Banner Health
2016 VOICE Survey Results

BUMG UofA Physicians
Thank you to everyone who took the time to take the VOICE survey, and help build a stronger Banner Health. The 2016 VOICE Annual Survey closed with an **86 percent** participation rate—which exceeded the goal of 85 percent!

<table>
<thead>
<tr>
<th>Division/Entity</th>
<th># Respondents</th>
<th># Eligible Employees</th>
<th>2016 Participation</th>
<th>2015 Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>U of A physicians</td>
<td>218</td>
<td>403</td>
<td>54%</td>
<td>35%</td>
</tr>
<tr>
<td>VOICE Total</td>
<td>35,549</td>
<td>41,340</td>
<td>86%</td>
<td>83%</td>
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</tbody>
</table>
**Engagement Defined**

**Actively Engaged:** Actively engaged employees are highly committed to the mission, vision, and values of the organization. They go above and beyond in their day-to-day job and provide an excellent customer experience. They speak up when there is an issue holding them back from being fully engaged, and are personally driven to become more engaged.

**Partially Engaged:** Partially engaged employees complete the tasks they are assigned, but are unlikely to "go the extra mile" because they lack strong spirit and enthusiasm. They do not volunteer for extra assignments or lead roles, and can often feel unappreciated or unimportant.

**Actively Disengaged:** Actively disengaged employees have a negative energy and tend to focus on problems rather than solutions. These employees can be toxic and infect partially engaged employees with their pessimistic and negative attitudes.
As Banner strives to maintain and develop a positive culture and work environment, we continue to measure key components of our culture. This dimension includes 9 items related to the culture and work environment critical to an engaged workforce as well as to Banner’s mission:

1. Accountability
2. Commitment to quality care for the patient
3. Diversity
4. Inclusion
5. Organizational communication
6. Consistent personnel policies
7. Workload
8. Open communication with leadership
9. Fair job promotions