

Department of Health

LEGAL SERVICES

Level 10, 22 Elizabeth Street, Hobart, Tasmania

GPO Box 125, HOBART TAS 7001, Australia

P: 03 6166 3788

W: www.health.tas.gov.au



Right to Information Decision

Right to Information Reference: RTI202122-072

Information Requested

The information requested was:

- 1. The full report of the Resilience Scan undertaken by Frontline Mind for Ambulance Tasmania in August/September 2021.*

Decision

The Resilience Scan is developed and conducted by Frontline Mind, a Tasmanian-based training company. Ambulance Tasmania engaged Frontline Mind to conduct a Resilience Scan for employees working within Ambulance Tasmania. The Resilience Scan is a process which is a tool designed to be a future focused, narrative-led survey, which when completed is provided by Frontline Mind to senior management in a one-page report to provide them with fast insight into what is happening at the frontline of their organisation to inform decision-making.

I have made the decision to disclose in full this report from Frontline Mind. This report was drafted in September 2021, and finalised in October 2021.

If you would like more information about how Resilience Scan works, I have been advised you are invited to contact Dorian Broomhall from Frontline Mind: dorian@frontlinemind.com

Ambulance Tasmania

Resilience Scan is a narrative-led engagement that combines stories shared by staff about their experience in the workplace, with objective quantitative analysis of these stories. The insights provide a snapshot at a moment in time of the sentiment, resilience, and wellbeing of the organisation.

The first scan in September 2021 provides Ambulance Tasmania with a baseline. There were 323 responses (~32%), with extremely high-quality narratives. Those that don't respond have often given up hoping for change or action based on feedback.

The narratives from September tell a story of an environment where work is "like a traffic jam", where stories reflect a leadership style that is largely "authoritative" (25% of the time non-responsive), and where 84% of stories reflect a "sense of threat", mainly from managers.

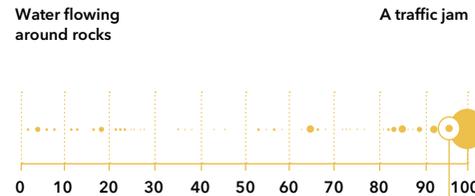
The overall Net Promoter Score (NPS), a measure of the sentiment of the narratives, is -81. NPS is globally the most widely used sentiment measure, ranging from -100 to +100. <0 is considered "poor", 0 to 30 is considered "good", 30-70 is "great" and 70-100 is "excellent". Although imperfect, NPS provides a measure of whether the stories that are being told promote or detract from an organisation's reputation.

36% of respondents self-reported depression, anxiety, stress, or PTSD. 17% are medicated for those issues or poor sleep (70% reported trouble with sleep relating to their story indicating an inability to switch off from the day to recover optimally). 11% are self-medicating on drugs and alcohol to get through the days and nights.

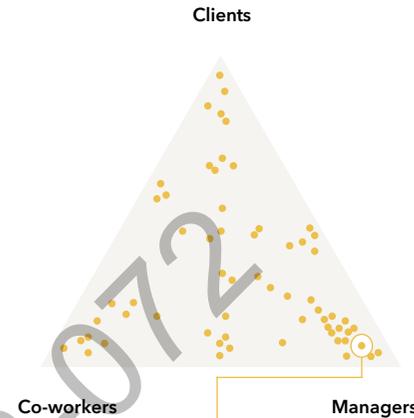
The insights shared were of extremely high quality and have informed the following three key themes and action items, that are intrinsically linked. We will conduct another scan in January to track progress.

OUR TOP PRIORITIES FOR BUSINESS IMPROVEMENT BASED ON THESE THEMES/INSIGHTS ARE:

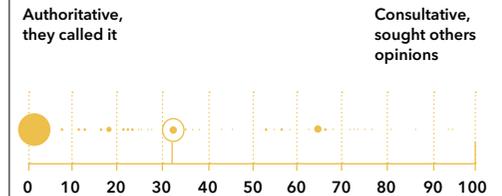
My experience felt like...



At times like this, the greatest threat to my safety are the actions of...



Management response in this situation was...



"A decision I made based on normal processes and the best operational approach I could see was questioned, stalled, and eventually the process was redirected. There was no justification for the change, no financial implication cited, and no logic from what I could determine. It's something that affects my work regularly, where I'm responsible for a body of work but not able to cut through red tape, get collaborative responses from other stakeholders, or find out why a change impacted the decision made. The example I'm referencing was actually a small decision, but the general theme is common, and work with other departments or business units is so siloed that any administrative requirement is easily doubled on what it should be."

"Since my short time at ambulance I have experienced a complete lack of professionalism from managers towards staff. I have had difficulty mentoring new staff members to a clinical role due to lack of direction, planning and blatant disregard for professional standards. [...] I'm extremely passionate about my career however it does not seem to be valued in this organisation. I have very specific examples of the actions taken, particularly by management but do not feel comfortable describing them here."

"Lack of consultation around change, feeling that "we don't matter" and our opinions and work are not valued. Behaviors of some in management positions show lack of respect and do not reflect a culture of "leading by example"

KEY THEMES

- 1. Communication** that is reactive and directive, often not timely, and infrequent in a variety of contexts. Communication also missed sharing the intent behind a decision or action.
- 2. Inconsistent** decision making (across different areas of the organisation), as well as inconsistency with communication, following of processes, and post-incident follow-ups.
- 3. Leadership** has been systematically missing from various levels of the organisation for a protracted period of time, and there has not been an investment in developing the leaders of our organisation.

OUR TOP PRIORITIES FOR BUSINESS IMPROVEMENT BASED ON THESE THEMES/INSIGHTS ARE:

- 1. Begin a program of open forums with different members of the executive team for all staff at fortnightly intervals.** The first will be with Joe Acker on 7 October 2021 10:00-11:00 via TEAMS.
- 2. Hold facilitated workshops in each region to identify ways the whole organisation can take ownership and enact positive changes in culture, process and leadership.**
 - North West (Ulverstone) - 25 October 2021 14:00-17:00
 - North (Launceston) - 26 October 2021 14:00-17:00
 - South Session 1 (Hobart) - 29 October 2021 10:00-13:00
 - South Session 2 (Hobart) - 1 November 2021 10:00-13:00

**Watch for invitations to attend, due to COVID-19, space is limited.*
- 3. Stabilise the senior leadership team by the end of the year, Joe Acker to lead.**

