

Results Briefing

Annual Aged Care Survey 2018

An Aged Care Workforce Strategy Taskforce
Initiative

May 2018



Background and Context



IT ISN'T ROCKET SCIENCE, BUT IT IS SCIENCE.

Korn Ferry knows more about human performance in the workplace than any other organisation.

Engagement
data on **6M**
professionals

7,000
colleagues

One candidate
placed every
3.5 minutes

Assessment
data on **3M**
professionals

100,000 people
developed in
our leadership
programs
each month

Roots dating
back to **1943**

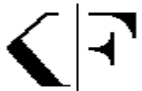
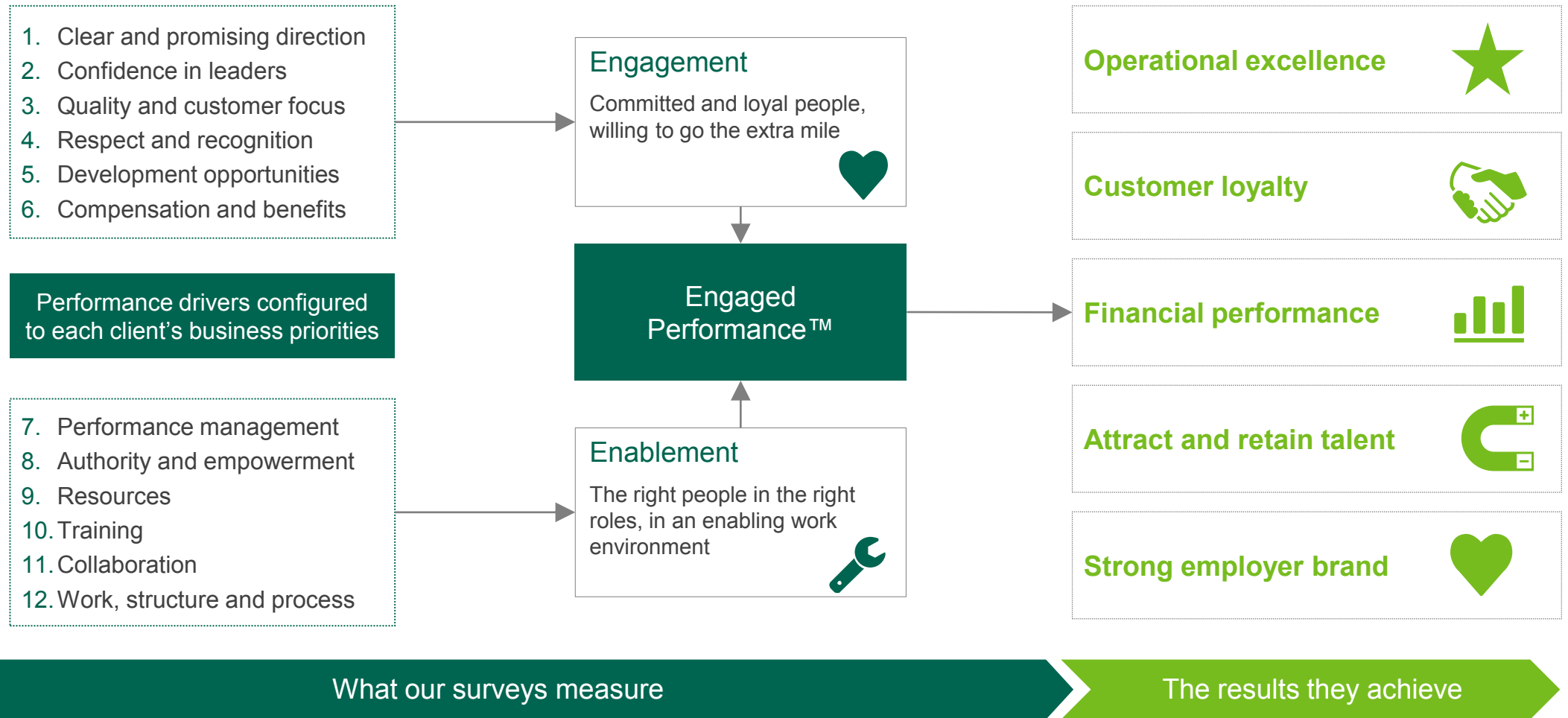
Reward data
on **20M**
professionals

Management
data on **114**
countries

50+ books
published

Partner to **93% of**
FORTUNE 100

Introducing the Engaged Performance™ Framework



Why measure employee engagement?

The business case behind engagement and enablement

Business results

Employee performance

- Increase above performance expectations

Employee retention

- Reduction in turnover rates

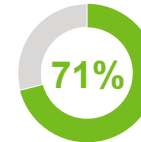
Customer satisfaction

- Customer satisfaction rates

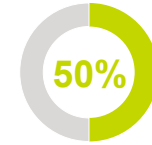
Financial success

- 5 year Revenue Growth

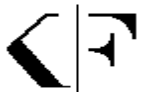
High engagement 'only'



High engagement + high enablement



Source: Based on linkage case studies using Korn Ferry Hay Group's global normative database



Benchmark against industry peers and high performers

300
questions

400
companies

6.7m
employees

Updated **ANNUALLY**

Employee **SURVEY DATA**
ONLY (no polling/third party data)

Industry benchmarks

Approximately 50 industry and sector-specific comparisons.



Functional and demographic benchmarks

e.g. IT, HR, Finance, Sales.

e.g. Tenure, Age, Gender, Level.



High performing companies benchmark

Companies with outstanding financial performance versus peers and superior engagement and enablement levels.



Flexible internal benchmarks

Dynamic internal benchmarks used to compare results to company overall, parent unit or global function.



Country and regional benchmarks

Includes all major regions and over 50 individual countries.



Best in class – internal norms

Display internal best in class benchmarks such as:

- Most Effective Teams
- Teams at upper percentiles.



Key facts about the survey



- Survey administered over three weeks (26 March - 15 April)



- 2,817 participants responded to the survey



- 44 questions across 14 dimensions
- 3 broad comment questions
- 2 multi-response questions



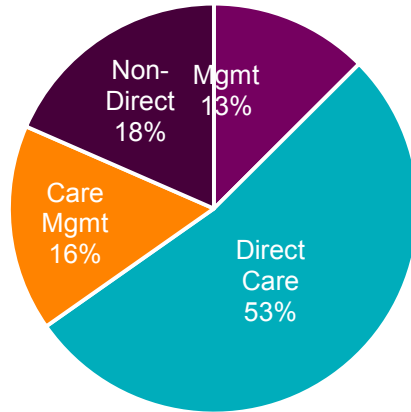
- Results are also compared to three external benchmarks: Healthcare norm, Australian norm and the High Performing norm



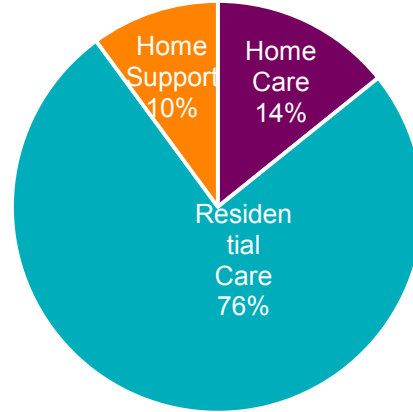
Response rates breakdown

2,817 participants across 613 services

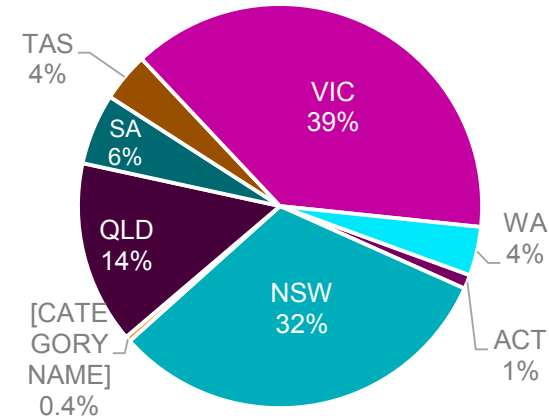
Job role



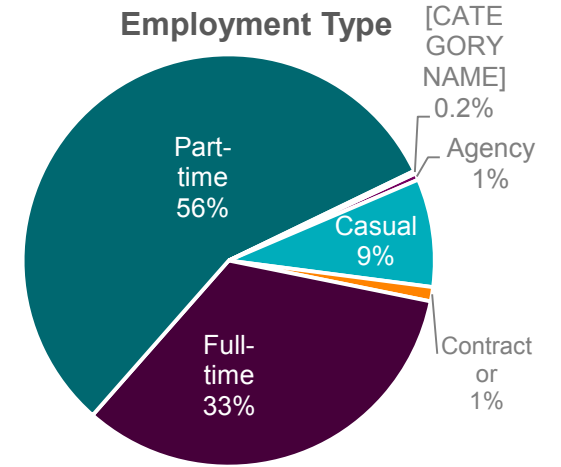
Aged Care Area



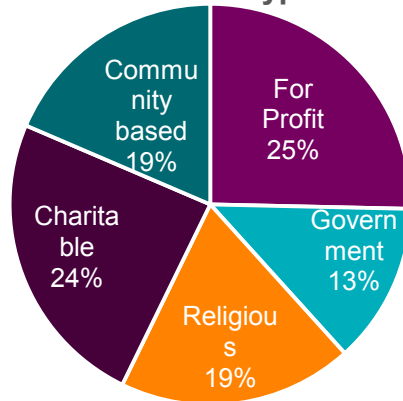
State/Territory



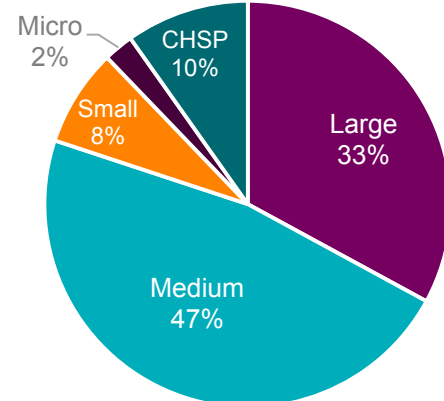
Employment Type



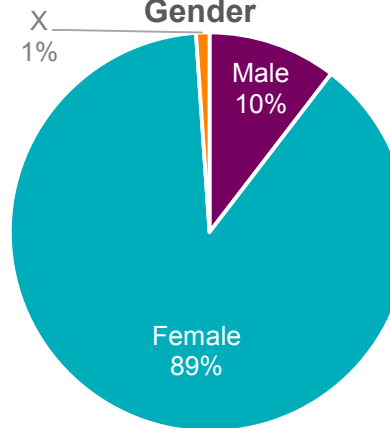
Provider Type



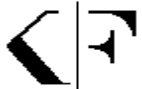
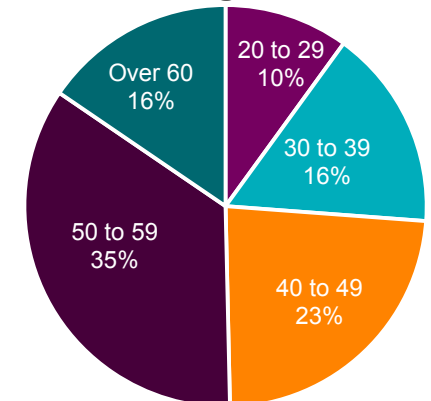
Provider Size



Gender



Age



Overview of overall results



Key findings



Trust and Confidence in Leaders

This is a Key Driver of both Engagement and Enablement, meaning it is one of the most important areas to improve to increase performance

Confidence in Direction

Leaders communicating a clear strategic direction that resonates with employees

Development opportunities

While employees understand the opportunities available to them, they don't necessarily see a future in the Aged Care industry

Diversity & Inclusion

Treating employees with respect regardless of personal characteristics or background

Retention of under 40s

How can the industry create an employment proposition that will attract and retain the Talent required for the future

Summary of results



Engagement and Enablement



51% Engagement

- Significantly below all benchmarks
- All elements of engagement have gaps to norms, particularly willingness to recommend and pride



53% Enablement

- Significantly below all benchmarks
- All elements have gaps, particularly around significant barriers to work



32% Most Effective

- Compared to 50% in the Healthcare benchmark, while almost half of employees are Least Effective (neither engaged nor enabled)



Highest performing areas vs benchmarks



Healthcare benchmark

- All questions are significantly below this benchmark, however the closest areas are work being well organised in team (-6*) and having the training to perform job (-8*)



Australian benchmark

- Understanding of possible career paths (+12*) and having training to perform job (+4*) are both significantly above the benchmark



Largest opportunities vs benchmarks



Healthcare benchmark

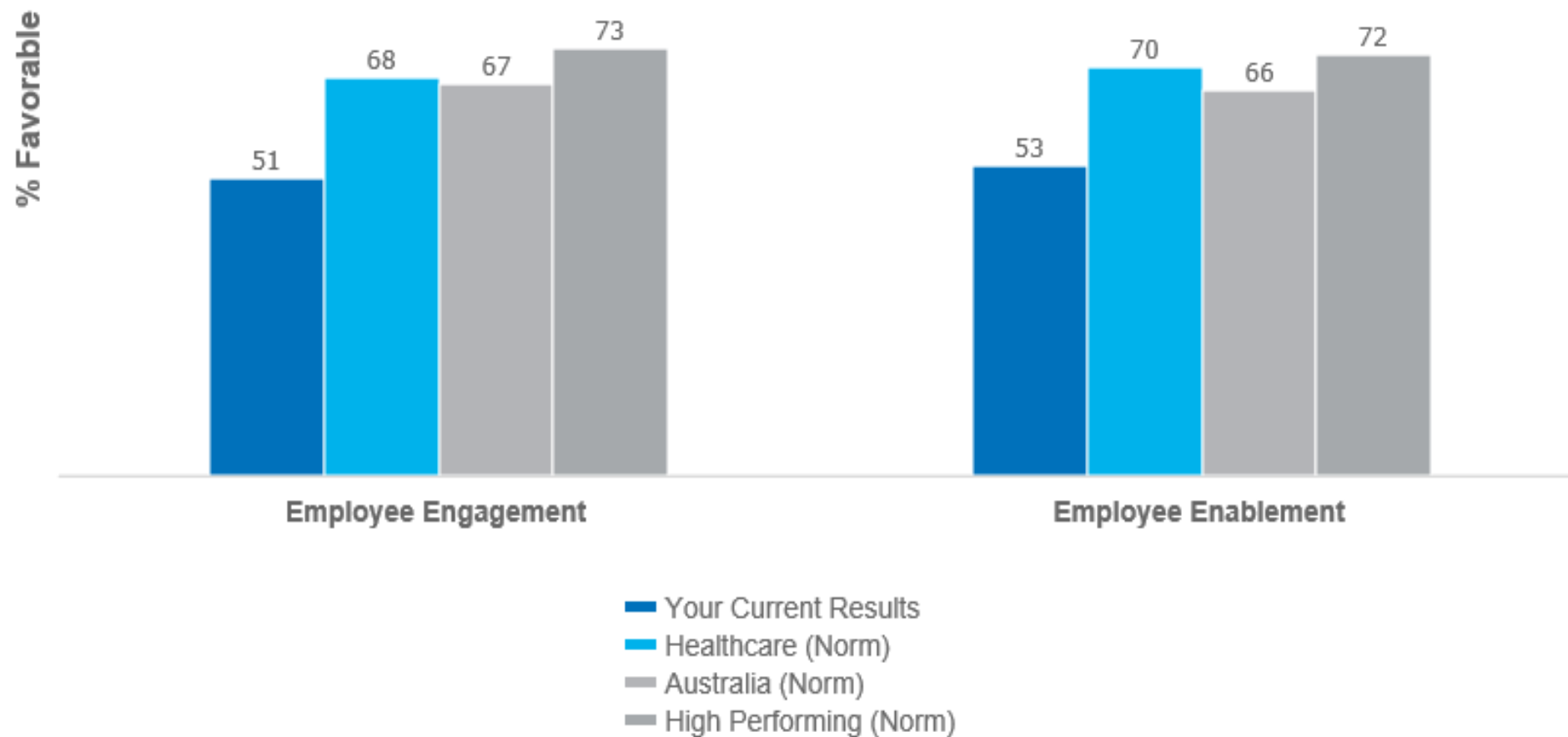
- Receiving clear regular feedback (-29*), significant barriers to work (-27*), having benefits that fit needs (-25*) and belief in the organisation having the right strategic priorities and goals (-25*)



Australian benchmark



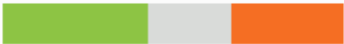


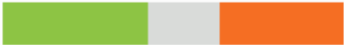
- Feeling treated fairly regardless of background/experiences (-32*), Pride in organisation (-24*), Trust and confidence in organisations management (-24*) and organisation being open and honest with employees (-23*)

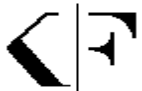
Engagement & Enablement



Employee Engagement

Committed and loyal people, willing to go the extra mile






	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Employee Engagement		51	23	27		-17 *	-16 *	-22 *
19.	I feel motivated to do more than is required of me.	2,762	62	17	21		-8 *	-12 *	-13 *
28.	This organisation motivates me to do more than is required.	2,777	43	24	33		-18 *	-18 *	-24 *
34.	I would recommend this organisation as a good place to work.	2,761	51	25	25		-19 *	-17 *	-27 *
36.	I feel proud to work for this organisation.	2,763	54	27	20		-24 *	-24 *	-29 *
41.	How long would you plan to continue working for this organisation?	2,179	43	20	36		-17 *	-9 *	-20 *



*indicates a statistically significant difference

Employee Enablement

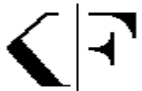
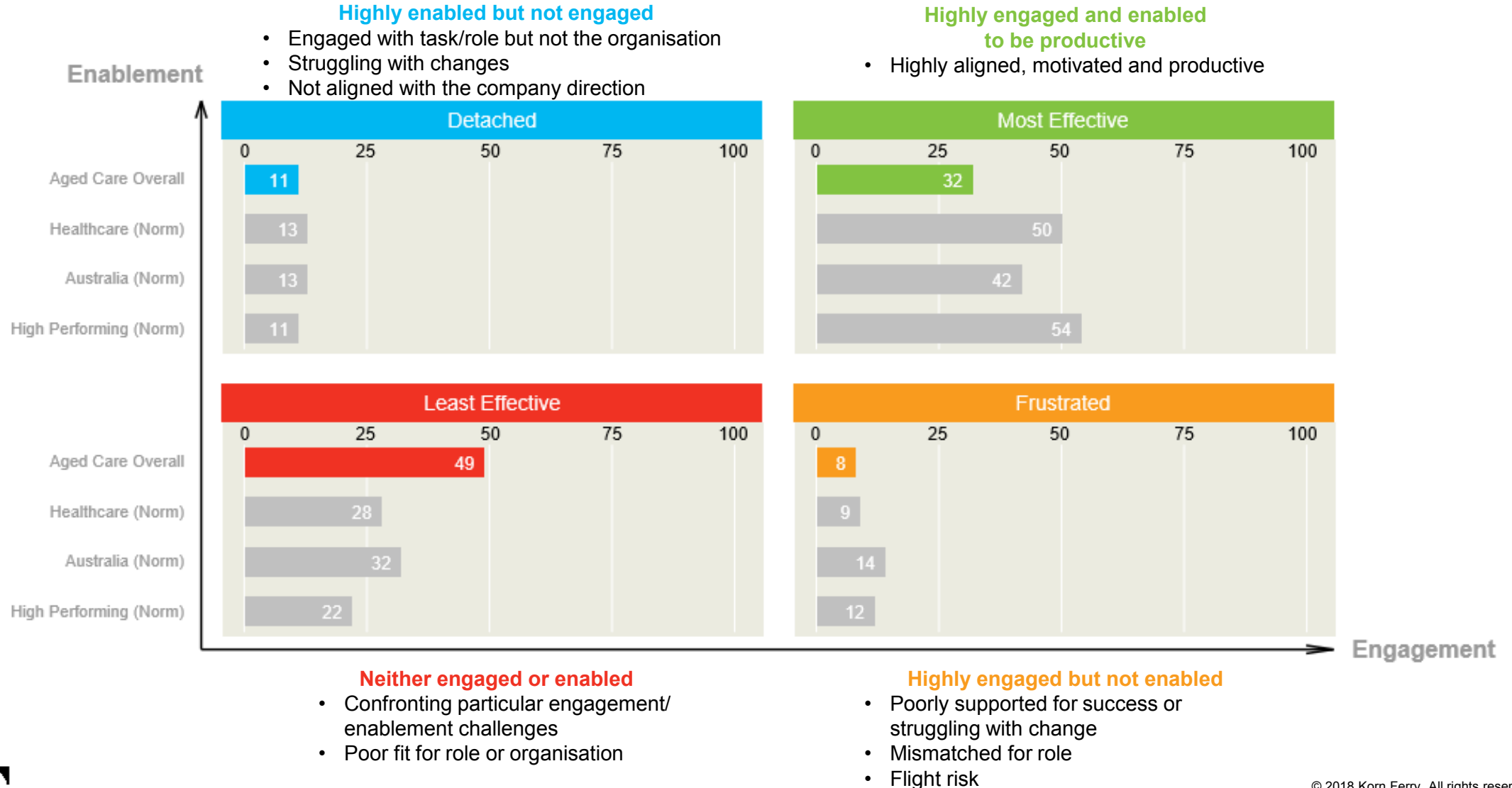
The right people in the right roles, in an enabling work environment

	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Employee Enablement		53	20	28		-17 *	-13 *	-19 *
10.	There are no significant barriers at work to doing my job well.	2,751	34	22	44		-27 *	-20 *	-30 *
18.	My job provides opportunities to do challenging and interesting work.	2,749	63	20	17		-11 *	-11 *	-15 *
21.	My job makes good use of my skills and abilities.	2,770	65	15	20		-10 *	-9 *	-13 *
22.	Conditions in my job allow me to be about as productive as I can be.	2,767	49	21	30		-19 *	-11 *	-18 *



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Effectiveness Profile

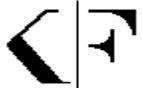


Key Drivers of Engagement & Enablement

Key drivers are the questions which have the strongest influence on engagement and enablement

		Engagement	% Fav
1	Quality & Consumer Focus	This organisation provides high quality care, services and support.	59
2	Confidence in Leaders	I have trust and confidence in this organisation's management.	40
3	Confidence in Leaders	I believe that this organisation has the right strategic priorities and goals.	49
4	Confidence in Leaders	This organisation is open and honest in communications with employees.	38
5	Diversity & Inclusion	This organisation values and promotes employee diversity.	61

		Enablement	% Fav
1	Confidence in Leaders	I understand how my job contributes to this organisation's strategic priorities and goals.	74
2	Confidence in Leaders	I have trust and confidence in this organisation's management.	40
3	Resources	I have the resources I need to do my job effectively.	54
4	Development Opportunities	I have good opportunities for learning and development at this organisation.	50
5	Development Opportunities	I have opportunities to achieve my career goals at this organisation.	42



Key Driver details

	Item	Dimension	Impact on Engagement	Impact on Enablement	Valid N	% Fav	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
35.	This organisation provides high quality care, services and support.	Quality & Consumer Focus	1		2,767	59	-18 *	-20 *	-25 *
29.	I have trust and confidence in this organisation's management.	Confidence in Leaders	2	2	2,780	40	-24 *	-24 *	-29 *
27.	I believe that this organisation has the right strategic priorities and goals.	Confidence in Leaders	3		2,750	49	-25 *	-17 *	-28 *
31.	This organisation is open and honest in communications with employees.	Confidence in Leaders	4		2,770	38	-17 *	-23 *	-28 *
37.	This organisation values and promotes employee diversity.	Diversity & Inclusion	5		2,762	61	-	-18 *	-20 *
20.	I understand how my job contributes to this organisation's strategic priorities and goals.	Confidence in Leaders		1	2,753	74	-11 *	-4 *	-10 *
1.	I have the resources I need to do my job effectively.	Resources		3	2,805	54	-17 *	-10 *	-20 *
32.	I have good opportunities for learning and development at this organisation.	Development Opportunities		4	2,722	50	-16 *	-8 *	-18 *
5.	I have opportunities to achieve my career goals at this organisation.	Development Opportunities		5	2,769	42	-18 *	-13 *	-21 *












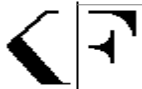
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Breakdown of results



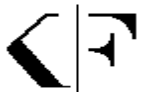
Demographic overview

	Aged Care Area	Residential Care is significantly less favourable across almost all areas, particularly Diversity & Inclusion and Quality & Customer focus.
	Job Role	Management is consistently more favourable across most areas, while Nurses and Personal Care workers are the least favourable.
	Employment Type	Full-time employees are significantly more favourable across all areas compared to part time/casual/contractors. This effect is even more pronounced for those who receive too many or too little hours.
	Gender	Males are typically more favourable than Females, particularly with regards to Performance Management, Training and Pay & Benefits. 25% of Males are in Management roles vs 11% of females.
	Age	The under 30s are the least engaged, and less positive around Diversity & Inclusion, and apart from the over 60s age group, are the most likely to be planning to leave the Aged Care industry.
	Tenure	Those with under 1 year or 10+ years of Tenure at their organisation are the most positive, with 2-5 years being least positive. Those with less than 1 year experience in the Aged Care Industry are the most positive, but are significantly more likely to be planning to leave the industry.
	State/Territory	Those in NSW are significantly more positive than other states, with Tasmania and Victoria being the least positive.
	Provider Size	CHSP and Micro providers are the most favourable, with the Medium and Large providers having the least positive employees.
	Provider Type	For-Profit employees are significantly less positive across all Dimensions, followed by Charitable organisations. Charitable and Community based are significantly more favourable in many areas.




Breakdown by Aged Care area

	Aged Care Overall	Aged Care area		
		Home Care (e.g. providing consumer directed coordinated packages of services through the Home Care Packages Program including personal care, support services and nursing, allied health and clinical services)	Residential Care (e.g. providing care and services to consumers in a residential aged care facility)	Home Support (e.g. providing entry-level home help program for older people who need some help with daily tasks to live independently at home)
	N=2817	N=381	N=2028	N=270
Employee Engagement	51	16 *	-6 *	16 *
Employee Enablement	53	13 *	-5 *	16 *
Intention to stay in aged care	64	11 *	-2	2
Confidence in Leaders	50	15 *	-4 *	16 *
Collaboration	53	12 *	-4 *	15 *
Development Opportunities	50	11 *	-3 *	10 *
Training	54	9 *	-3 *	15 *
Performance Management	36	12 *	-4 *	16 *
Pay & Benefits	38	12 *	-3 *	12 *
Quality & Consumer Focus	56	18 *	-6 *	22 *
Resources	60	10 *	-4 *	15 *
Diversity & Inclusion	59	17 *	-6 *	19 *
Work, Structure & Process	56	13 *	-4 *	17 *



**indicates a statistically significant difference*

Effectiveness profile by Aged Care area

	N	% Distribution				Distribution Chart
		Most Effective	Frustrated	Detached	Least Effective	
Aged Care Overall	2,806	32	8	11	49	
Aged Care area						
Home Care (e.g. providing consumer directed coordinated packages of services through the Home Care Packages Program including personal care, support services and nursing, allied health and clinical services)	380	51	10	9	30	
Residential Care (e.g. providing care and services to consumers in a residential aged care facility)	2,020	27	8	10	55	
Home Support (e.g. providing entry-level home help program for older people who need some help with daily tasks to live independently at home)	270	50	10	13	27	

Breakdown by Job role: Part 1 – Management and Direct Care

	Aged Care Overall	Management					Direct Care							
		CEO/ General Manager/ Owner	Director of Nursing	Facility Manager	HR/ Finance/ Operations Manager	Other	Allied Health	Allied Health Assistant	Nurse - Clinical Consultant	Nurse	Nursing Unit Manager	Personal Care Worker	Specialist Dementia carers	Other
	N=2817	N=88	N=46	N=68	N=73	N=77	N=55	N=16	N=17	N=693	N=21	N=641	N=15	N=23
Employee Engagement	51	30 *	21 *	27 *	27 *	22 *	6	-10	-10	-12 *	26 *	-13 *	-10	3
Employee Enablement	53	24 *	19 *	24 *	27 *	19 *	3	-7	-1	-12 *	18	-10 *	4	-4
Intention to stay in aged care	64	-6	-18 *	9	10	7	3	3	-2	-7 *	11	2	7	7
Confidence in Leaders	50	36 *	32 *	31 *	32 *	21 *	11	-9	-5	-11 *	30 *	-14 *	-9	-18
Collaboration	53	33 *	24 *	25 *	35 *	18 *	12	-4	9	-9 *	28 *	-14 *	4	-11
Development Opportunities	50	32 *	22 *	28 *	27 *	14 *	0	-11	-7	-7 *	27 *	-9 *	-19	-15
Training	54	28 *	9	30 *	20 *	11	4	-14	-10	-8 *	22 *	-4	-22	1
Performance Management	36	32 *	22 *	29 *	37 *	21 *	10	-9	3	-10 *	30 *	-18 *	-20	5
Pay & Benefits	38	28 *	20 *	15 *	30 *	19 *	17 *	-2	14	-7 *	43 *	-14 *	-16	5
Quality & Consumer Focus	56	35 *	31 *	33 *	34 *	24 *	15 *	-19	-1	-13 *	28 *	-17 *	-21	-16
Resources	60	18 *	17 *	21 *	24 *	12 *	13	-3	2	-9 *	23 *	-9 *	12	4
Diversity & Inclusion	59	30 *	19 *	30 *	29 *	20 *	13	-15	-1	-11 *	29 *	-13 *	-9	-14
Work, Structure & Process	56	28 *	23 *	27 *	28 *	18 *	11	-4	2	-9 *	21	-12 *	-2	-10



*indicates a statistically significant difference

Breakdown by Job role: Part 2 – Care Management and Non-Direct

	Aged Care Overall N=2817	Care Management				Non-Direct								
		Clinical – Supervisory	Clinical – Risk and Quality	Team Leader	Other	Administration	Cleaners	Food Services	Laundry Workers	Lifestyle & Activity Officers & Coordinators	Maintenance Manager	Maintenance Workers/ Handyman	Pastoral Care, Welfare Officer	Other
		N=175	N=38	N=123	N=122	N=173	N=8	N=15	N=8	N=60	N=5	N=7	N=20	N=222
Employee Engagement	51	-2	12	12 *	-14 *	18 *	22	-3	17	6	37	-7	23 *	6
Employee Enablement	53	2	7	10 *	-13 *	17 *	28	-5	-1	6	27	1	27 *	7 *
Intention to stay in aged care	64	0	4	3	-7	4	7	-4	19	10	-4	3	7	1
Confidence in Leaders	50	0	9	12 *	-12 *	21 *	16	-3	4	0	-	-12	23 *	4
Collaboration	53	-4	14	15 *	-3	17 *	-9	-6	10	1	27	-17	20	1
Development Opportunities	50	3	12	8	-10 *	8 *	25	-16	-12	-6	10	-18	8	5
Training	54	-6	-2	3	-9	10 *	22	-7	21	-4	16	-14	16	7 *
Performance Management	36	0	11	11 *	-7	16 *	10	-9	16	0	17	14	17	8 *
Pay & Benefits	38	2	7	12 *	-6	15 *	12	-2	13	0	22	-9	16	2
Quality & Consumer Focus	56	0	2	19 *	-13 *	22 *	28	-11	19	6	37	8	26 *	4
Resources	60	-4	5	7	-14 *	19 *	28	-3	15	-5	20	26	5	6
Diversity & Inclusion	59	2	9	12 *	-13 *	14 *	23	-16	10	7	41	-16	26 *	2
Work, Structure & Process	56	0	9	11 *	-6	16 *	16	-10	17	4	27	6	16	4

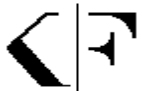


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Breakdown by Employment type

						Private practice (i.e. a health professional who is not employed by the organisation but is brought in to provide specific care-related services – e.g. Occupational Therapist; Podiatrist)	Agency (i.e. a person who is engaged by the organisation to provide specialised or specific care-related services to fill in for staff employed by the organisation)
		Full-time	Part-time	Casual	Contractor (i.e. not employed by the organisation and are contracted to provide services to the aged care organisation.)		
	N=2817	N=895	N=1514	N=228	N=30	N=6	N=14
Employee Engagement	51	14 *	-7 *	-10 *	-6	-	-26
Employee Enablement	53	12 *	-6 *	-6	-2	11	-28 *
Intention to stay in aged care	64	6 *	-3	-8 *	-9	16	-7
Confidence in Leaders	50	16 *	-7 *	-7 *	-5	10	-21
Collaboration	53	14 *	-6 *	-8 *	-3	-	-45 *
Development Opportunities	50	12 *	-5 *	-8 *	-10	-	-24
Training	54	9 *	-4 *	-3	-17	-	-29 *
Performance Management	36	16 *	-8 *	-10 *	-2	-	-22
Pay & Benefits	38	14 *	-5 *	-8 *	-8	-	-19
Quality & Consumer Focus	56	16 *	-8 *	-9 *	-15	-8	-34 *
Resources	60	11 *	-4 *	-10 *	-10	-	-38 *
Diversity & Inclusion	59	12 *	-6 *	-4	-18 *	0	-36 *
Work, Structure & Process	56	14 *	-5 *	-8 *	-9	-	-32 *

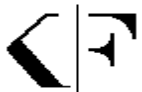
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Breakdown by Employment Type (Non-Full Time)

	Aged Care Overall	Employment Type (Non-Full Time)		
		Yes - I have enough hours	No - I would like more hours	I receive too many hours of work
	N=2817	N=1374	N=334	N=62
Employee Engagement	51	-6 *	-9 *	-18 *
Employee Enablement	53	-4 *	-9 *	-16 *
Intention to stay in aged care	64	-4 *	0	-21 *
Confidence in Leaders	50	-6 *	-10 *	-14 *
Collaboration	53	-5 *	-11 *	-15 *
Development Opportunities	50	-4 *	-13 *	-12
Training	54	-3	-5	-13 *
Performance Management	36	-7 *	-13 *	-16 *
Pay & Benefits	38	-3	-13 *	-13 *
Quality & Consumer Focus	56	-7 *	-11 *	-12
Resources	60	-4 *	-6 *	-27 *
Diversity & Inclusion	59	-5 *	-12 *	-8
Work, Structure & Process	56	-4 *	-10 *	-14 *

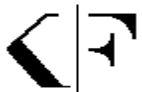
*indicates a statistically significant difference



Breakdown by Provider Type

	Aged Care Overall	Provider Type				
		For Profit	Government	Religious	Charitable	Community based
	N=2817	N=556	N=284	N=415	N=531	N=407
Employee Engagement	51	-13 *	4	-6 *	7 *	6 *
Employee Enablement	53	-9 *	-2	-4	6 *	5
Intention to stay in aged care	64	-5 *	-1	0	6 *	0
Confidence in Leaders	50	-9 *	0	-5	6 *	6 *
Collaboration	53	-6 *	1	-4	4	7 *
Development Opportunities	50	-9 *	7 *	-3	3	5
Training	54	-5 *	4	-1	6 *	0
Performance Management	36	-8 *	5	-8 *	5 *	3
Pay & Benefits	38	-16 *	11 *	0	7 *	5
Quality & Consumer Focus	56	-16 *	9 *	-7 *	8 *	6 *
Resources	60	-7 *	5	-3	6 *	3
Diversity & Inclusion	59	-13 *	2	-1	5 *	3
Work, Structure & Process	56	-8 *	6	-3	5 *	6 *

*indicates a statistically significant difference

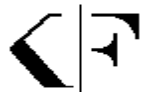
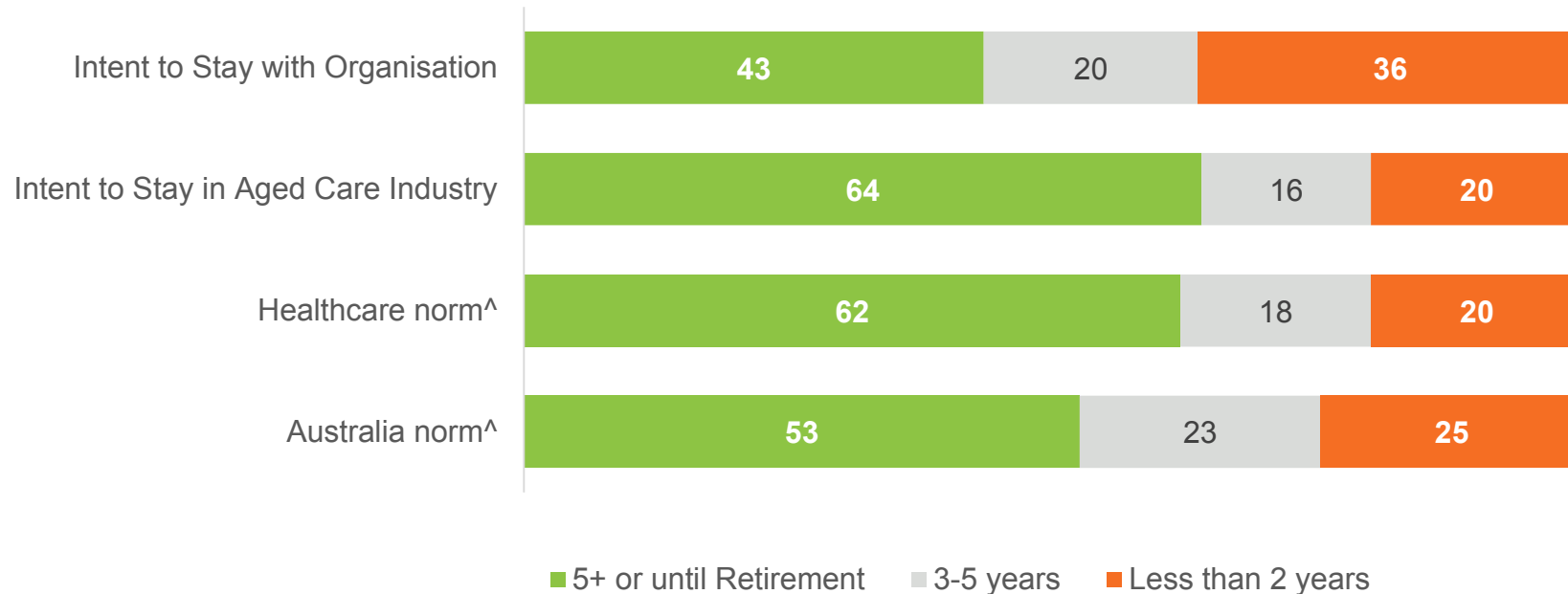


Retention in Aged Care



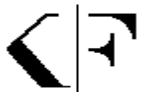
Intention to Stay in the Organisation vs the Aged Care Industry

While almost 2 thirds of employees intend to stay in the industry, many are looking to leave their current organisation

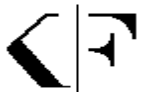
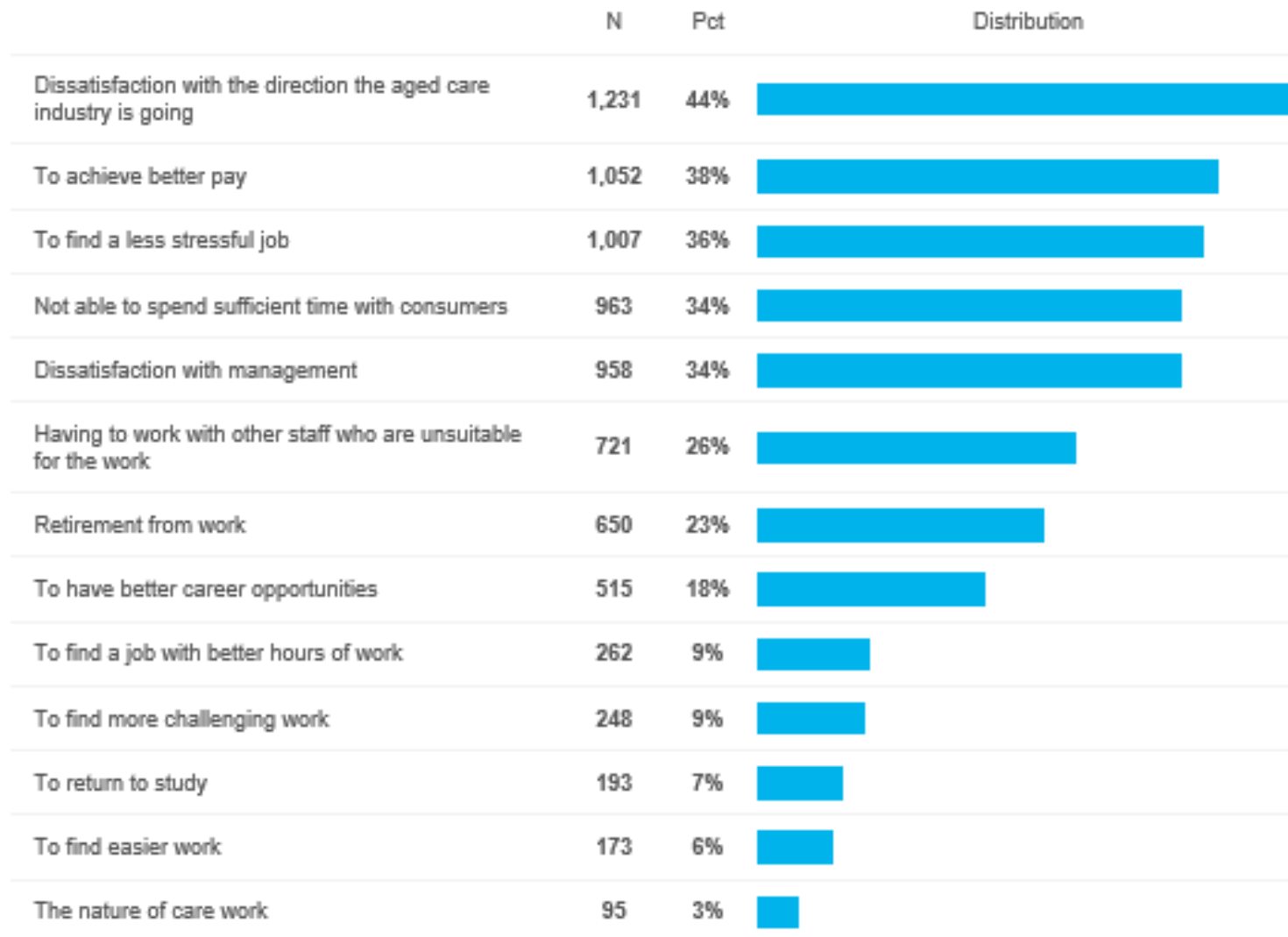


^Norms are based on employees responding to their Intent to Stay within an organisation, and not an Industry. Therefore the comparison is only valid for the Intent to Stay with Organisation

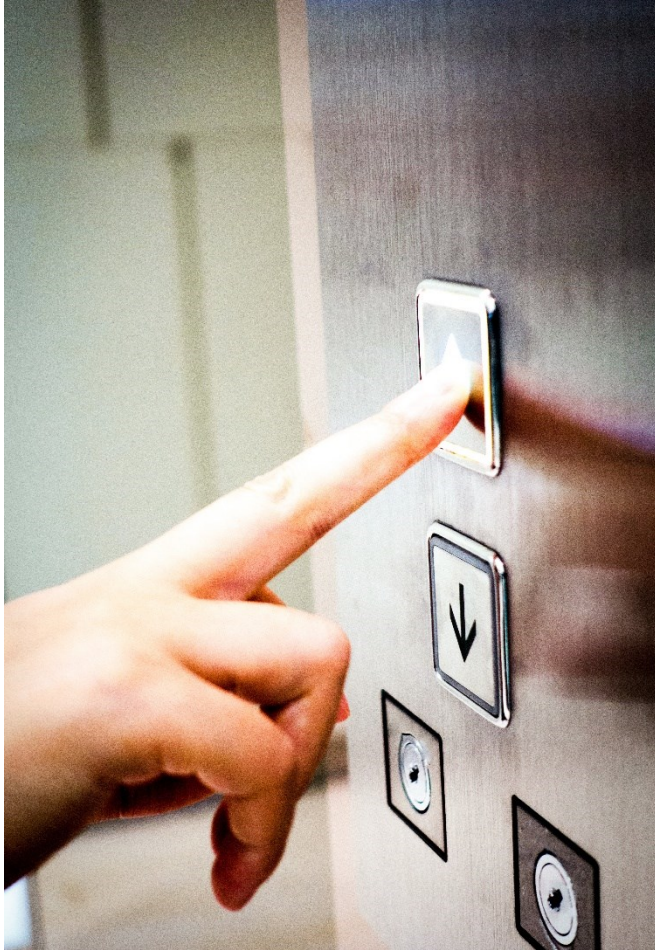
What are the top three factors that attracted you to aged care work? (Pick up to 3)



What are the top three things which would lead you to leave the aged care industry? (Pick up to 3)



Key areas recommended for focus



Trust and Confidence in Leaders

This is a Key Driver of both Engagement and Enablement, meaning it is one of the most important areas to improve to increase performance

Confidence in Direction

Leaders communicating a clear strategic direction that resonates with employees

Development opportunities

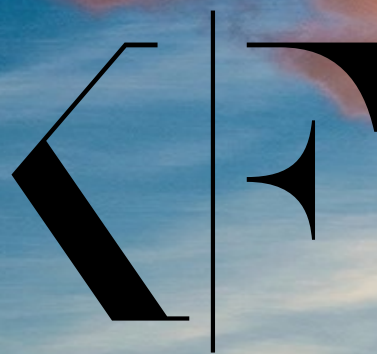
While employees understand the opportunities available to them, they don't necessarily see a future in the Aged Care industry

Diversity & Inclusion

Treating employees with respect regardless of personal characteristics or background

Retention of under 40s

How can the industry create an employment proposition that will attract and retain the Talent required for the future



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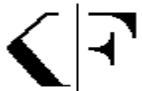
Appendix



Results by Dimension







Training dimension is closest to benchmarks, while Performance Management & Diversity & Inclusions have the largest gaps

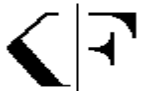
	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
					Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
Training	54	21	26		-12 *	-2 *	-15 *
Resources	60	17	25		-13 *	-8 *	-16 *
Collaboration	53	22	26		-16 *	-15 *	-18 *
Employee Enablement	53	20	28		-17 *	-13 *	-19 *
Employee Engagement	51	23	27		-17 *	-16 *	-22 *
Pay & Benefits	38	24	38		-19 *	-10 *	-22 *
Confidence in Leaders	50	21	29		-20 *	-17 *	-24 *
Performance Management	36	21	43		-21 *	-19 *	-27 *
Intention to stay in aged care	64	16	20		-	-	-
Quality & Consumer Focus	56	20	24		-	-	-
Diversity & Inclusion	59	19	23		-	-25 *	-
Work, Structure & Process	56	20	24		-	-	-
Development Opportunities	50	24	26		-	-3 *	-



*indicates a statistically significant difference






Employee Engagement

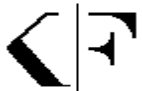
	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Employee Engagement		51	23	27		-17 *	-16 *	-22 *
19.	I feel motivated to do more than is required of me.	2,762	62	17	21		-8 *	-12 *	-13 *
28.	This organisation motivates me to do more than is required.	2,777	43	24	33		-18 *	-18 *	-24 *
34.	I would recommend this organisation as a good place to work.	2,761	51	25	25		-19 *	-17 *	-27 *
36.	I feel proud to work for this organisation.	2,763	54	27	20		-24 *	-24 *	-29 *
41.	How long would you plan to continue working for this organisation?	2,179	43	20	36		-17 *	-9 *	-20 *



*indicates a statistically significant difference



Employee Enablement

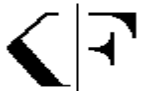
	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Employee Enablement		53	20	28		-17 *	-13 *	-19 *
10.	There are no significant barriers at work to doing my job well.	2,751	34	22	44		-27 *	-20 *	-30 *
18.	My job provides opportunities to do challenging and interesting work.	2,749	63	20	17		-11 *	-11 *	-15 *
21.	My job makes good use of my skills and abilities.	2,770	65	15	20		-10 *	-9 *	-13 *
22.	Conditions in my job allow me to be about as productive as I can be.	2,767	49	21	30		-19 *	-11 *	-18 *



*indicates a statistically significant difference






Intention to stay in aged care

	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Intention to stay in aged care		64	16	20		-	-	-
42.	How long would you plan to continue working in aged care?	2,229	64	16	20		-	-	-



**indicates a statistically significant difference*




Confidence in Leaders

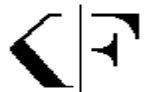
	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Confidence in Leaders		50	21	29		-20 *	-17 *	-24 *
20.	I understand how my job contributes to this organisation's strategic priorities and goals.	2,753	74	16	10		-11 *	-4 *	-10 *
27.	I believe that this organisation has the right strategic priorities and goals.	2,750	49	24	28		-25 *	-17 *	-28 *
29.	I have trust and confidence in this organisation's management.	2,780	40	23	37		-24 *	-24 *	-29 *
31.	This organisation is open and honest in communications with employees.	2,770	38	22	40		-17 *	-23 *	-28 *



*indicates a statistically significant difference





Collaboration

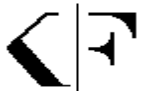
	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Collaboration		53	22	26		-16 *	-15 *	-18 *
38.	My team receives high quality support from other parts of the organisation we depend on.	2,749	39	26	35		-19 *	-14 *	-22 *
40.	There is good cooperation and teamwork within my team.	2,786	67	17	16		-12 *	-15 *	-14 *



**indicates a statistically significant difference*




Development Opportunities

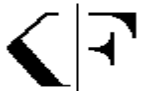
	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Development Opportunities		50	24	26		-	-3 *	-
5.	I have opportunities to achieve my career goals at this organisation.	2,769	42	26	32		-18 *	-13 *	-21 *
23.	I have a good idea of the possible career paths available to me.	2,729	58	22	20		-	12 *	-
32.	I have good opportunities for learning and development at this organisation.	2,722	50	24	25		-16 *	-8 *	-18 *



*indicates a statistically significant difference

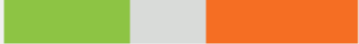



Training

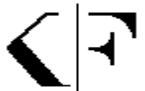
	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Training		54	21	26		-12 *	-2 *	-15 *
15.	This organisation provides training so that I can perform my present job well.	2,758	62	21	17		-8 *	4 *	-10 *
24.	New employees receive the training they need to do their jobs well.	2,747	46	20	34		-15 *	-7 *	-20 *



**indicates a statistically significant difference*

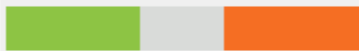


Performance Management

	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Performance Management		36	21	43		-21 *	-19 *	-27 *
3.	I receive recognition when I do a good job.	2,793	44	20	35		-20 *	-19 *	-25 *
4.	I receive clear and regular feedback on how well I do my work.	2,794	38	22	40		-29 *	-22 *	-30 *
6.	There is a clear link between my performance and my pay.	2,744	25	21	54		-15 *	-16 *	-28 *



**indicates a statistically significant difference*





Pay & Benefits

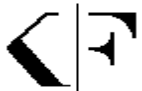
	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Pay & Benefits		38	24	38		-19 *	-10 *	-22 *
13.	I believe my pay is fair considering the pay of people doing similar work in other companies.	2,727	31	20	48		-12 *	-10 *	-17 *
33.	This organisation provides employee benefits that meet my needs.	2,716	45	27	28		-25 *	-9 *	-27 *



**indicates a statistically significant difference*




Quality & Customer Focus

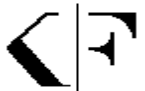
	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Quality & Consumer Focus		56	20	24		-	-	-
7.	Consumers are well-understood in terms of their needs, priorities, and satisfaction with this organisation.	2,769	52	21	27		-	-	-
26.	This organisation is consumer focused (always seeking to understand and meet consumer needs).	2,765	56	18	26		-20 *	-19 *	-26 *
35.	This organisation provides high quality care, services and support.	2,767	59	20	20		-18 *	-20 *	-25 *



*indicates a statistically significant difference




Resources

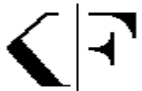
	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Resources		60	17	25		-13 *	-8 *	-16 *
1.	I have the resources I need to do my job effectively.	2,805	54	14	33		-17 *	-10 *	-20 *
14.	I have the information I need to do my job well.	2,774	66	19	16		-9 *	-6 *	-12 *



**indicates a statistically significant difference*








Diversity & Inclusion

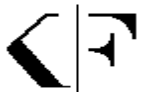
	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Diversity & Inclusion		59	19	23		-	-25 *	-
11.	In my work environment, everyone is treated fairly regardless of personal background and characteristics or life experiences.	2,762	56	15	29		-	-32 *	-
37.	This organisation values and promotes employee diversity.	2,762	61	22	17		-	-18 *	-20 *



**indicates a statistically significant difference*

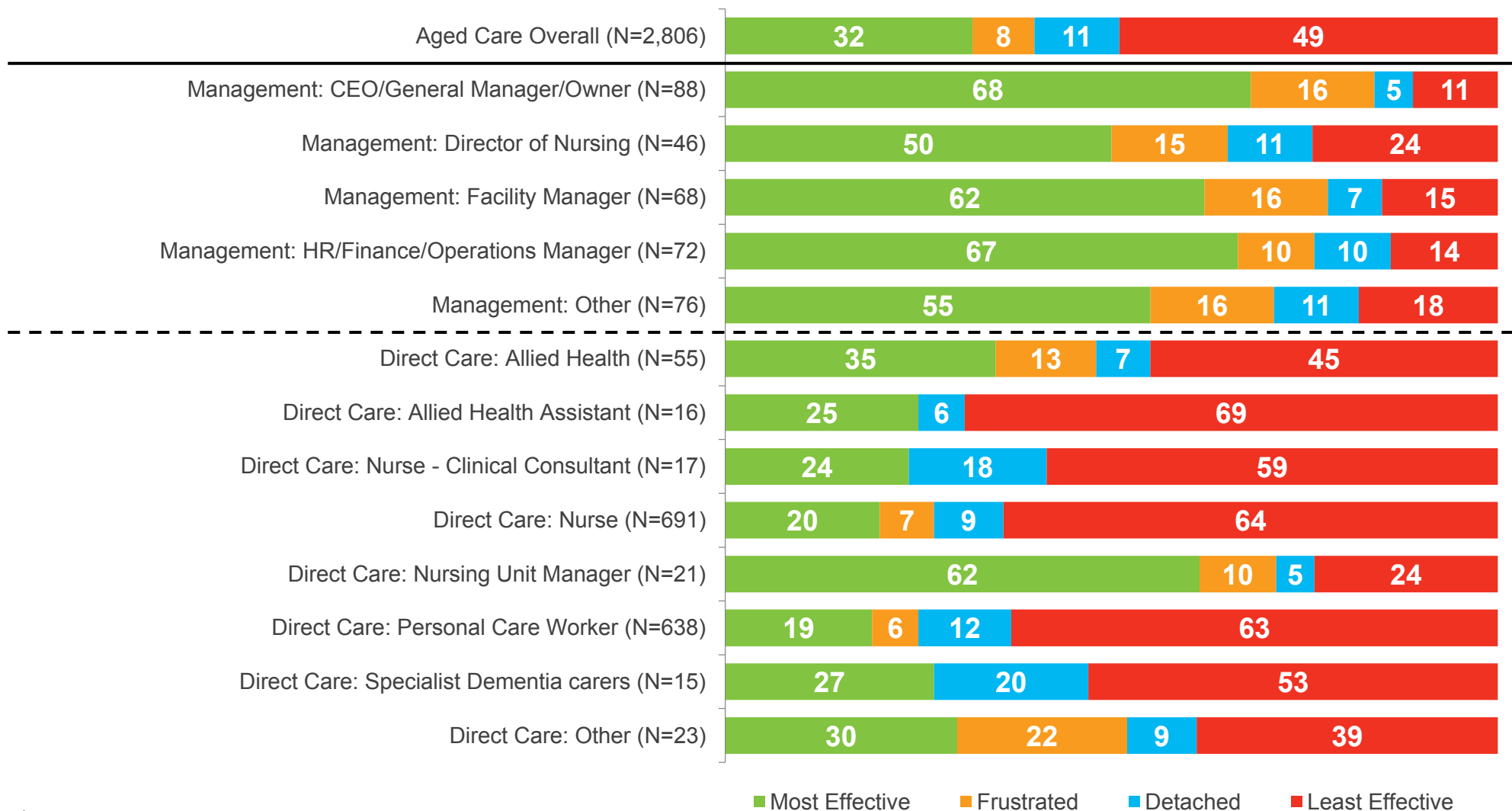
Work, Structure & Process

	Item	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator		
							Healthcare (Norm)	Australia (Norm)	High Performing (Norm)
◇	Work, Structure & Process		56	20	24		-	-	-
2.	I have enough authority to do my job well.	2,793	65	16	19		-10 *	-10 *	-13 *
9.	I am encouraged to come up with new or better ways of doing things.	2,746	56	21	23		-16 *	-16 *	-19 *
12.	We always work in safe ways, even when trying to meet deadlines or reduce costs.	2,759	59	15	26		-	-	-
16.	I have received adequate training to prepare me for the changes in my role as a result of change.	2,746	53	24	23		-	-	-
30.	This organisation is innovative in how work is done (using new technologies or creative approaches to continuously improve).	2,766	43	25	31		-20 *	-15 *	-23 *
39.	The work is well organised in my team.	2,776	62	20	19		-6 *	-6 *	-9 *

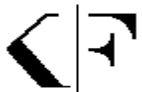
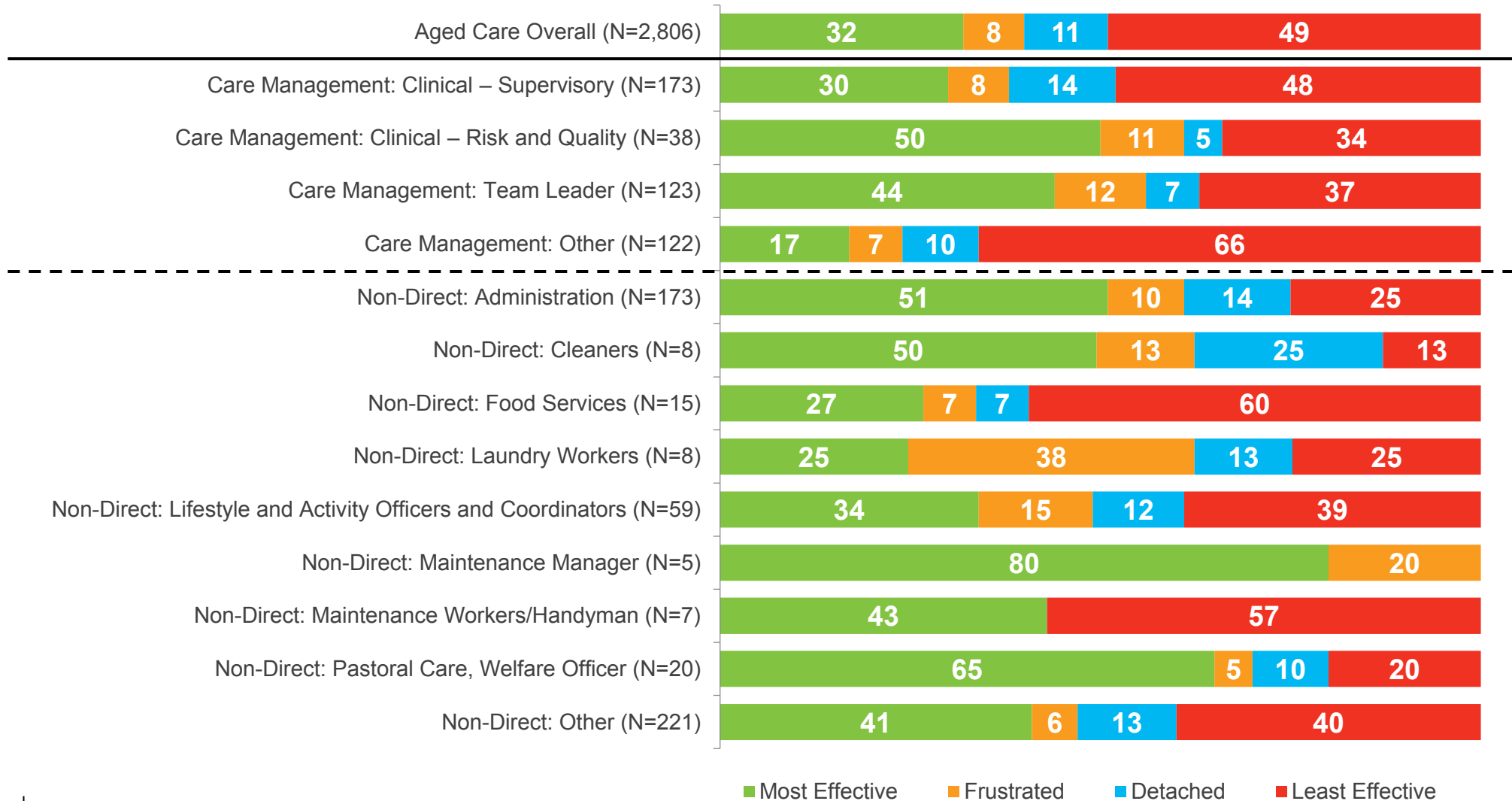


*indicates a statistically significant difference

Effectiveness Profile by Job role: Part 1 – Management and Direct Care



Effectiveness Profile by Job role: Part 2 – Care Management and Non-Direct



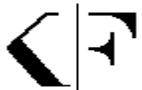
Effectiveness Profile by Employment Type

	N	% Distribution				Distribution Chart
		Most Effective	Frustrated	Detached	Least Effective	
Aged Care Overall	2,806	32	8	11	49	
Employment Type						
Full-time	892	49	11	10	31	
Part-time	1,512	24	8	12	56	
Casual	225	27	4	9	60	
Contractor (i.e. not employed by the organisation and are contracted to provide services to the aged care organisation.)	30	27	7	13	53	
Private practice (i.e. a health professional who is not employed by the organisation but is brought in to provide specific care-related services – e.g. Occupational Therapist; Podiatrist)	6	50	17	0	33	
Agency (i.e. a person who is engaged by the organisation to provide specialised or specific care-related services to fill in for staff employed by the organisation)	14	7	0	0	93	



Breakdown by Tenure at Organisation

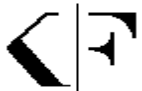
	Aged Care Overall	Tenure at Organisation				
		Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years or more
	N=2817	N=383	N=377	N=772	N=623	N=604
Employee Engagement	51	3	-1	-5 *	-1	4
Employee Enablement	53	4	0	-3	0	2
Intention to stay in aged care	64	-1	-2	2	0	0
Confidence in Leaders	50	10 *	4	-4	-2	1
Collaboration	53	6 *	-1	-3	-1	2
Development Opportunities	50	4	-3	-2	0	5 *
Training	54	1	-1	-3	1	4
Performance Management	36	6 *	2	-4 *	-3	2
Pay & Benefits	38	7 *	-1	-4 *	0	4
Quality & Consumer Focus	56	4	0	-4 *	0	2
Resources	60	0	-3	-2	0	6 *
Diversity & Inclusion	59	8 *	3	-4 *	-1	-1
Work, Structure & Process	56	3	-1	-2	0	5 *



*indicates a statistically significant difference

Breakdown by Tenure in Aged Care

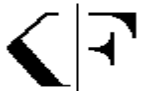
	Aged Care Overall	Tenure in Aged care				
		Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years or more
	N=2817	N=122	N=167	N=540	N=663	N=1300
Employee Engagement	51	9	-3	-4	-2	2
Employee Enablement	53	10 *	0	-3	-2	1
Intention to stay in aged care	64	-12 *	-5	-5	3	2
Confidence in Leaders	50	17 *	3	-3	-2	1
Collaboration	53	12 *	-1	-4	-1	1
Development Opportunities	50	2	-3	-1	-2	2
Training	54	6	3	-3	1	0
Performance Management	36	13 *	-1	-3	-2	0
Pay & Benefits	38	14 *	3	-4	-3	3
Quality & Consumer Focus	56	12 *	-1	-4	0	0
Resources	60	4	0	-3	-2	2
Diversity & Inclusion	59	14 *	6	-4	0	-1
Work, Structure & Process	56	8	-1	-4	0	2



*indicates a statistically significant difference

Breakdown by Age

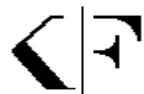
	Aged Care Overall	Age					
		Under 20	20 to 29	30 to 39	40 to 49	50 to 59	Over 60
	N=2817	-	N=268	N=434	N=629	N=935	N=415
Employee Engagement	51	-	-10 *	-5	2	3	3
Employee Enablement	53	-	-4	-2	1	1	7 *
Intention to stay in aged care	64	-	-11 *	0	9 *	9 *	-25 *
Confidence in Leaders	50	-	-3	0	2	0	5
Collaboration	53	-	-6	-3	1	1	8 *
Development Opportunities	50	-	0	1	-2	0	7 *
Training	54	-	-2	2	0	0	3
Performance Management	36	-	-4	0	2	-1	3
Pay & Benefits	38	-	-4	1	2	0	6 *
Quality & Consumer Focus	56	-	-4	0	2	0	3
Resources	60	-	-4	1	0	-1	5
Diversity & Inclusion	59	-	-7 *	4	0	0	1
Work, Structure & Process	56	-	-5	0	1	1	7 *



*indicates a statistically significant difference

Breakdown by Gender

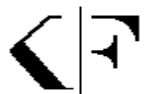
	Aged Care Overall	Gender		
	N=2817	Male	Female	X - (Indeterminate/Intersex/Unspecified)
		N=269	N=2284	N=28
Employee Engagement	51	4	0	-27 *
Employee Enablement	53	4	1	-20 *
Intention to stay in aged care	64	-1	0	11
Confidence in Leaders	50	8 *	0	-31 *
Collaboration	53	10 *	0	-13
Development Opportunities	50	5	1	-27 *
Training	54	5	0	-25 *
Performance Management	36	10 *	-1	-23 *
Pay & Benefits	38	10 *	0	-19 *
Quality & Consumer Focus	56	8 *	0	-24 *
Resources	60	2	0	-24 *
Diversity & Inclusion	59	6	0	-26 *
Work, Structure & Process	56	6	1	-20 *



*indicates a statistically significant difference

Breakdown by Place of Birth

	Aged Care Overall	Place Of Birth	
	N=2817	Born outside Australia	Australian born
		N=787	N=1925
Employee Engagement	51	-1	0
Employee Enablement	53	1	0
Intention to stay in aged care	64	2	-1
Confidence in Leaders	50	3	0
Collaboration	53	1	0
Development Opportunities	50	1	0
Training	54	2	0
Performance Management	36	1	0
Pay & Benefits	38	2	0
Quality & Consumer Focus	56	1	-1
Resources	60	1	0
Diversity & Inclusion	59	0	0
Work, Structure & Process	56	1	1



**indicates a statistically significant difference*

Breakdown by Birth Country Language

	Aged Care Overall	Birth Country Language	
	N=2817	Non-english speaking birth country	English speaking birth country
		N=431	N=2307
Employee Engagement	51	-1	0
Employee Enablement	53	3	0
Intention to stay in aged care	64	-1	0
Confidence in Leaders	50	6 *	0
Collaboration	53	2	0
Development Opportunities	50	4	0
Training	54	7 *	-1
Performance Management	36	3	0
Pay & Benefits	38	1	1
Quality & Consumer Focus	56	3	-1
Resources	60	1	0
Diversity & Inclusion	59	2	0
Work, Structure & Process	56	2	1



**indicates a statistically significant difference*

Breakdown by ATSI

	Aged Care Overall	ATSI	
		ATSI origin	Non-ATSI origin
	N=2817	N=82	N=2687
Employee Engagement	51	-2	-1
Employee Enablement	53	0	0
Intention to stay in aged care	64	-1	0
Confidence in Leaders	50	-1	0
Collaboration	53	-6	0
Development Opportunities	50	-2	1
Training	54	-6	0
Performance Management	36	2	0
Pay & Benefits	38	-2	1
Quality & Consumer Focus	56	-4	0
Resources	60	-2	0
Diversity & Inclusion	59	-8	0
Work, Structure & Process	56	-2	1

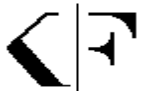


**indicates a statistically significant difference*

Breakdown by Provider Size

	Aged Care Overall	Provider Size				
		Large Residential: 101+ Home Care: 61+	Medium Residential: 31-100 Home Care: 31-61	Small Residential: 11-30 Home Care: 11-30	Micro Residential: <10 Home Care: 1-10	CHSP
	N=2817	N=722	N=1034	N=170	N=52	N=215
Employee Engagement	51	-5 *	-4 *	4	18 *	18 *
Employee Enablement	53	-2	-4 *	-1	17 *	15 *
Intention to stay in aged care	64	-1	0	1	14	0
Confidence in Leaders	50	-4	-4 *	2	18 *	19 *
Collaboration	53	-4	-1	2	15 *	17 *
Development Opportunities	50	-5 *	-1	5	13	15 *
Training	54	-5 *	0	4	15 *	14 *
Performance Management	36	-5 *	-4 *	6	17 *	19 *
Pay & Benefits	38	-4	-2	4	17 *	18 *
Quality & Consumer Focus	56	-8 *	-4 *	9 *	18 *	23 *
Resources	60	-5 *	-1	6	12	14 *
Diversity & Inclusion	59	-4	-4 *	4	15 *	17 *
Work, Structure & Process	56	-5 *	-2	5	17 *	18 *

*indicates a statistically significant difference



Breakdown by State/Territory

	Aged Care Overall	State/Territory [1 - 7]							State/Territory [8 - 8]
		ACT	NSW	NT	QLD	SA	TAS	VIC	WA
	N=2817	N=32	N=892	N=12	N=412	N=160	N=110	N=1089	N=110
Employee Engagement	51	5	6 *	14	-3	2	-14 *	-5 *	0
Employee Enablement	53	3	6 *	28	-3	4	-9	-5 *	5
Intention to stay in aged care	64	-16	6 *	-8	-3	-5	-1	-4 *	6
Confidence in Leaders	50	9	7 *	27	-2	3	-14 *	-5 *	2
Collaboration	53	6	6 *	14	0	4	-12 *	-5 *	2
Development Opportunities	50	1	5 *	17	-4	2	-13 *	-1	10 *
Training	54	0	5 *	5	-6 *	10 *	-10 *	-2	2
Performance Management	36	0	4 *	28 *	-4	2	-10 *	-3	0
Pay & Benefits	38	2	3	22	-2	0	-8	-1	3
Quality & Consumer Focus	56	9	7 *	11	-5	5	-15 *	-4 *	-5
Resources	60	-3	4 *	11	-2	3	-10 *	-3	4
Diversity & Inclusion	59	10	4 *	12	-4	7	-15 *	-3	1
Work, Structure & Process	56	1	6 *	13	-2	4	-11 *	-3	3

*indicates a statistically significant difference



Breakdown by MMM Geographical Classification

	Aged Care Overall	MMM Geographical Classifications						
		MM 1 Major Cities	MM 2 Inner Regional 1	MM 3 Inner Regional 2	MM 4 Inner Regional 3	MM 5 Outer Regional	MM 6 Remote	MM 7 Very Remote
	N=2817	N=1359	N=180	N=235	N=178	N=221	N=14	N=6
Employee Engagement	51	0	-10 *	-1	-7	3	0	28
Employee Enablement	53	1	-10 *	-3	-10 *	0	6	43 *
Intention to stay in aged care	64	1	-1	6	-14 *	0	-37 *	16
Confidence in Leaders	50	2	-9 *	-5	-11 *	2	11	42 *
Collaboration	53	2	-9 *	0	-11 *	2	8	31
Development Opportunities	50	1	-7	-5	-2	2	16	33
Training	54	3	-5	-5	-10 *	2	1	38
Performance Management	36	1	-7	-7 *	-9 *	4	6	47 *
Pay & Benefits	38	0	-4	-2	-1	2	1	34
Quality & Consumer Focus	56	0	-12 *	-5	-4	5	11	33
Resources	60	4 *	-9 *	-6	-9 *	-1	5	32
Diversity & Inclusion	59	1	-12 *	-5	-7	0	2	33
Work, Structure & Process	56	2	-8 *	-3	-7	2	11	38

*indicates a statistically significant difference