (n=172)	Corporate ICT Applications (n=826)	Data & Analytics Portfolio (n=257)	Infrastructure Programs (n=247)	Investment, Strategy and Architecture (n=122)
Score	5.6	5.6	5.6	5.6	5.5	5.5	5.5	5.5	5.3	5.1	5.0
% Highly Engaged (9-10)	9%	10%	9%	9%	9%	8%	9%	7%	7%	6%	4%
% Engaged (6-8)	32%	33%	35%	31%	30%	29%	31%	31%	26%	25%	25%
% Neutral (4-6)	30%	29%	26%	32%	28%	31%	28%	31%	30%	33%	35%
% Disengaged (0-4)	29%	29%	31%	29%	32%	31%	32%	31%	36%	36%	35%

■ % Disengaged (0-4)   ■ % Neutral (4-6)   ■ % Engaged (6-8)   ■ % Highly Engaged (9-10)

Note: Respondent chose which service line they have interacted with is a multiple choice question, therefore the n sum up could be greater than the number of total respondents. The engagement score is calculated at each respondent level, however due to each respondent could choose multiple service line, their score would be used multiple times to calculate service line level's engagement score.

Percentages may not add up 100% due to rounding. Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492

B2C   B2B

3.3 Engagement Summary – by respondent position / functional area

Engagement score by position

	HR / Workforce (n=34)	Administration / Analyst (n=291)	Chief Executive / Executive (n=70)	Finance / Accounts Officer* (n=15)	Nursing Unit Manager (n=39)	Direct Report to Chief Executive* (n=12)	Clinical Staff (n=195)	Team Leader, Project Manager / Supervisor (n=302)	Director / Senior Manager (n=207)	Not specified / Other staff (n=206)
Score	6.1	5.9	5.9	5.8	5.7	5.6	5.5	5.5	5.4	5.6
% Highly Engaged (9-10)	12%	11%	10%	7%	15%	8%	10%	9%	6%	8%
% Engaged (6-8)	29%	35%	29%	40%	21%	42%	32%	30%	31%	35%
% Neutral (4-6)	38%	29%	44%	27%	31%	33%	26%	32%	33%	30%
% Disengaged (0-4)	21%	24%	17%	27%	33%	17%	32%	30%	29%	27%

Engagement by functional area

	Radiology* (n=12)	Pharmacy* (n=17)	Allied Health Professional (n=91)	Pathology* (n=22)	HR / Workforce (n=51)	Chief Executive / Executive (n=70)	Nursing (n=202)	ICT (n=305)	Finance (n=49)	General Administration (n=118)	Operations (n=80)	Scientific and Technical (n=35)	Clinical Governance* (n=27)	Medical (n=61)	Ambulance / Paramedical* (n=14)	Other (n=217)
Score	6.2	6.2	6.2	6.0	6.0	5.9	5.8	5.8	5.7	5.7	5.7	5.4	5.1	4.5	3.0	5.5
% Highly Engaged (9-10)	17%	6%	15%	5%	14%	10%	12%	10%	6%	10%	9%	6%	7%	2%		5%
% Engaged (6-8)	42%	53%	40%	45%	27%	29%	31%	35%	39%	28%	33%	37%	30%	18%		32%
% Neutral (4-6)	25%	24%	22%	32%	37%	44%	29%	30%	29%	36%	34%	26%	22%	33%	21%	32%
% Disengaged (0-4)	17%	18%	23%	18%	22%	17%	28%	26%	27%	25%	25%	31%	41%	48%	79%	31%

■ % Disengaged (0-4)   ■ % Neutral (4-6)   ■ % Engaged (6-8)   ■ % Highly Engaged (9-10)

NSW GOVERNMENT Health

Indicates low base i.e. n<30

Percentages may not add up 100% due to rounding
Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492

3.3 Engagement summary – Frequency of Interaction by Service Line

The graphic below shows how the average engagement score for each Service Line differs by the frequency of interaction of the customers who used their services. Customers who interact with eHealth NSW services once a year or less are the most engaged group, with those who interact more frequently less engaged. Again, given the most common frequency of interaction is every day, this may indicate that they are losing trust in their relationship as they need to contact the eHealth NSW Service Line more frequently to ensure progress is being made or to follow up on issues or enquiries.

Service line	Every day	Every couple of days	Once a week	Once every 2 weeks	Once a month	Once every couple of months	Once every six months	Once a year or less	Overall
Corporate ICT Applications (% of respondents)	5.3 (39%)	5.5 (19%)	5.6 (14%)	5.6 (8%)	5.8 (8%)	5.6 (8%)	5.2 (3%)	6.2 (1%)	5.5 (100%)
Clinical ICT Applications	5.5 (53%)	5.6 (15%)	5.5 (8%)	5.6 (4%)	5.7 (10%)	6.2 (6%)	5.9 (3%)	7 (1%)	5.6 (100%)
Integrated Care Programs	5.3 (25%)	5.4 (19%)	5.6 (14%)	6.7 (10%)	5.8 (13%)	5.4 (11%)	4.1 (7%)	5.8 (2%)	5.5 (100%)
Clinical Engagement and Patient Safety	5.6 (21%)	5.3 (20%)	5.7 (15%)	5.7 (8%)	5.2 (18%)	5.4 (10%)	5.3 (6%)	6.9 (2%)	5.5 (100%)
Infrastructure Programs	4.5 (12%)	4.9 (17%)	5.3 (17%)	5.5 (13%)	5.4 (19%)	5.2 (12%)	4.8 (7%)	4.6 (3%)	5.1 (100%)
Security	5.2 (15%)	5.5 (14%)	5.7 (11%)	6 (14%)	5.9 (15%)	5.6 (18%)	5.4 (9%)	6.4 (5%)	5.6 (100%)
Customer Engagement and Service Transitions	5.8 (15%)	5.3 (13%)	5.8 (14%)	5.8 (14%)	5.1 (21%)	5.9 (12%)	5.3 (8%)	6.2 (3%)	5.6 (100%)
Statewide Service Desk	5.3 (9%)	5.6 (11%)	5.2 (11%)	5.2 (14%)	5.5 (22%)	5.9 (22%)	6.4 (7%)	5.7 (3%)	5.6 (100%)
Technology Services	5.3 (35%)	5.4 (15%)	4.9 (10%)	5.2 (8%)	6 (14%)	5.8 (13%)	5.8 (4%)	5.5 (2%)	5.5 (100%)
Investment, Strategy and Architecture	4.9 (3%)	5.2 (13%)	6.5 (12%)	5.5 (16%)	4.2 (17%)	4.8 (22%)	4.5 (13%)	5.2 (3%)	5 (100%)
Data & Analytics Portfolio	5.2 (22%)	5.8 (14%)	4.5 (8%)	5.1 (13%)	5.4 (17%)	5.3 (14%)	5.2 (8%)	5 (3%)	5.3 (100%)

54

3.4 Net Promoter Score Summary

NPS has improved by nine points from 2017, from -60 to -51. 69% of responses were also a score of five or higher, which is a strong improvement from 2017.

Detractors are unhappy customers who can cause reputational damage through negative word-of-mouth and will actively seek alternatives

Passives are satisfied but unenthusiastic customers who are vulnerable to external offerings

Promoters are loyal enthusiasts who will keep purchasing services and spread positive word of mouth

2019

0	1	2	3	4	5	6	7	8	9	10
6%	3%	5%	8%	9%	14%	15%	19%	12%	5%	4%

NPS[1] = - 51

60% (n=814)

31% (n=426)

9% (n=117)

Detractors (0-6 out of 10)

Respondents who are **detractors** tend to:

- Work in a **Metro LHD**
- Work as a **ICT, Nursing**
- Be **dissatisfied** or **neutral** with eHealth NSW Services
- Be in the **disengaged** or **neutral** segment
- Believe eHealth NSW services are the **same or have worsened** in the last year

Passives (7-8 out of 10)

Respondents who are **passives** tend to:

- Work in **Metro LHD**
- Work as **ICT, Nursing**
- Are **satisfied** with eHealth NSW Services
- Be in the **engaged** or **neutral** segment
- Believe eHealth NSW services have **improved or remained same** in the last year

Promoters (9-10 out of 10)

Respondents who are **promoters** tend to:

- Work in **Metro LHD**
- Work as **ICT, Nursing, General Administration**
- Are **satisfied** with eHealth NSW Services Overall
- Be in the **highly engaged** segment
- Believe eHealth NSW services have **improved** in the last year

2017

0	1	2	3	4	5	6	7	8	9	10
3%	4%	5%	6%	7%	25%	15%	17%	11%	4%	3%

NPS= -59

66% (n=771)

28% (n=330)

6% (n=76)

1 NPS is an established, standard methodology to measure customer loyalty i.e. how likely it is that our customers' will speak favourably of us. Focus is to create more Promoters and reduce Detractors by minimising negative experiences. NPS Score = % Promoters - % of Detractors. Higher the value means more positive shift.
Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177

B2C   B2B

3.4 Net Promoter Score Summary – by Customer Group

The NPS score of the Specialty Networks is the highest of any customer group in the 2019 Survey. Metropolitan LHDs have seen the greatest improvement in NPS score from 2017, driven by the reduction of detractors from 68% to 59%.

Highest NPS

2019

% respondents

NPS=	-63	-50	-57	-57	-50	-51	-58	-48
% Promoters (9-10)	5%	8%	6%	10%	10%	8%	7%	13%
% Passives (7-8)	26%	33%	30%	23%	30%	34%	29%	26%
% Detractors (0-6)	68%	59%	63%	67%	60%	59%	64%	61%
	2017 Metro LHD (n=638)	2019 Metro LHD (n=799)	2017 Rural LHD (n=252)	2019 Rural LHD (n=178)	2017 Health Agencies (n=214)	2019 Health Agencies (n=311)	2017 Specialty Network (n=73)	2019 Specialty Network (n=54)

■ % Detractors (0-6)   ■ % Passives (7-8)   ■ % Promoters (9-10)
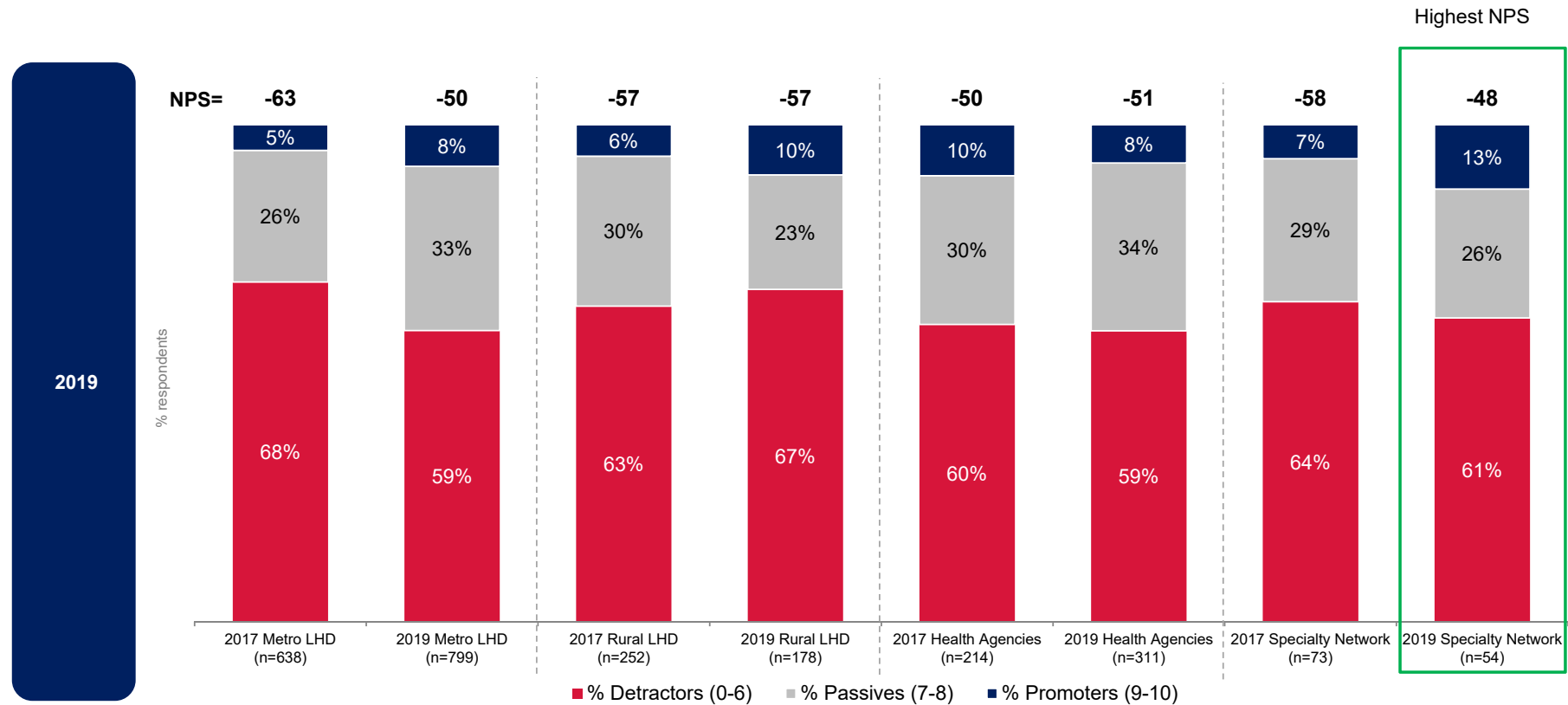
Speciality Network contains Justice and Forensic Mental Health Network, St Vincent's Health Network, Sydney Children's Hospital Network
Health Agencies contains Agency for Clinical Innovation, Bureau of Health Information, Cancer Institute NSW, Clinical Excellence Commission, Health Education and Training Institute, Health Infrastructure, eHealth NSW, Ministry of Health, NSW Ambulance, Healthshare NSW, NSW Health Pathology

1 NPS is an established, standard methodology to measure customer loyalty i.e. how likely it is that our customers' will speak favourably of us. Focus is to create more Promoters and reduce Detractors by minimising negative experiences. NPS Score = % Promoters - % of Detractors. Higher the value means more positive shift.

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177
Numbers are subject to rounding, may not add up to 100%.

NSW GOVERNMENT | Health

B2C   B2B

3.4 Net Promoter Score Summary – by Frequency of Interaction

The graphic below shows how the average NPS score for each Service Line differs by the frequency of interaction of the customers who used their services. Customers who interact with eHealth NSW services once a year or less typically have the highest NPS score, however there is more variation by frequency for NPS than other key measures.

Service line	Every day	Every couple of days	Once a week	Once every 2 weeks	Once a month	Once every couple of months	Once every six months	Once a year or less	Overall
Corporate ICT Applications (% of respondents)	-60 (39%)	-54 (18%)	-53 (14%)	-41 (8%)	-55 (9%)	-48 (8%)	-65 (2%)	-30 (1%)	-54 (100%)
Clinical ICT Applications	-54 (53%)	-56 (15%)	-61 (8%)	-41 (4%)	-61 (10%)	-39 (6%)	-48 (3%)	-38 (1%)	-54 (100%)
Integrated Care Programs	-50 (25%)	-58 (18%)	-48 (14%)	-50 (10%)	-56 (14%)	-48 (11%)	-91 (7%)	-34 (2%)	-54 (100%)
Clinical Engagement and Patient Safety	-39 (21%)	-67 (20%)	-60 (15%)	-47 (8%)	-65 (18%)	-55 (10%)	-39 (6%)	-50 (2%)	-55 (100%)
Infrastructure Programs	-65 (12%)	-59 (17%)	-63 (17%)	-47 (13%)	-49 (19%)	-59 (12%)	-69 (7%)	-75 (3%)	-59 (100%)
Security	-57 (15%)	-45 (14%)	-47 (11%)	-19 (14%)	-42 (15%)	-47 (18%)	-71 (9%)	-38 (4%)	-45 (100%)
Customer Engagement and Service Transitions	-43 (15%)	-56 (13%)	-52 (14%)	-46 (14%)	-59 (21%)	-46 (12%)	-54 (8%)	-16 (3%)	-50 (100%)
Statewide Service Desk	-60 (9%)	-52 (11%)	-64 (11%)	-62 (14%)	-55 (22%)	-48 (22%)	-40 (7%)	-72 (3%)	-55 (100%)
Technology Services	-55 (35%)	-58 (14%)	-72 (10%)	-63 (8%)	-44 (14%)	-42 (13%)	-41 (4%)	-44 (3%)	-54 (100%)
Investment, Strategy and Architecture	-50 (3%)	-75 (13%)	-36 (11%)	-52 (16%)	-76 (17%)	-70 (22%)	-94 (14%)	-50 (3%)	-67 (100%)
Data & Analytics Portfolio	-53 (22%)	-44 (14%)	-85 (8%)	-70 (13%)	-66 (18%)	-50 (14%)	-55 (8%)	-63 (3%)	-59 (100%)

57

3.5 Perception of improvement in eHealth NSW services

The final question of the eHealth NSW overall question set was to ask respondents whether they felt their experience of eHealth NSW services had improved or worsened in the last year. Compared to 2017, there was a 4% increase in the proportion of respondents who perceived that eHealth NSW services have improved since 2017.

Customers were asked 'How has your experience of eHealth NSW services changed in the last year?'

Worse   *About the same*   *Improved*

2019

13%   50%   37%

"Communication and engagement with stakeholders in relation to change management needs improvement - poor communication"

"MoH ICT team (deployed from eHealth) on site has been very beneficial to get issues resolved quickly."

Significantly more respondents who perceive their experience with eHealth NSW has **worsened** tend to:

• Be **detractors** of eHealth NSW

• Be **dissatisfied** with the services they received from eHealth NSW

Significantly more respondents who perceive their experience with eHealth NSW has **improved** tend to:

• Be **passive** towards eHealth NSW

• Be **satisfied** with the services they received from eHealth NSW

2017

Worse   *About the same*   *Improved*

8%   59%   33%

▼▲ Statistically significant movement at a 95% confidence level compared to 2017 eHealth NSW results

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177

B2C

B2B

3.6 Respondent verbatim for eHealth NSW Overall

The following graphics contain some of the verbatim feedback provided for eHealth NSW as a whole.

Satisfied

" The integration of systems across the LHDs has been pivotal in data collection "

" eHealth staff are engaged, knowledgeable and proactive "

" With the introduction of eMeds - the patient is now safer from medication errors "

" eHealth led projects, including the ROB, eMeds and HealthRoster rollouts were successful as the requirements were introduced in a systematic manner "

" The up-to-date communications when there are issues are good "

" The new integrated systems (VPN/email) are great - have been able to work remotely really well "

Neutral

" The systems as stand alone systems appear to work well. The huge frustration surrounds lack of integration, far too many systems requiring manual intervention "

" Some eHealth colleagues demonstrate collaboration which gels well as they partner with us. Others, are lacking this skill and openness "

" Day to day use of ICT systems and services is OK. if we want to implement anything new, eHealth's service is slow to deliver and very expensive "

" Initially it was hard to get eHealth to participate but now they have things running smoothly "

" More resources and funding is required on a local level from eHealth "

" Phone system moving from PR to ITC has reduced my satisfaction of the service. The IT staff are already understaffed and this has added extra strain on the service "

Dissatisfied

'Support for Oracle R12 is terrible and eHealth in general is a roadblock and we often have to rely on our own local IT support to get anything done'

'It seems that most requests are not completed and brushed off as user error'

'The upgrade of Stafflink was very disappointing. Key users lost access for a significant period of time'

'Hard to get local ICT staff to react to logged jobs in a timely manner'

'The fact that we have so many different clinical ICT systems that do not integrate introduces risk in the management of patients that is not acceptable'

'ICT is renowned for not being supportive, taking a long time to action requests or to provide assistance'

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177

B2C   B2B

3.7 Service Line Analysis

The second part of the survey asked customers' overall satisfaction levels with the eHealth NSW Service Lines that they regularly interact with.

Service line analysis overview

What were customers asked?

- Customers were asked to rate their overall satisfaction for each service line that they regularly interact with in order to understand their perceived performance of Service Lines.

- Two Service Line attribute questions were randomly selected for respondents. They were asked to rate satisfaction with each attribute and to rank the top 3-5 attributes in order of importance.

How were they asked to provide their scores?

- Customers were asked to rate their satisfaction levels with Service Lines

  - "Overall, how satisfied are you with [insert service line]?" on a scale from 1 (extremely dissatisfied) to 10 (extremely satisfied).

  - Customers were then asked "What would improve your experiences when interacting with [insert service line] in the future?" as an optional open ended question.

- **Output:** Analysis provides an average satisfaction score per Service Line and view of % of customers satisfied, neutral and dissatisfied.

In scope eHealth NSW Service Lines:

- Corporate ICT Applications
- Clinical ICT Applications
- Integrated Care Programs
- Clinical Engagement and Patient Safety
- Infrastructure Programs
- Security
- Customer Engagement and Service Transitions
- Statewide Service Desk
- Technology Services
- Investment, Strategy and Architecture
- Data & Analytics Portfolio

60

B2C　　　　　B2B

3.7 Service Line Analysis

Clinical Engagement and Patient Safety, Customer Engagement and Service Transitions and Integrated Care Programs have the highest correlation with the overall eHealth NSW satisfaction score.

Service Line	Impact on overall satisfaction with eHealth NSW[1]	Satisfaction with service line (% dissat | % sat)		Average Satisfaction Score	Average Engagement Score	Size of Respondent Base[2]
Corporate IT Applications	0.74	24%	45%	5.9	5.6	798
Clinical ICT Applications	0.75	24%	48%	6.0	5.7	677
Integrated Care Programs	0.76	25%	43%	5.8	5.6	156
Clinical Engagement and Patient Safety	0.80	26%	43%	5.9	5.4	209
Infrastructure Program	0.73	28%	43%	5.7	5.1	221
Security	0.67	18%	49%	6.1	5.6	170
Customer Engagement and Service Transitions	0.77	21%	48%	6.1	5.6	167
Statewide Service Desk	0.64	22%	52%	6.2	5.7	1,004
Technology Services	0.76	23%	50%	6.1	5.5	600
Investment, Strategy and Architecture	0.69	30%	39%	5.5	5.1	101
Data & Analytics Portfolio	0.60	24%	43%	5.8	5.4	226

[1]Note: Based on correlation between satisfaction with service line and overall satisfaction with eHealth NSW; higher numbers indicate higher impact on overall satisfaction
[2]Note: Number of respondents who interact with the Service Line once every couple of months or more often.

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492
Numbers are subject to rounding, may not add up to 100%.

| B2C | B2B |

3.8 Attribute satisfaction for each service line (1/3)

For each service line, respondents were asked to rate how satisfied they were with a set of specific attributes and measures. They were then asked to rank how important each attribute was to them, with the results as follows. Some key areas for improvement include: **Timely delivery of service or processing; Timely resolution of enquiries or issues; Knowledgeable staff who provide confidence in expertise** and **Accuracy of systems or service delivery**.

	Highest share of importance (across all attributes for service)	3 highest satisfied attributes (out of 10)	3 lowest satisfied attributes (out of 10)	High Impact Interaction*
Corporate ICT Applications (n=423)	• Accuracy of systems or service delivery (12%) • Timely resolution of enquiries or issues (10%) • Timely delivery of service or processing (10%) • Ease of interactions and processes (9%) • Helpfulness of staff (9%)	🙂 Helpfulness of staff (6.7) 🙂 Knowledgeable staff who provide confidence in expertise (6.6) 🙂 Adherence to relevant quality standards (6.2)	☹ Cost effective delivery of services (5.4) ☹ Quality and usefulness of reporting (5.5) ☹ Ease of interactions and processes (5.6)	• Accuracy of systems or service delivery • Adherence to relevant quality standards
Clinical ICT Applications (n=431)	• Accuracy of systems or service delivery (11%) • Ease of interactions and processes (10%) • Timely delivery of service or processing (10%) • Timely resolution of enquiries or issues (8%) • Knowledgeable staff who provide confidence in expertise (8%)	🙂 Helpfulness of staff (6.8) 🙂 Knowledgeable staff who provide confidence in expertise (6.7) 🙂 Adherence to relevant quality standards (6.4)	☹ Timely delivery of service or processing (5.6) ☹ Cost effective delivery of services (5.7) ☹ Timely resolution of enquiries or issues (5.7)	• Ease of interactions and processes • Accuracy of systems or service delivery • Timely delivery of service or processing • Adherence to relevant quality standards
Integrated Care Programs (n=111)	• Accuracy of systems or service delivery (11%) • Timely resolution of enquiries or issues (8%) • Helpfulness of staff (8%) • Knowledgeable staff who provide confidence in expertise (8%) • Adherence to relevant quality standards (8%)	🙂 Helpfulness of staff (6.7) 🙂 Knowledgeable staff who provide confidence in expertise (6.6) 🙂 Quality of relationship between the eHealth NSW service and your local team (6.5)	☹ Cost effective delivery of services (5.8) ☹ Timely delivery of service or processing (5.9) ☹ Information is clear before, during and after change (6.0)	• Accuracy of systems or service delivery • Ease of interactions and processes • Knowledgeable staff who provide confidence in expertise
Clinical Engagement and Patient Safety (n=121)	• Timely delivery of service or processing (12%) • Accuracy of systems or service delivery (11%) • Ease of interactions and processes (10%) • Timely resolution of enquiries or issues (9%) • Quality of relationship between the eHealth NSW service and your local team (8%)	🙂 Helpfulness of staff (6.6) 🙂 Knowledgeable staff who provide confidence in expertise (6.3) 🙂 Adherence to relevant quality standards (6.2)	☹ Quality and usefulness of reporting (5.7) ☹ Cost effective delivery of services (5.7) ☹ Timely resolution of enquiries or issues (5.7)	• Quality of relationship between the eHealth NSW service and your local team • Timely delivery of service or processing • Timely resolution of enquiries or issues • Adherence to relevant quality standards

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n=1,177
* High Impact Interaction – Identified which are of high importance and are also likely to have the greatest impact on customers overall satisfaction with specific service lines. Please refer to appendix for methodology of calculating high impact interaction

NSW GOVERNMENT | Health

| B2C | B2B |

3.8 Attribute satisfaction for each Service Line(2/3)

For each Service Line, respondents were asked to rate how satisfied they were with a set of specific attributes and measures. They were then asked to rank how important each attribute was to them, with the results as follows. Some key areas for improvement include: **Timely delivery of service or processing; Timely resolution of enquiries or issues; Knowledgeable staff who provide confidence in expertise** and **Accuracy of systems or service delivery**.

	Highest share of importance (across all attributes for service)	**3 highest satisfied attributes** (out of 10)	**3 lowest satisfied attributes** (out of 10)	**High Impact Interaction***
Infrastructure Programs (n=125)	• Timely delivery of service or processing (14%) • Knowledgeable staff who provide confidence in expertise (10%) • Quality of relationship between the eHealth NSW service and your local team (10%) • Timely resolution of enquiries or issues (9%) • Helpfulness of staff (9%)	• Helpfulness of staff (6.2) • Knowledgeable staff who provide confidence in expertise (6.0) • Adherence to relevant quality standards (5.9)	• Cost effective delivery of services (4.9) • Ease of interactions and processes (5.1) • Timely resolution of enquiries or issues (5.2)	• Timely resolution of enquiries or issues • Information is clear before, during and after change • Clear communication e.g. outcomes clearly communicated
Security (n=125)	• Knowledgeable staff who provide confidence in expertise (10%) • Quality and usefulness of reporting (10%) • Timely resolution of enquiries or issues (10%) • Timely delivery of service or processing (8%) • Quality of relationship between the eHealth NSW service and your local team (8%)	• Adherence to relevant quality standards (6.5) • Knowledgeable staff who provide confidence in expertise (6.5) • Helpfulness of staff (6.5)	• Ease of interactions and processes (5.7) • Clear communication e.g. outcomes clearly communicated (5.7) • Usefulness of education and training (5.8)	• Quality of relationship between the eHealth NSW service and your local team • Timely resolution of enquiries or issues • Quality and usefulness of reporting • Ease of interactions and processes
Customer Engagement and Service Transitions (n=119)	• Timely delivery of service or processing (10%) • Timely resolution of enquiries or issues (9%) • Quality and usefulness of reporting (9%) • Knowledgeable staff who provide confidence in expertise (9%) • Accuracy of systems or service delivery (9%)	• Helpfulness of staff (6.9) • Adherence to relevant quality standards (6.5) • Knowledgeable staff who provide confidence in expertise (6.4)	• Cost effective delivery of services (5.6) • Timely delivery of service or processing (5.7) • Timely resolution of enquiries or issues (5.7)	• Timely delivery of service or processing • Clear communication e.g. outcomes clearly communicated • Accuracy of systems or service delivery
Statewide Service Desk (n=483)	• Timely resolution of issues (13%) • Knowledgeable staff who provide confidence in expertise (11%) • Helpfulness of staff (10%) • Timely delivery of service or processing (9%) • Accuracy of systems or service delivery (8%)	• Helpfulness of staff (6.8) • Adherence to relevant quality standards (6.4) • Knowledgeable staff who provide confidence in expertise (6.3)	• Quality and usefulness of reporting (5.7) • Cost effective delivery of services (5.7) • Usefulness of education and training (5.7)	• Knowledgeable staff who provide confidence in expertise • Timely delivery of service or processing • Clear communication e.g. outcomes clearly communicated • Accuracy of systems or service delivery • Helpfulness of staff

NSW GOVERNMENT | Health

B2C   B2B

3.8 Attribute satisfaction for each Service Line(3/3)

For each Service Line, respondents were asked to rate how satisfied they were with a set of specific attributes and measures. They were then asked to rank how important each attribute was to them, with the results as follows. Some key areas for improvement include: **Timely delivery of service or processing; Timely resolution of enquiries or issues; Knowledgeable staff who provide confidence in expertise** and **Accuracy of systems or service delivery**.

	Highest share of importance (across all attributes for service)	3 highest satisfied attributes (out of 10)	3 lowest satisfied attributes (out of 10)	High Impact Interaction*
Technology Services (n=370)	▪ Timely delivery of service or processing (10%) ▪ Timely resolution of enquiries or issues (10%) ▪ Accuracy of systems or service delivery (10%) ▪ Helpfulness of staff (9%) ▪ Knowledgeable staff who provide confidence in expertise (9%)	🙂 Helpfulness of staff (6.6) 🙂 Knowledgeable staff who provide confidence in expertise (6.4) 🙂 Adherence to relevant quality standards (6.2)	☹ Timely delivery of service or processing (5.6) ☹ Usefulness of education and training (5.6) ☹ Cost effective delivery of services (5.6)	▪ Timely delivery of service or processing ▪ Accuracy of systems or service delivery ▪ Ease of interactions and processes ▪ Clear communication e.g. outcomes clearly communicated
Investment, Strategy and Architecture (n=70)	▪ Quality of relationship between the eHealth NSW service and your local team (11%) ▪ Timely delivery of service or processing (10%) ▪ Clear communication (10%) ▪ Information is clear before, during and after change (10%) ▪ Timely resolution of enquiries or issues (10%)	🙂 Knowledgeable staff who provide confidence in expertise (6.2) 🙂 Helpfulness of staff (6.1) 🙂 Adherence to relevant quality standards (6.1)	☹ Cost effective delivery of services (4.5) ☹ Usefulness of education and training (4.9) ☹ Timely delivery of service or processing (5.0)	▪ Quality of relationship between the eHealth NSW service and your local team ▪ Information is clear before, during and after change ▪ Clear communication e.g. outcomes clearly communicated ▪ Knowledgeable staff who provide confidence in expertise
Data & Analytics Portfolio (n=134)	▪ Clear communication (10%) ▪ Timely delivery of service or processing (9%) ▪ Quality of relationship between the eHealth NSW service and your local team (9%) ▪ Knowledgeable staff who provide confidence in expertise (9%) ▪ Ease of interactions and processes (8%)	🙂 Helpfulness of staff (6.2) 🙂 Knowledgeable staff who provide confidence in expertise (6.2) 🙂 Adherence to relevant quality standards (6.1)	☹ Cost effective delivery of services (5.4) ☹ Usefulness of education and training (5.7) ☹ Ease of interactions and processes (5.7)	▪ Knowledgeable staff who provide confidence in expertise ▪ Helpfulness of staff ▪ Accuracy of systems or service delivery ▪ Quality of relationship between the eHealth NSW service and your local team

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n=1,177
* High Impact Interaction – Identified which are of high importance and are also likely to have the greatest impact on customers overall satisfaction with specific service lines. Please refer to appendix for methodology of calculating high impact interaction

64

B2C   B2B

3.9 Priority areas for improvement for each Service Line (1/2)

For the attributes that are of high importance and are also likely to have greatest impact on customer overall satisfaction (High Impact Attribute*), we classified them into "Prioritise" and "Build on" based on how satisfied the respondent rated them. Some key themes include **Timely delivery of service or processing; Timely resolution of enquiries or issues; Knowledgeable staff who provide confidence in expertise** and **Accuracy of systems or service delivery**.

Service line	Prioritise / what we can improve on	Build on / what we are doing well
Corporate ICT Applications (n=423)		◆ Accuracy of systems or service delivery ◆ Adherence to relevant quality standards
Clinical ICT Applications (n=431)	◆ Accuracy of systems or service delivery ◆ Ease of interactions and processes ◆ Timely delivery of service or processing	◆ Adherence to relevant quality standards
Integrated Care Programs (n=111)	◆ Accuracy of systems or service delivery ◆ Ease of interactions and processes	◆ Knowledgeable staff who provide confidence in expertise
Clinical Engagement and Patient Safety (n=121)	◆ Quality of relationship between the eHealth NSW service and your local team ◆ Timely delivery of service or processing ◆ Timely resolution of enquiries or issues	◆ Adherence to relevant quality standards
Infrastructure Programs (n=125)	◆ Timely resolution of enquiries or issues ◆ Clear communication e.g. outcomes clearly communicated ◆ Information is clear before, during and after change	
Security (n=125)	◆ Timely resolution of enquiries or issues ◆ Quality and usefulness of reporting ◆ Ease of interactions and processes	◆ Quality of relationship between the eHealth NSW service and your local team

B2C | B2B

3.9 Priority areas for improvement for each Service Line (2/2)

For the attributes that are of high importance and are also likely to have greatest impact on customer overall satisfaction (High Impact Attribute*), we classified them into "Prioritise" and "Build on" based on how satisfied the respondent rated them. Some key themes include **Timely delivery of service or processing; Timely resolution of enquiries or issues; Knowledgeable staff who provide confidence in expertise** and **Accuracy of systems or service delivery**.

Service line	Prioritise / what we can improve on	Build on / what we are doing well
Customer Engagement and Service Transition (n=119)	◆ Timely delivery of service or processing ◆ Clear communication e.g. outcomes clearly communicated	◆ Accuracy of systems or service delivery
Statewide Service Desk (n=483)	◆ Timely delivery of service or processing	◆ Knowledgeable staff who provide confidence in expertise ◆ Accuracy of systems or service delivery ◆ Clear communication e.g. outcomes clearly communicated ◆ Helpfulness of staff
Technology Services (n=370)	◆ Timely delivery of service or processing ◆ Ease of interactions and processes ◆ Clear communication e.g. outcomes clearly communicated	◆ Accuracy of systems or service delivery
Investment, Strategy and Architecture (n=70)	◆ Information is clear before, during and after change ◆ Clear communication e.g. outcomes clearly communicated	◆ Quality of relationship between the eHealth NSW service and your local team ◆ Knowledgeable staff who provide confidence in expertise
Data & Analytics Portfolio (n=134)		◆ Knowledgeable staff who provide confidence in expertise ◆ Helpfulness of staff ◆ Accuracy of systems or service delivery ◆ Quality of relationship between the eHealth NSW service and your local team

High Impact Attribute - Identified which are of high importance and are also likely to have the greatest impact on customers overall satisfaction with specific service lines.
Prioritise – Refers to High Impact Interactions that have lower than average satisfaction scores
Build on – Refers to High Impact Interactions that have above average satisfaction scores
Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n=1,177

B2C   B2B

3.10 B2B Respondent Analysis – Front office vs back office respondents

As those who responded to the B2B survey could be either those who were directly engaged with eHealth NSW, or those who simply wanted to provide detailed feedback on a particular system or service, we have carried out analysis on those in traditional front office and back office roles to see how their responses varied, with those in back office roles assumed as the group directly engaged with eHealth NSW. As the graphics below demonstrate, those in traditional back office roles had higher scores for overall satisfaction and NPS. The engagement score saw less variation between the two groups, and demonstrates that the drop in eHealth NSW engagement score was not purely due to frontline and clinical staff responding to this route of the 2019 Survey.

		Total B2B (n=1,357[1])		Front line respondents* (n=416)		Back office respondents* (n = 941)	
Overall Satisfaction[2]	Average overall satisfaction (out of 10)	5.8		5.6		5.9	
	% satisfied (7-10)	43%		39%		45%	
	% neutral (5-6)	30%		29%		30%	
	% dissatisfied (1-4)	27%		32%		25%	
Engagement[3]	Average engagement* (out of 10)	5.7		5.6		5.7	
	% of customers by level of engagement	9% Highly engaged	32% Engaged	11% Highly engaged	32% Engaged	9% Highly engaged	32% Engaged
		31% Neutral	28% Disengaged	28% Neutral	30% Disengaged	32% Neutral	27% Disengaged
Net Promoter Score (NPS)	NPS	- 51		- 56		- 49	
	% promoters	9%		8%		9%	
	% passives	31%		27%		33%	
	% detractors	60%		64%		58%	

*Assumption: Frontline respondents would choose the following functional areas: Medical, Nursing, Allied Health Professional, Pharmacy, Pathology, Radiology and Ambulance/Paramedical ; Back office respondents being the remaining ones.
[1]Lowest number of responses out of above questions.
[2]Satisfaction score taken from question: "Overall, how satisfied are you with the ICT services you currently receive from eHealth NSW?"
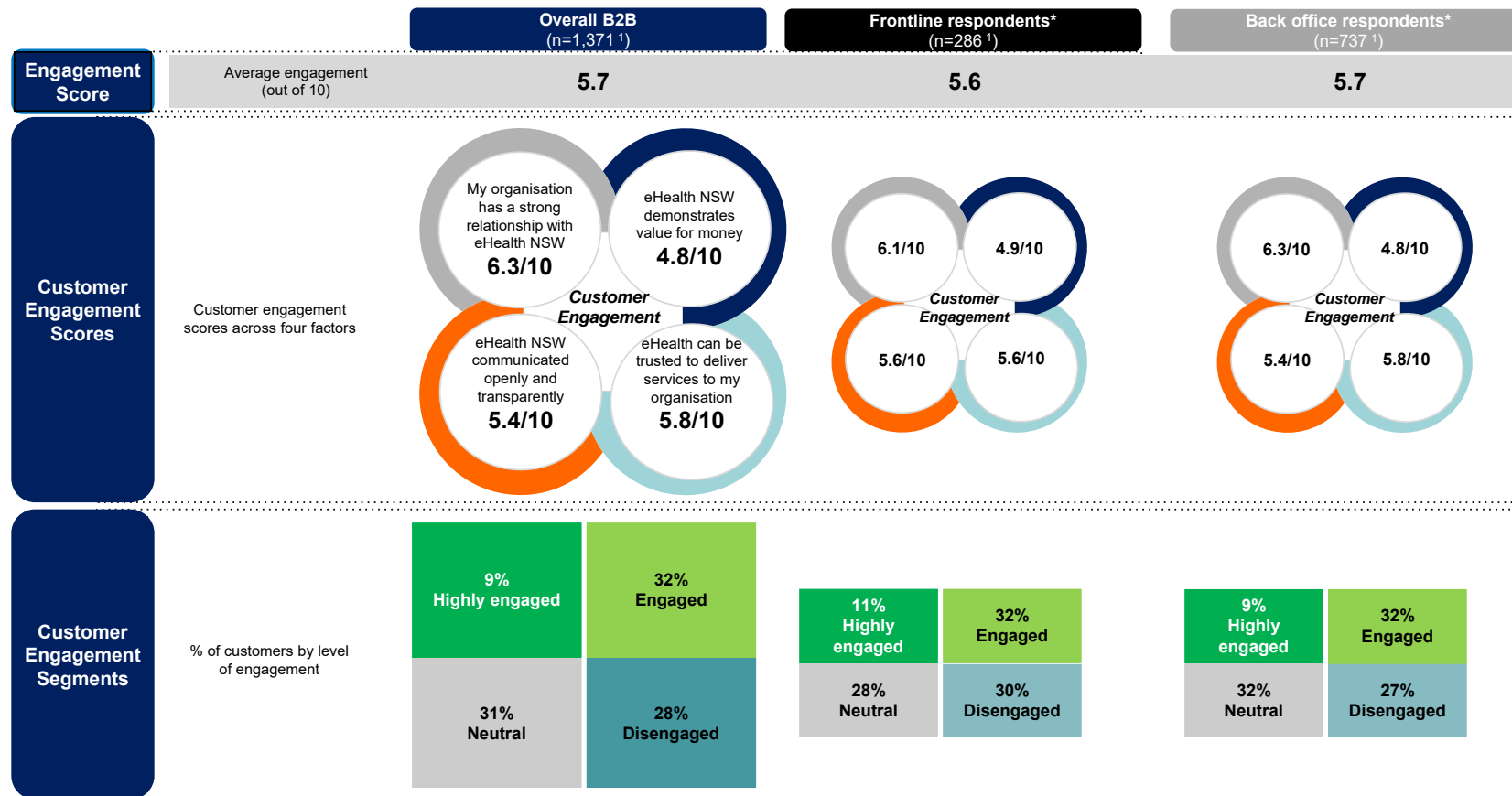[3]Engagement Score is calculated based on the average customer ratings across the 4 engagement factors include 'value for money', 'communicates openly and transparently', 'trust' and 'relationship'
Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177. Numbers are subject to rounding, may not add up to 100%.

NSW GOVERNMENT | Health

B2C   B2B

3.10 B2B Respondent Analysis – Front office vs back office respondents

As with overall engagement, to better understand who had responded to the B2B survey and what impact this had on the different measures, front and back office roles were separated for engagement, with the results below. Again, there was minimal variation between the two groups.

		Overall B2B (n=1,371 [1])	Frontline respondents* (n=286 [1])	Back office respondents* (n=737 [1])
Engagement Score	Average engagement (out of 10)	5.7	5.6	5.7

Customer Engagement Scores

Customer engagement scores across four factors

My organisation has a strong relationship with eHealth NSW **6.3/10**
eHealth NSW demonstrates value for money **4.8/10**
Customer Engagement
eHealth NSW communicated openly and transparently **5.4/10**
eHealth can be trusted to deliver services to my organisation **5.8/10**

6.1/10   **4.9/10**
Customer Engagement
5.6/10   **5.6/10**

6.3/10   **4.8/10**
Customer Engagement
5.4/10   **5.8/10**

It was observed that ICT staff were more negative for the 'value for money' question than elsewhere in the survey. To understand the impact ICT staff were having on these measures, we also calculated the scores with this group excluded from the results.
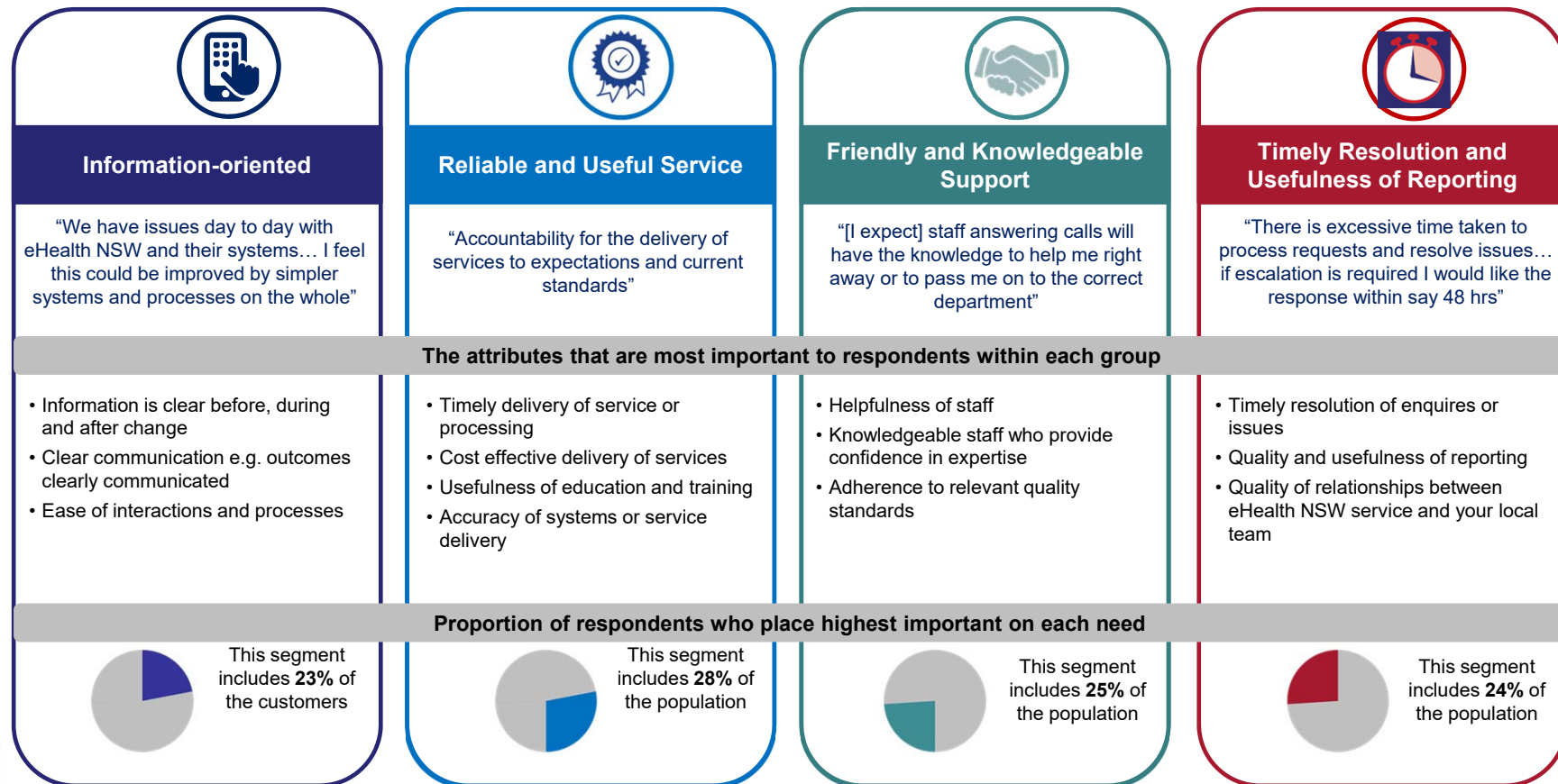
Customer Engagement Segments

% of customers by level of engagement

9% Highly engaged	32% Engaged
31% Neutral	28% Disengaged

11% Highly engaged	32% Engaged
28% Neutral	30% Disengaged

9% Highly engaged	32% Engaged
32% Neutral	27% Disengaged

The impact of ICT was less than 0.1 for the overall measure, and therefore not significant.

[1] *least n of all measures*
Assumption: Frontline respondents would choose the following functional areas: Medical, Nursing, Allied Health Professional, Pharmacy, Pathology, Radiology and Ambulance/Paramedical ; Back office respondents being the remaining ones.
Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n = 1,177
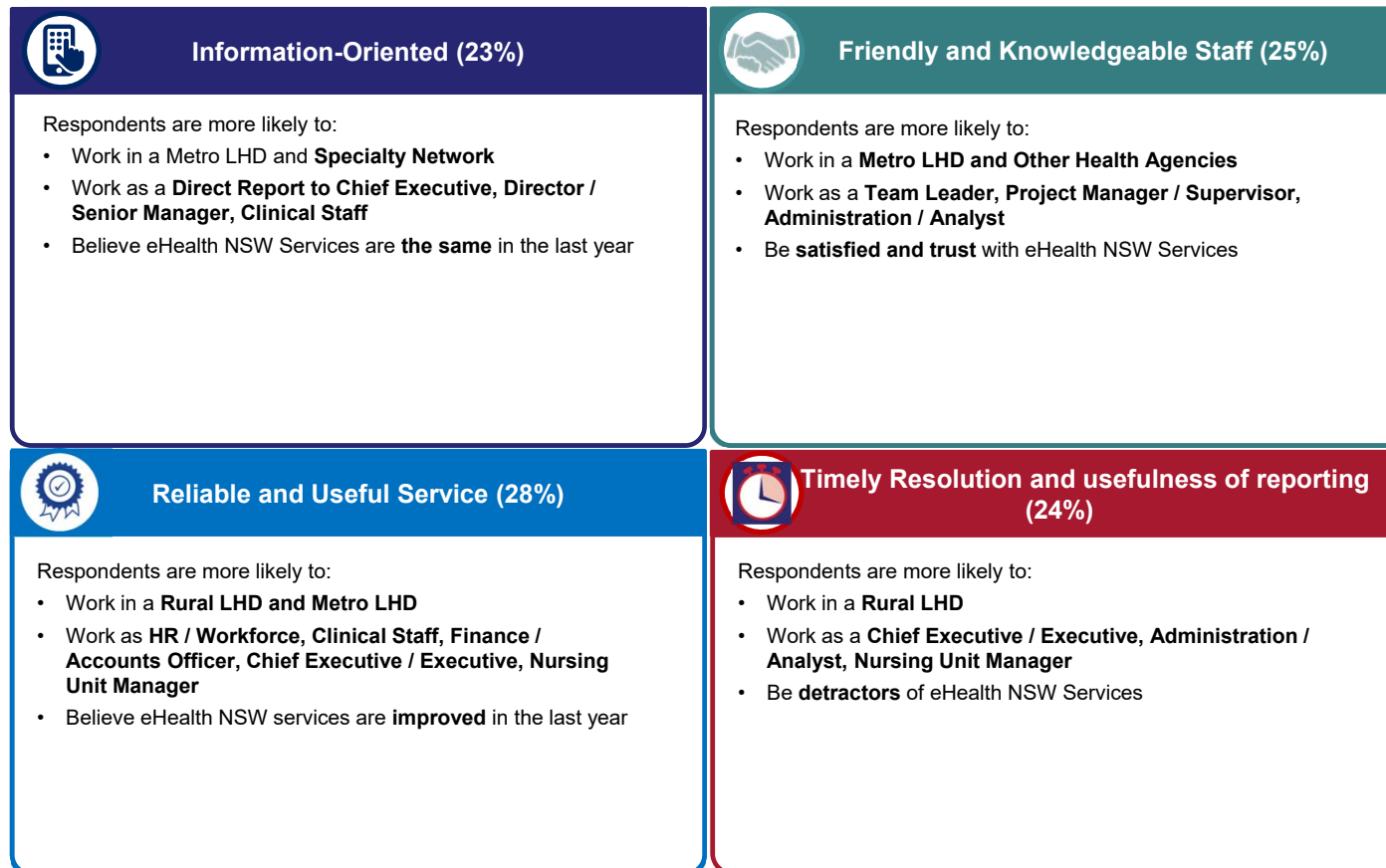*Numbers are subject to rounding, may not add up to 100%.*

B2C   B2B

3.11 Needs Analysis

The objective of the needs analysis is to identify common areas of importance for customers ('needs sets') across Service Lines that eHealth NSW should focus their efforts on in order to consistently meet and exceed customer expectations. These can be broken into four segments:

Information-oriented	Reliable and Useful Service	Friendly and Knowledgeable Support	Timely Resolution and Usefulness of Reporting
"We have issues day to day with eHealth NSW and their systems… I feel this could be improved by simpler systems and processes on the whole"	"Accountability for the delivery of services to expectations and current standards"	"[I expect] staff answering calls will have the knowledge to help me right away or to pass me on to the correct department"	"There is excessive time taken to process requests and resolve issues… if escalation is required I would like the response within say 48 hrs"

The attributes that are most important to respondents within each group

• Information is clear before, during and after change • Clear communication e.g. outcomes clearly communicated • Ease of interactions and processes	• Timely delivery of service or processing • Cost effective delivery of services • Usefulness of education and training • Accuracy of systems or service delivery	• Helpfulness of staff • Knowledgeable staff who provide confidence in expertise • Adherence to relevant quality standards	• Timely resolution of enquires or issues • Quality and usefulness of reporting • Quality of relationships between eHealth NSW service and your local team

Proportion of respondents who place highest important on each need

This segment includes **23%** of the customers	This segment includes **28%** of the population	This segment includes **25%** of the population	This segment includes **24%** of the population

Source: eHealth NSW CVP Project, Online Survey Analysis,2019 n = 10,492

B2C B2B

3.11 Needs Analysis – Profiling of eHealth NSW customer need sets

These segments represent real customers of eHealth NSW, and the common characteristics of the customers who make up these segments can be seen below:

Information-Oriented (23%)

Respondents are more likely to:
- Work in a Metro LHD and **Specialty Network**
- Work as a **Direct Report to Chief Executive, Director / Senior Manager, Clinical Staff**
- Believe eHealth NSW Services are **the same** in the last year

Friendly and Knowledgeable Staff (25%)

Respondents are more likely to:
- Work in a **Metro LHD and Other Health Agencies**
- Work as a **Team Leader, Project Manager / Supervisor, Administration / Analyst**
- Be **satisfied and trust** with eHealth NSW Services

Reliable and Useful Service (28%)

Respondents are more likely to:
- Work in a **Rural LHD and Metro LHD**
- Work as **HR / Workforce, Clinical Staff, Finance / Accounts Officer, Chief Executive / Executive, Nursing Unit Manager**
- Believe eHealth NSW services are **improved** in the last year

Timely Resolution and usefulness of reporting (24%)

Respondents are more likely to:
- Work in a **Rural LHD**
- Work as a **Chief Executive / Executive, Administration / Analyst, Nursing Unit Manager**
- Be **detractors** of eHealth NSW Services

Source: eHealth NSW CVP Project, Online Survey Analysis,2019 n = 10,492

70

Appendix A - Methodologies

Service Line Attribute Calculation Methodology

Service Line Attribute Analysis Overview

Service attribute satisfaction and importance

What: Satisfaction and importance were assessed for individual services attributes to identify areas of importance and perceived performance within Service Lines. Attributes were customised for individual Service Lines and developed in conjunction with key stakeholders.

How: For each of the attributes, customers are asked:
- **Satisfaction:** "How satisfied are you with each of the following aspects of our services?" on a scale from 1 (extremely dissatisfied) to 10 (extremely satisfied).
- **Importance: "**Of the service attributes below, what attributes are most important to you? Please drag and drop between 3 - 5 most important attributes into the box provided, organising them from most (1) to least (5) important."

Output: Analysis of the results provides:
- An average satisfaction score for each service attribute;
- A share of importance score for each service attribute which represents a weighted percentage of total importance based on top 3-5 attributes selected by respondents.

Shared Financial Services attribute	Relative importance (share of importance)	2016 satisfaction (average out of 10)	2015 satisfaction (average out of 10)	High Impact Interaction
Easy to use financial processes	30%	5.6 ▲	4.9	
Accuracy of processing	18%	6.2 ▲	5.2	
Timely processing	15%		4.8	
Clear communication	11%	5.6 ▲	4.7	◆
Knowledgeable staff	11%	6.2 ▲	5.3	◆
Helpfulness of staff	11%	6.3 ▲	5.6	◆
Timely resolution of financial services queries	6%	5.8 ▲	5.0	

ILLUSTRATIVE

High Impact Attribute

What: Analysis is undertaken to identify High Impact Interactions for service lines - i.e. those attributes that have a big impact on driving overall satisfaction with each service line.

How: High Impact Interactions are calculated based on importance and impact on overall Service Line satisfaction:
- **Stated importance:** Understand which attributes are important to customers when interacting with HealthShare NSW services (based on % share of importance)
- **Correlation to overall Service Line satisfaction (revealed importance):** Understand the relationship between attributes that are important to customers and have the greatest impact on overall Service Line satisfaction (based on correlation scores)

Output: Analysis of the results provides:
- **High Impact Interactions:** Attributes which score highly in both stated importance and have high correlation scores to overall service line satisfaction (above median scores). These attributes have a significant impact on the customer experience when customers interact with a Service Line

◆ *Example: An attribute that has high stated importance but low correlation score suggests that prioritising this attribute over others may not change overall satisfaction levels for customers who interact with this service.*

NSW GOVERNMENT | Health

Baseline Measures

Overall Satisfaction

- **What**: Overall satisfaction is a measure of the perceived performance of an organisation as stated by customers

- **How:** Customers are asked "Overall, how satisfied are you with the services you receive from eHealth NSW currently?" according to a scale from 1 (extremely dissatisfied) to 10 (extremely satisfied)

- **Output:** The satisfaction results provide insight into:

  - *Percentage of satisfied customers*

  - *Percentage of dissatisfied customers*

Average overall satisfaction (out of 10)		**5.3**
% satisfied (7-10)		**32%**
% neutral (5-6)		**33%**
% dissatisfied (1-4)		**35%**

ILLUSTRATIVE

Engagement Levels

- **What**: Customer Engagement is a measure of the strength of the relationship an organisation has with its customers

- **How:** Customers are asked to rate their level of agreement with four factors on a scale from 1 (strongly disagree) to 10 (strongly agree)

- **Output:** A composite engagement score is calculated based on the average across factors

My organisation has a strong relationship with eHealth NSW

eHealth NSW demonstrates value for money

Customer Engagement

eHealth NSW communicated openly and transparently

eHealth can be trusted to deliver services to my organisation

Net Promoter Score

- **What**: NPS is an established, standard methodology to measure customer loyalty. Focus is to create more Promoters and reduce Detractors by minimising negative experiences

- **How:** Customers are asked "How likely is it that you would speak favourably of eHealth NSW to a friend or colleague?" on a scale from 0 (extremely unlikely) to 10 (extremely likely)

- **Output:** NPS is calculated as:

  % Promoters - % Detractors

  Customers can be divided into:

  - *Promoter* (score 9-10) – loyal enthusiasts who spread positive word of mouth

  - *Passives* (score 7-8) – satisfied but unenthusiastic

  - *Detractors* (score 0-6) – unhappy customers who spread negative word of mouth and actively seek alternatives

0	1	2	3	4	5	6	7	8	9	10

Measurement of these three outcome measures over time enables:

1. An ongoing understanding of customers perceptions of eHealth NSW services

2. Identification of key drivers of satisfaction/dissatisfaction and loyalty resulting in more effective and targeted projects that will increase satisfaction with eHealth NSW services

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492

eHealth NSW Service Line Definitions

Service Line	Definition provided to customers in the online survey
Corporate ICT Applications	For example, systems including Stafflink, HealthRoster, My Health Learning, AFM Online, Human Capital Management (HCM) and Recruiting and Onboarding (ROB) and the ServiceNow program.
Clinical ICT Applications	For example, systems including Electronic Medical Record (EMR2), Electronic Medication Management (eMeds), Electronic Record for Intensive Care (ERIC), iPharmacy, Healthenet, and Enterprise Imaging Repository (EIR)
Integrated Care Programs	For example, programs and systems including Healthenet, Healthenet Pathology, Integrated Care programs and Child Digital Health Record.
Clinical Engagement and Patient Safety	For example, programs including the Clinical Engagement framework, design working groups, safety and quality reviews in eHealth.
Infrastructure Programs	For example, programs including Health Wide Area Network (HWAN), Statewide Infrastructure Services (SWIS), Statewide Data Centre Reform (DCR), Conference, Collaboration and Wireless (CCW) and Clinical Applications Reliability Improvement (CARI)

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492

74

eHealth NSW Service Line Definitions

Service Line	Definition provided to customers in the online survey
Security	For example, services including cyber security, the Privacy and Security Assurance Framework (PSAF) and incident and investigative services.
Customer Engagement and Service Transitions	For example, services including Customer Account Managers (CAMs), service transitions and Customer Services
Statewide Service Desk	The Statewide Service Desk provides guidance and advice in the event of an ICT problem. They will be the people you call whenever something goes wrong.
Technology Services	For example, cloud services, telephony systems, video conferencing, solution architecture and email and exchange services
Investment, Strategy and Architecture	For example, services including Strategy Development and Innovation, Architecture and Standards Development and Advice, Business and Initiative Development and eHealth Policy Development
Data & Analytics Portfolio	The Data and Analytics Portfolio oversees the implementation of the NSW Health Analytics Framework. This framework sets out a five year vision to transform healthcare through data and analytics, through services including a big data platform, Pascal Metrics Risk Trigger Monitoring tool, and AI Driven Sepsis Prediction.

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492

NSW
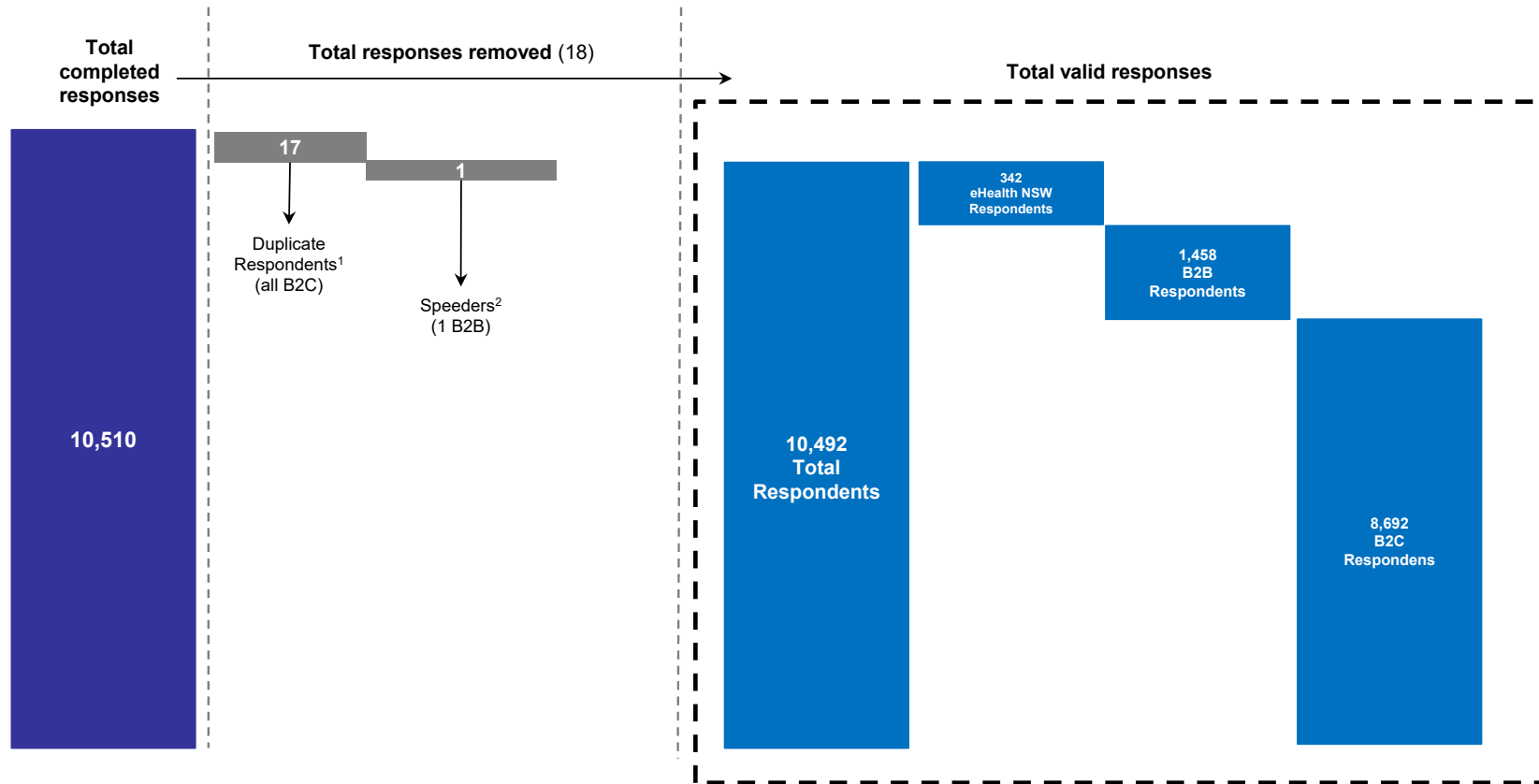GOVERNMENT | Health

Data Weighting

A weighting variable has not been applied to the 2019 and 2017 survey responses

Below shows a comparison of the survey respondent composition in 2019 (unweighted and weighted – weighting adjustment based on 2017 survey respondent composition by customer group) and 2017. When a weighting variable is applied to the overall outcome measures to adjust for the differences, impact is minimal (<1%). For the above reason we conclude the unweighted raw data is comparable in both years and therefore a weighting variable has not been applied. It is recommended to undertake the weighting check on successive data sets in future years to ensure continued comparability.

Survey Respondent Composition by Customer Groups

	% DISSAT	% SAT	NPS	ENG
Raw (Unweighted)	20%	47%	-60	5.7
Weighted to customer group size based on 2017 Distribution	20%	47%	-60	5.7
Difference	<1%	<1%	-	-

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492; 2017 n=1,177
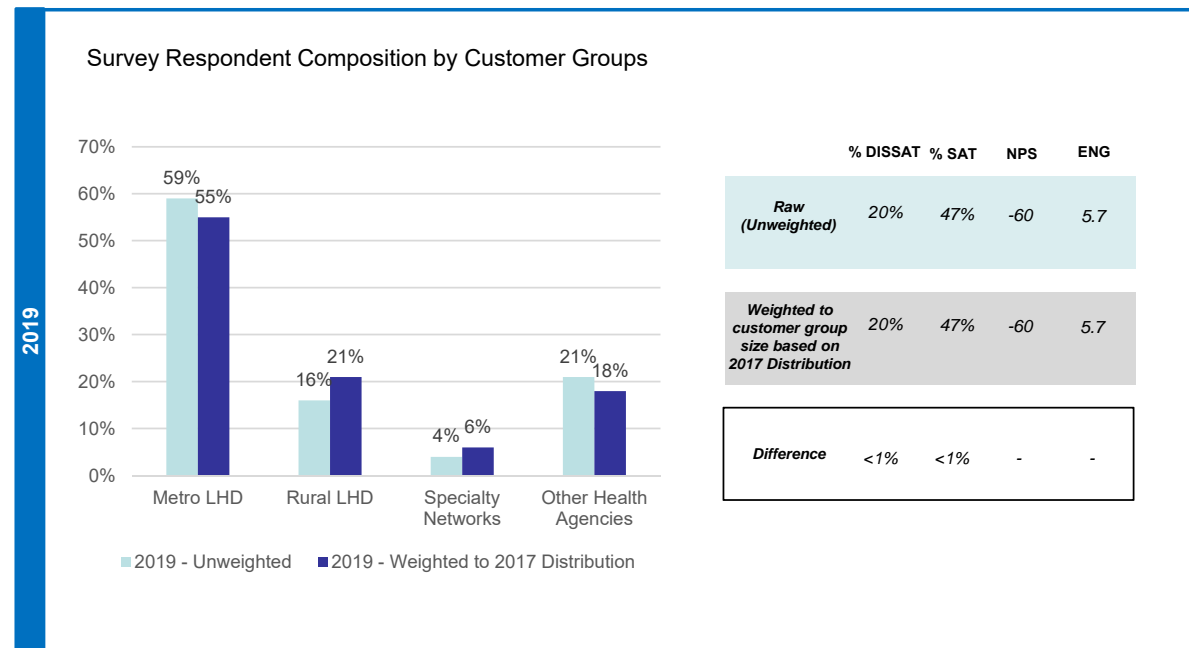
Data Cleaning

Survey data was cleaned to remove speeders who completed the survey in less one minute and duplicate respondents who were identified using their contact name and emails.

| Total completed responses | Total responses removed (18) | Total valid responses |

10,510

17 — Duplicate Respondents[1] (all B2C)

1 — Speeders[2] (1 B2B)

10,492 Total Respondents

342 eHealth NSW Respondents

1,458 B2B Respondents

8,692 B2C Respondens

[1]Note: Duplicate respondents were respondents with the same contact name and emails in Section E
[2]Note: Speeders are respondents who have completed the survey in less than a minute

Source: eHealth NSW CVP Project, Online Survey Analysis, 2019 n=10,492

NSW GOVERNMENT | Health

Approach to Needs Analysis

Customer needs sets were identified based on share of importance of attributes and robust analysis to identify groups of customers who value similar attributes when interacting with Service Lines

What is Needs Analysis?

What: Needs analysis identifies groups of customers who value similar attributes when interacting with Service Lines. This analysis provides insights into common themes to focus on across customer groups and Service Lines.

- Segmentation and correspondence analysis is combined with results from the individual Service Line analysis to group attributes into "needs groups" which are common across Service Lines.

- Each respondent is allocated to the "needs group" for which they have the highest probability of being aligned to based on the attributes they identified as most important across Service Lines.

- Respondents aligned to each needs group are then further profiled to understand how the need varies across Service Lines and who it is most important to, in order to support the development of targeted initiatives.

- These needs are key experience indicatorsnthat eHealth NSW should continue to address to drive improvements in satisfaction across all service lines.
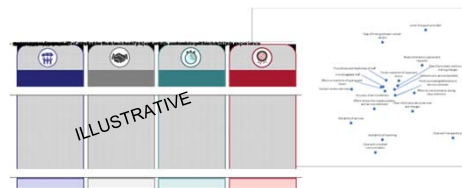
How is the Analysis Undertaken?

Steps to complete the Needs Analysis are:

1. Map individual Service Line attributes to one of seventeen categories which are common across Service Lines

2. Estimate respondent's importance first, second and third most important needs of the seventeen attribute categories by combining individual rankings across Service Lines

3. Undertake cluster analysis on the revised rankings to group attribute categories into a small number of "needs sets" which represent common priority areas for customers – in this case, data best grouped into four needs groups

4. Allocate a respondent to a "needs set" for which they have the highest probability of being aligned to based on the attributes they identified as most important across Service Lines.

ILLUSTRATIVE

Source: eHealth NSW CVP Project, Online Survey Analysis, 2017 n=1,177

Margin of Error Calculation

- The margin of error refers to a measurement for calculating the amount of sampling error in survey responses – in this case, the error between the results acquired from customers who responded to the survey and the results that would be achieved if the entire of eHealth NSW's B2B customers were surveyed.
- Margin of error calculations have been performed across all comparison analyses using a 95% confidence level – this means, we can say with 95% confidence that the result if all customers were surveyed lies within the margin of error around the survey result.
- Results, including the margin of error, are compared across years to determine if there has been a significant change in the proportion of satisfied, neutral or dissatisfied customers.
- The formula for calculating the margin of error on a survey sample proportion is as follows:

- Margin of error = $CI * \sqrt{\frac{x\%(1-x\%)}{N-n}}$

- Where:
  - CI is the confidence interval (1.96 for a 95% level of confidence)
  - x% is the sample proportion
  - N is the size of the population, in this case the eHealth NSW customer base
  - n is the sample size
- An example calculation is provided below:
  - The margin of error on the proportion of respondents in 2019 who are satisfied with eHealth NSW overall, based on a 95% level of confidence and a sample size of 10,492 is +/- 0.20%. Therefore, we can say, with 95% certainty that the true proportion of dissatisfied customers lies between +/-0.20% of the reported value of 47% (between 47.2% - 46.8%).
  - The margin of error on the proportion of respondents in 2019 who are dissatisfied with eHealth NSW overall, based on a 95% level of confidence and a sample size of 10,492 is +/- 20%. Therefore, we can say, with 95% certainty that the true proportion of dissatisfied customers lies between +/-0.26% of the reported value of 20% (between 20.26%% - 19.74%).
  - Comparing the 2017 and 2019 results, we can say with a 95% level of confidence, that the proportion of satisfied customers has significantly decreased in 2019 from 2017 as movement is outside the margin of error (i.e. the highest likely proportion of satisfied customers across the total customer base in 2019 is 46.8% which is lower than the possible lowest proportion of dissatisfied customers in 2019 of 47%).

Source: eHealth NSW CVP Project, Customer Online Survey Analysis, 2017 n=10,492; 2017 n=1,177