Welcome to the 2015 VOICE Annual Survey!

This document contains all the questions that will appear on the VOICE survey this year. To review the list of questions, select the appropriate survey:

[Question List for 2015 VOICE of the Employee & SoPS]

[Question List for 2015 VOICE of the Clinician & SoPS]

Note: Some questions appear in multiple survey dimensions
2015 VOICE of the Employee Annual Survey

VOICE of the Employee—Outcome Variable
1. Overall, I am satisfied with my job.

VOICE of the Employee—Organizational Effectiveness
1. I know what is expected of me in my job.
2. The necessary materials and equipment are available when I need to perform my job.
3. I have seriously considered resigning in the last six months.
4. The following best describes the reason why I have seriously considered resigning.
5. Banner Health makes it possible for employees to directly contribute to its success.

VOICE of the Employee—Recognition/Career Advancement
1. Banner Health provides me the opportunity to improve my professional knowledge and job skills.
2. My job gives me the opportunity to do things I do best.
3. Employees here receive recognition for a job well done.

VOICE of the Employee—Supervisory/Management
1. My immediate leader lets employees know when they have done a good job.
2. The top leadership team of my facility/entity (Acute Care Facility, Corporate Services, Home Care, Banner Health Network, Banner Medical Group, etc.) is concerned about the employees.
3. I have the opportunity to participate in decisions made by my immediate leader that affect my work environment.
4. My immediate leader regularly gives me feedback on my work performance.

VOICE of the Employee—Coworker Performance/Cooperation
1. Employees of this organization show an attitude of genuinely caring about the patient.
2. My coworkers are friendly and helpful.

VOICE of the Employee—Job Satisfaction
1. I am satisfied with Banner Health as an employer.
2. I am satisfied with my career development opportunities at Banner Health.
3. I am satisfied with my overall Total Rewards package (e.g. base salary, PTO, health benefits, etc.).
4. I am satisfied with my work relationships at Banner Health.
5. I am satisfied with the environment in which I work (e.g. safe, supportive, friendly, etc.).
6. I am satisfied with the work I do at Banner Health (i.e. the day-to-day aspects of the job).
7. Overall, I am satisfied with my job.

VOICE of the Employee—Strategy & Marketing
1. I find it easy to keep informed about what is going on across the organization.
2. I have a good understanding of Banner’s Strategic Initiatives.
3. I have a good understanding of how our Strategic Initiatives support Banner’s new long-term strategic plan.
4. What suggestions would you make to improve the sharing of information across the organization?
VOICE of the Employee—Compliance

1. I feel comfortable raising compliance issues without fear of retaliation.
2. I know the purpose of the ComplyLine and when to use it.

VOICE of the Employee—Leadership Effectiveness

1. My immediate leader lets employees know when they have done a good job.
3. I have the opportunity to participate in decisions made by my immediate leader that affect my work environment.
4. My immediate leader regularly gives me feedback on my work performance.
5. My immediate leader shows an attitude of genuinely caring about the customer/patient.
6. I would proudly recommend my immediate leader to a friend or relative as an effective leader.
7. My immediate leader is committed to collaborating with other departments.
8. My immediate leader takes accountability for his/her actions.
9. I am satisfied with the communication I receive throughout the year from my immediate leader about my performance (i.e. before my performance evaluation).
10. My immediate leader is committed to continuous quality improvement.
11. My immediate leader keeps me informed about matters affecting me.
12. My immediate leader actively engages others in our goal of achieving industry leadership.
13. I trust my immediate leader.
14. My immediate leader is appropriately concerned with accomplishing the organization’s goals and objectives.
15. My immediate leader makes me feel valued and part of the team.

VOICE of the Employee—Shape the Future

1. Banner Health is heading in the right direction to be a health care Industry Leader.
2. Banner Health makes it possible for employees to directly contribute to its success.
3. Employees at Banner Health are open to change.
4. I have the opportunity to participate in decisions made by my immediate leader that affect my work environment.
5. My immediate leader actively engages others in our goal of achieving Industry Leadership.
6. My immediate leader is appropriately concerned with accomplishing the organization’s goals and objectives.
7. The Senior Operations Team of Banner Health communicates the information that I need to know about the organization.
8. The top leadership team of my facility/entity (Acute Care Facility, BHN, BMG, Banner University Medical Division, Corporate Services, etc.) communicates the information that I need to know about Banner Health.
9. The top leadership team of my facility/entity (Acute Care Facility, BHN, BMG, Banner University Medical Division, Corporate Services, etc.) involves employees in organizational change.
10. When changes take place at Banner Health, I understand the reasons.
**VOICE of the Employee—UAHN Integration**

1. Banner Health has demonstrated respect for employees at UAHN during the integration.
2. I believe the integration with Banner Health has been successful thus far.
3. I feel optimistic about the integration with Banner Health.
4. The communications I have received regarding the integration have been informative.
5. Going forward, what do you think is most important for the integration with Banner Health to be successful?

**VOICE of the Employee—Work Environment**

1. Employees here receive recognition for a job well done.
2. The top leadership team of my facility/entity (Acute Care Facility, Corporate Services, Home Care, Banner Health Network, Banner Medical Group, etc.) is concerned about the employees.
3. I have the opportunity to participate in decisions made by my immediate leader that affect my work environment.
4. Banner Health is heading in the right direction to be a health care industry leader.
5. I trust my immediate leader.
6. At Banner Health, personnel-related policies and rules are administered consistently across departments.
7. Compared to similar organizations in the community, I am satisfied with my benefit package.
8. Enough people are available in my work group to accomplish the necessary workload.
9. I am paid fairly for the work I do.
10. I feel free to discuss work concerns with leadership above my immediate supervisor.
11. Job promotions in this organization are fair and objective.

**VOICE of the Employee—Supplemental Item (no dimension)**

1. I am motivated to go above and beyond what is expected of me in my job.
2. I would proudly recommend Banner Health as a good place to work.
3. At Banner Health, there is equal opportunity for people to have a successful career regardless of their differences or background.
4. At Banner Health, there is respectful treatment of all employees at all levels.
5. Banner Health’s culture promotes a healthy work/life balance.
6. I trust Banner Health.
7. It is difficult to manage the demands placed on me and my role as a result of changes taking place at Banner Health.
8. What is the primary reason you believe Banner Health employees are not open to organizational change?

**VOICE of the Employee—Education**

1. The educational topics listed below were the most requested from last year’s VOICE survey. Which topics did you complete a class or online learning offered by Banner or CE Direct?
2. Did the completed education improve your clinical practice?
3. What barriers, if any, prevented you from taking advantage of Banner Health educational offerings?
4. Are you aware of the Banner Health Clinical education website?
5. Please rank the top 5 topics that would help to meet your educational needs during the next year.
6. Please rank the top 3 leadership competencies that would help to meet your educational needs during the next year.
VOICE of the Employee—Open-ended Questions

1. Please list the two most important things you would like to see improved or changed at Banner Health.
2. Please list the two things you like most about working at Banner Health.
3. What are the two things your immediate leader does that make the most positive difference for you?
4. What are two things you would like your immediate leader to start doing that would make the most positive difference for you?

VOICE of the Employee—Indirect Leader Effectiveness (select employees only as part of Special Scorecards)

1. I am satisfied with the communication I receive throughout the year from my indirect leader about my performance (i.e. before my performance evaluation).
2. I have the opportunity to participate in decisions made by my indirect leader that affect my work environment.
3. I trust my indirect leader.
4. I would proudly recommend my indirect leader to a friend or relative as an effective leader.
5. My indirect leader actively engages others in our goal of achieving Industry Leadership.
7. My indirect leader is appropriately concerned with accomplishing the organization’s goals and objectives.
8. My indirect leader is committed to collaborating with other departments.
9. My indirect leader is committed to continuous quality improvement.
10. My indirect leader keeps me informed about matters affecting me.
11. My indirect leader lets employees know when they have done a good job.
12. My indirect leader makes me feel valued and part of the team.
13. My indirect leader regularly gives me feedback on my work performance.
14. My indirect leader shows an attitude of genuinely caring about the customer/patient.
15. My indirect leader takes accountability for his/her actions.

VOICE of the Employee—Patient Safety: Hospital

1. Staff feel like their mistakes are held against them.
2. It is just by chance that more serious mistakes don’t happen around here.
3. When an event is reported, it feels like the person is being written up, not the problem.
4. Patient safety is never sacrificed to get more work done.
5. Staff worry that mistakes they make are kept in their personnel file.
6. We have patient safety problems in this unit.
7. Our procedures and systems are good at preventing errors from happening.
8. My supervisor/manager says a good word when he/she sees a job done according to established patient safety procedures.
9. My supervisor/manager seriously considers staff suggestions for improving patient safety.
10. Whenever pressure builds up, my supervisor/manager wants us to work faster, even if it means taking shortcuts.
11. My supervisor/manager overlooks patient safety problems that happen over and over.
12. Staff will freely speak up if they see something that may negatively affect patient care.
13. Staff feel free to question the decisions or actions of those with more authority.
14. Staff are afraid to ask questions when something does not seem right.
15. Hospital management provides a work climate that promotes patient safety.
16. Things “fall between the cracks” when transferring patients from one unit to another.
17. Important patient care information is often lost during shift changes.
18. Problems often occur in the exchange of information across hospital units.
19. The actions of hospital management show that patient safety is a top priority.
20. Hospital management seems interested in patient safety only after an adverse event happens.
21. Shift changes are problematic for patients in this hospital.

VOICE of the Employee—Patient Safety: Medical Office/Clinic

1. Providers in this office/clinic are open to staff ideas about how to improve office/clinic processes.
2. Staff are encouraged to express alternative viewpoints in this office/clinic.
3. Staff are afraid to ask questions when something does not seem right.
4. It is difficult to voice disagreement in this office/clinic.
5. Section Header: How often do the following things happen in your medical office/clinic?
6. This office/clinic reminds patients when they need to schedule an appointment for preventive or routine care.
7. This office/clinic documents how well our chronic-care patients follow their treatment plans.
8. Our office/clinic follows up when we do not receive a report we are expecting from an outside provider.
9. This office/clinic follows up with patients who need monitoring.
10. Section Header: How often do the following things happen in your medical office/clinic?
11. Staff feel like their mistakes are held against them.
12. Providers and staff talk openly about office/clinic problems.
13. In this office/clinic, we discuss ways to prevent errors from happening again.
14. Staff are willing to report mistakes they observe in this office/clinic.
15. Section Header: How much do you agree or disagree with the following statements about the owners/managing partners/leadership of your medical office/clinic?
16. Management/Leadership aren't investing enough resources to improve the quality of care in this office/clinic.
17. Management/Leadership overlook patient care mistakes that happen over and over.
19. Management/Leadership make decisions too often based on what is best for the office/clinic rather than what is best for patients.
20. Our office/clinic processes are good at preventing mistakes that could affect patients.
21. Mistakes happen more than they should in this office/clinic.
22. It is just by chance that we don’t make more mistakes that affect our patients.
23. In this office/clinic, getting more work done is more important than quality of care.
2015 VOICE of the Clinician Annual Survey

VOICE of the Clinician—Clinician Engagement Model

1. Banner Health actively promotes teamwork and cooperation.
2. Banner Health makes it possible for clinicians (i.e. physicians, NPs, PAs, CRNAs) to directly contribute to its success.
3. Banner Health provides me the opportunity to improve my professional knowledge and skills.
4. I have seriously considered resigning in the last six months.
5. The following best describes the reason why I have seriously considered resigning.
6. I have the opportunity to participate in decisions made by my immediate physician leader that affect my work environment.
7. My immediate physician leader regularly gives me feedback about my work performance.
8. Overall, I am satisfied with Banner Health as a place to practice medicine.
9. The top leadership team of my hospital/clinic involves employees in organizational change.
10. There is good cooperation among clinicians (i.e. physicians, NPs, PAs, CRNAs) at Banner Health.

VOICE of the Clinician—Employee Engagement Model

1. Banner Health makes it possible for clinicians (i.e. physicians, NPs, PAs, CRNAs) to directly contribute to its success.
2. Banner Health provides me the opportunity to improve my professional knowledge and skills.
3. Employees here (including physicians, NPs, PAs, CRNAs) receive recognition for a job well done.
4. Employees of this organization (including physicians, NPs, PAs, CRNAs) show an attitude of genuinely caring about the patient.
5. I have seriously considered resigning in the last six months.
6. The following best describes the reason why I have seriously considered resigning.
7. I have the opportunity to participate in decisions made by my immediate physician leader that affect my work environment.
8. I know what is expected of me in my job.
9. My coworkers are friendly and helpful.
11. My immediate physician leader lets employees (including physicians, NPs, PAs, CRNAs) know when they have done a good job.
12. My immediate physician leader regularly gives me feedback about my work performance.
13. My job gives me the opportunity to do the things I do best.
14. Overall, I am satisfied with Banner Health as a place to practice medicine.
15. The necessary materials and equipment are available when I need to perform my job.
16. The top leadership team of my hospital/clinic is concerned about the employees.

VOICE of the Clinician—Job Satisfaction

1. I am satisfied with Banner Health as an employer.
2. I am satisfied with my career development opportunities at Banner Health.
3. I am satisfied with my overall Total Rewards package (e.g. base salary, PTO, health benefits, etc.).
4. I am satisfied with my work relationships at Banner Health.
5. I am satisfied with the environment in which I work (e.g. safe, supportive, friendly, etc.).
6. I am satisfied with the work I do at Banner Health (i.e. the day-to-day aspects of the job).
7. Overall, I am satisfied with Banner Health as a place to practice medicine.

VOICE of the Clinician—Leadership Effectiveness

1. I am satisfied with the communication I receive throughout the year from my immediate physician leader about my performance (i.e. before my performance evaluation).
2. I have the opportunity to participate in decisions made by my immediate physician leader that affect my work environment.
3. I trust my immediate physician leader.
4. I would proudly recommend my immediate physician leader to a friend or relative as an effective leader.
5. My immediate physician leader actively engages others in our goal of achieving Industry Leadership.
7. My immediate physician leader is appropriately concerned with accomplishing the organization's goals and objectives.
8. My immediate physician leader is committed to collaborating with other departments.
9. My immediate physician leader is committed to continuous quality improvement.
10. My immediate physician leader keeps me informed about matters affecting me.
11. My immediate physician leader lets employees (including physicians, NPs, PAs, CRNAs) know when they have done a good job.
12. My immediate physician leader makes me feel valued and part of the team.
13. My immediate physician leader regularly gives me feedback about my work performance.
14. My immediate physician leader shows an attitude of genuinely caring about the patient.
15. My immediate physician leader takes accountability for his/her actions.

VOICE of the Clinician—Shape the Future

1. All employees (including physicians, NPs, PAs, CRNAs) at Banner Health are open to change.
2. Banner Health is heading in the right direction to be a healthcare Industry Leader.
3. Banner Health makes it possible for clinicians (i.e. physicians, NPs, PAs, CRNAs) to directly contribute to its success.
4. I have the opportunity to participate in decisions made by my immediate physician leader that affect my work environment.
5. My immediate physician leader actively engages others in our goal of achieving Industry Leadership.
6. My immediate physician leader is appropriately concerned with accomplishing the organization's goals and objectives.
7. The Senior Operations Team of Banner Health communicates the information that I need to know about the organization.
8. The top leadership team of my hospital/clinic communicates the information that I need to know about Banner Health.
9. The top leadership team of my hospital/clinic involves employees in organizational change.
10. When changes take place at Banner Health, I understand the reasons.

VOICE of the Clinician—Commitment to Patient Care

1. Banner Health is committed to quality care for the patient.
2. Banner Health provides the highest level quality of service to its patients.
3. I have the opportunity to participate in decisions made by my immediate physician leader that affect my work environment.

4. I would proudly recommend Banner Health as a good place to work.

5. I would recommend Banner Health to friends and relatives in need of healthcare.

VOICE of the Clinician—Change & Innovation

1. All employees (including physicians, NPs, PAs, CRNAs) at Banner Health are open to change.
2. Banner Health rapidly identifies and deploys best in class strategies.
3. The Senior Operations Team of Banner Health communicates the information that I need to know about the organization.
4. When changes take place at Banner Health, I understand the reasons.

VOICE of the Clinician—Organizational Image

1. Banner Health makes clinicians (i.e. physicians, NPs, PAs, CRNAs) feel that they are a valued and important part of the organization.
2. I feel a sense of loyalty to Banner Health.
3. My actions and behaviors in the delivery of the patient experience build the brand reputation of Banner Health.
4. The top leadership team of my hospital/clinic sets a clear direction based on the strategy/mission of the organization.

VOICE of the Clinician—Strategy & Marketing

1. I find it easy to keep informed about what is going on across the organization.
2. I have a good understanding of Banner’s Strategic Initiatives.
3. I have a good understanding of how our Strategic Initiatives support Banner’s new long-term strategic plan.

VOICE of the Clinician—UAHN Integration

1. Banner Health has demonstrated respect for employees at UAHN during the integration.
2. I believe the integration with Banner Health has been successful thus far.
3. I feel optimistic about the integration with Banner Health.
4. The communications I have received regarding the integration have been informative.
5. Going forward, what do you think is most important for the integration with Banner Health to be successful?

VOICE of the Clinician—Supplemental Item (no dimension)

1. At Banner Health, there is equal opportunity for people to have a successful career regardless of their differences or background.
2. At Banner Health, there is respectful treatment of all employees at all levels.
3. Banner Medical Group has taken steps to create an optimal work environment (e.g., considerate of family life, offers greater flexibility, embraces diversity and celebrates differences) for clinicians.
4. Clinicians play a primary role in committees and system-wide teams that impact patient care.
5. I am motivated to go above and beyond what is expected of me in my job.
6. I feel like I am a part of a cohesive and collaborative medical group.
7. I trust Banner Health.
8. It is difficult to manage the demands placed on me and my role as a result of changes taking place at Banner Health.
9. My immediate physician leader and their administrative partner work closely to ensure the needs of the team, patient, and clinic are achieved.

10. What is the primary reason you believe Banner Health employees are not open to organizational change?

**VOICE of the Clinician—Education**

1. How have you received Continuing Medical Education (CME) credits in the past? (check all that apply)
2. Please describe a great CME experience that you've had and explain what made it so.
3. What resources do you utilize when you have a clinical question? (check all that apply)
4. How would you prefer to be contacted about CME opportunities? (check all that apply)
5. Please rank the top 3 leadership/managerial/career development topics that would help to meet your educational needs during the next year. (1 is the highest)

**VOICE of the Clinician—Open-ended Questions**

1. Please list the two most important things you would like to see improved or changed at Banner Health.
2. Please list the two things you like most about working at Banner Health.
3. What are the two things your immediate physician leader does that make the most positive difference for you?
4. What are two things you would like your immediate physician leader to start doing that would make the most positive difference for you?

**VOICE of the Clinician—Indirect Leader Effectiveness (select employees only as part of Special Scorecards)**

1. I am satisfied with the communication I receive throughout the year from my indirect leader about my performance (i.e. before my performance evaluation).
2. I have the opportunity to participate in decisions made by my indirect leader that affect my work environment.
3. I trust my indirect leader.
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5. My indirect leader actively engages others in our goal of achieving Industry Leadership.
7. My indirect leader is appropriately concerned with accomplishing the organization’s goals and objectives.
8. My indirect leader is committed to collaborating with other departments.
9. My indirect leader is committed to continuous quality improvement.
10. My indirect leader keeps me informed about matters affecting me.
11. My indirect leader lets employees know when they have done a good job.
12. My indirect leader makes me feel valued and part of the team.
13. My indirect leader regularly gives me feedback on my work performance.
14. My indirect leader shows an attitude of genuinely caring about the customer/patient.
15. My indirect leader takes accountability for his/her actions.

**VOICE of the Clinician—Patient Safety: Hospital**

1. Staff feel like their mistakes are held against them.
2. It is just by chance that more serious mistakes don't happen around here.
3. When an event is reported, it feels like the person is being written up, not the problem.
4. Patient safety is never sacrificed to get more work done.
5. Staff worry that mistakes they make are kept in their personnel file.
6. We have patient safety problems in this unit.
7. Our procedures and systems are good at preventing errors from happening.
8. My supervisor/manager says a good word when he/she sees a job done according to established patient safety procedures.
9. My supervisor/manager seriously considers staff suggestions for improving patient safety.
10. Whenever pressure builds up, my supervisor/manager wants us to work faster, even if it means taking shortcuts.
11. My supervisor/manager overlooks patient safety problems that happen over and over.
12. Staff will freely speak up if they see something that may negatively affect patient care.
13. Staff feel free to question the decisions or actions of those with more authority.
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15. Hospital management provides a work climate that promotes patient safety.
16. Things "fall between the cracks" when transferring patients from one unit to another.
17. Important patient care information is often lost during shift changes.
18. Problems often occur in the exchange of information across hospital units.
19. The actions of hospital management show that patient safety is a top priority.
20. Hospital management seems interested in patient safety only after an adverse event happens.
21. Shift changes are problematic for patients in this hospital.

VOICE of the Clinician—Patient Safety: Medical Office/Clinic

1. Providers in this office/clinic are open to staff ideas about how to improve office/clinic processes.
2. Staff are encouraged to express alternative viewpoints in this office/clinic.
3. Staff are afraid to ask questions when something does not seem right.
4. It is difficult to voice disagreement in this office/clinic.
5. Section Header: How often do the following things happen in your medical office/clinic?
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8. Our office/clinic follows up when we do not receive a report we are expecting from an outside provider.
9. This office/clinic follows up with patients who need monitoring.
10. Section Header: How often do the following things happen in your medical office/clinic?
11. Staff feel like their mistakes are held against them.
12. Providers and staff talk openly about office/clinic problems.
13. In this office/clinic, we discuss ways to prevent errors from happening again.
14. Staff are willing to report mistakes they observe in this office/clinic.
15. Section Header: How much do you agree or disagree with the following statements about the owners/managing partners/leadership of your medical office/clinic?
16. Management/Leadership aren’t investing enough resources to improve the quality of care in this office/clinic.
17. Management/Leadership overlook patient care mistakes that happen over and over.
19. Management/Leadership make decisions too often based on what is best for the office/clinic rather than what is best for patients.
20. Our office/clinic processes are good at preventing mistakes that could affect patients.
21. Mistakes happen more than they should in this office/clinic.
22. It is just by chance that we don’t make more mistakes that affect our patients.
23. In this office/clinic, getting more work done is more important than quality of care.