

Risk assessment report - Health Service

01 Sep 2026 - 30 Sep 2026 · vs. 01 Mar 2026 - 31 Mar 2026 · exposure adjusted scoring

COMPLETION RATE

72%

Prev 62%

TOTAL RESPONDENTS

1,080

Prev 925

TOTAL ELIGIBLE

1,500

Across 8 groups

HAZARD RISK SUMMARY

1

VERY HIGH

Prev 1

3

HIGH

Prev 3

8

MEDIUM

Prev 10

3

LOW

Prev 2

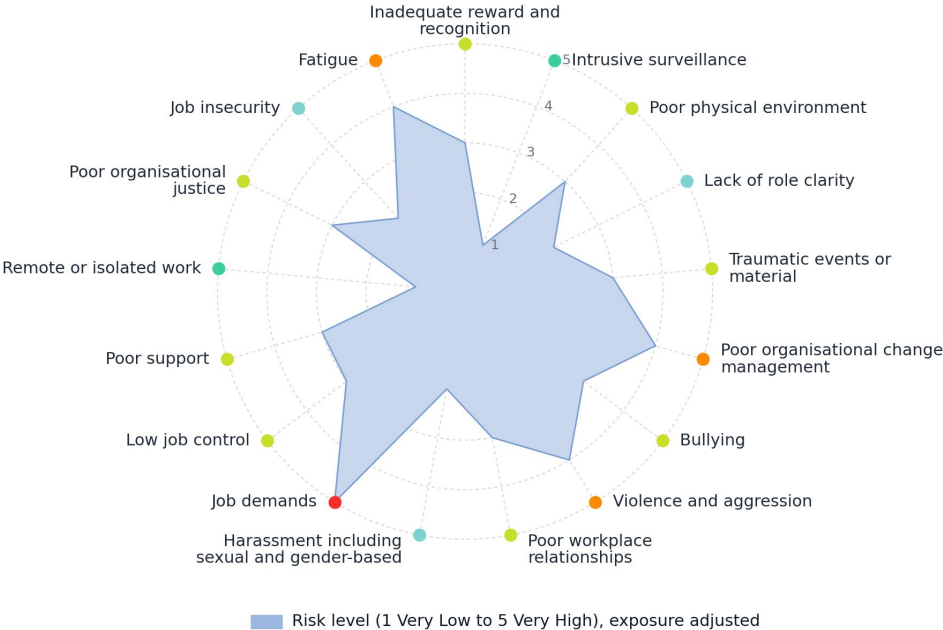
2

VERY LOW

Prev 1

Hazard radar and table

Risk Assessment on 30 Sep 2026



HAZARD TABLE

RISK	CURRENT	PREV	CHANGE
Job demands	Very High	High	Worsened ▲
Violence and aggression	High	Very High	Improved ▼
Fatigue	High	High	Stable
Change management	High	Medium	Worsened ▲
Traumatic events	Medium	Medium	Stable
Poor support	Medium	High	Improved ▼
Low job control	Medium	Medium	Stable
Reward and recognition	Medium	Medium	Stable
Conflict	Medium	Medium	Stable
Physical environment	Medium	Medium	Stable
Bullying	Medium	Medium	Stable
Organisational justice	Medium	Medium	Stable
Role clarity	Low	Low	Stable
Harassment	Low	Low	Stable
Job insecurity	Low	Medium	Improved ▼
Remote or isolated work	Very Low	Medium	Improved ▼
Intrusive surveillance	Very Low	Very Low	Stable

Controls introduced

CONTROL	HAZARD/S ADDRESSED	DATE INTRODUCED	HAZARD NOW
Duress alarm upgrade and security presence at ED triage	Violence And Aggression	Apr 2026	High, improved
Support request triage with acknowledgement within 5 days	Poor Support	Apr 2026	Medium, improved
Surge staffing pool reinstated for medical wards	Job Demands	May 2026	Very High, worsened
Minimum 10 hour break between shifts added to rostering rules	Fatigue	May 2026	High, stable
Fixed term contract conversion review	Job Insecurity	Jun 2026	Low, improved
Lone worker check-in app for community visits	Remote Or Isolated Work	Jun 2026	Very Low, improved

Heatmap summary

Hazard	Emergency Department 165 of 210 responded	Medical Wards 228 of 320 responded	Surgical Wards 182 of 260 responded	Mental Health 121 of 170 responded	Theatres And Perioperative 103 of 140 responded	Allied Health 98 of 130 responded	Community Health 79 of 110 responded	Corporate And Admin 104 of 160 responded
Job demands	Very High	Very High	Very High	Very High	Very High	High	High	Medium
Violence and aggression	Very High	Very High	High	Very High	High	High	High	Medium
Fatigue	High	High	High	High	High	Medium	Medium	Medium
Change management	Medium	High	Very High	Medium	Medium	Medium	Medium	Very High
Traumatic events	Very High	Medium	Medium	Very High	Medium	Medium	Medium	Medium
Poor support	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Low job control	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Reward and recognition	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Conflict	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Physical environment	Medium	Medium	Medium	Medium	Low	Low	Medium	Medium
Bullying	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Organisational justice	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Low
Role clarity	Low	Low	Low	Low	Low	Low	Low	Low
Harassment	Low	Low	Low	Low	Low	Low	Low	Low
Job insecurity	Low	Low	Very Low	Very Low	Low	Very Low	Very Low	Low
Remote or isolated work	Very Low	Very Low	Very Low	Low	Very Low	Low	Medium	Low
Intrusive surveillance	Very Low	Very Low	Very Low	Very Low	Very Low	Very Low	Very Low	Very Low

All hazards ranked by organisation risk score. Groups below the minimum response threshold are excluded.

Job demands · Very High 16/25

HOW OFTEN · ALL STAFF

"Over the past three months, have you felt that the demands of your role were unmanageable?"



IMPACT · EXPOSED STAFF ONLY (989)

"To what extent has the level of demand in your role at this organisation impacted your wellbeing at work?"



92%

Exposed

989 of 1,080 staff, any answer above the lowest

62%

Highly exposed

667 of 1,080 staff, the two most exposed answers

55%

Highly impacted

546 of 989 exposed staff, the two highest impact answers

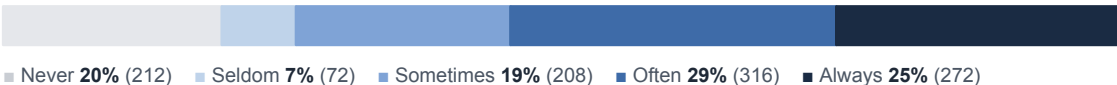
BY GROUP

Emergency Department	Very High
Medical Wards	Very High
Surgical Wards	Very High
Mental Health	Very High
Theatres And Perioperative	Very High
Allied Health	High
Community Health	High
Corporate And Admin	Medium

Violence and aggression · High 12/25

HOW OFTEN · ALL STAFF

"Over the past three months, have you experienced aggression, threatening behaviour, or violence at this organisation?"



IMPACT · EXPOSED STAFF ONLY (868)

"To what extent has exposure to aggression or violence at this organisation impacted your wellbeing at work?"



80%

Exposed

868 of 1,080 staff, any answer above the lowest

54%

Highly exposed

588 of 1,080 staff, the two most exposed answers

62%

Highly impacted

541 of 868 exposed staff, the two highest impact answers

BY GROUP

Emergency Department

Very High

Mental Health

Very High

Medical Wards

Very High

Surgical Wards

High

Theatres And Perioperative

High

Allied Health

High

Community Health

High

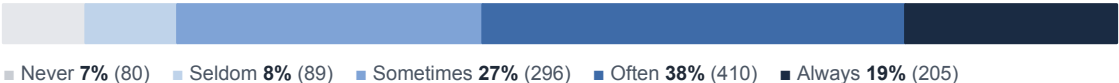
Corporate And Admin

Medium

Fatigue · High 12/25

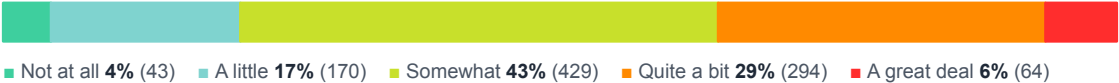
HOW OFTEN · ALL STAFF

"Over the past three months, how often have you finished work feeling completely exhausted?"



IMPACT · EXPOSED STAFF ONLY (1,000)

"To what extent has work related exhaustion impacted your wellbeing at work?"



93%

Exposed

1,000 of 1,080 staff, any answer above the lowest

57%

Highly exposed

615 of 1,080 staff, the two most exposed answers

36%

Highly impacted

358 of 1,000 exposed staff, the two highest impact answers

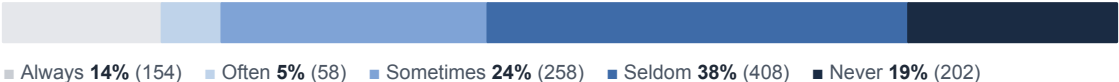
BY GROUP

Emergency Department	High
Medical Wards	High
Surgical Wards	High
Mental Health	High
Theatres And Perioperative	High
Allied Health	Medium
Community Health	Medium
Corporate And Admin	Medium

Change management · High 12/25

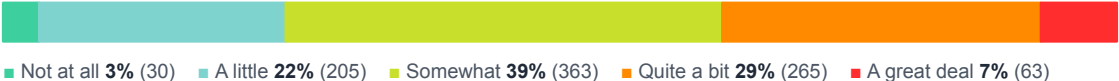
HOW OFTEN · ALL STAFF

"Over the past three months, have you been kept informed of important changes and decisions before they happen?"



IMPACT · EXPOSED STAFF ONLY (926)

"To what extent has the way change has been managed at this organisation impacted your wellbeing at work?"



86%

Exposed

926 of 1,080 staff, any answer above the lowest

56%

Highly exposed

610 of 1,080 staff, the two most exposed answers

35%

Highly impacted

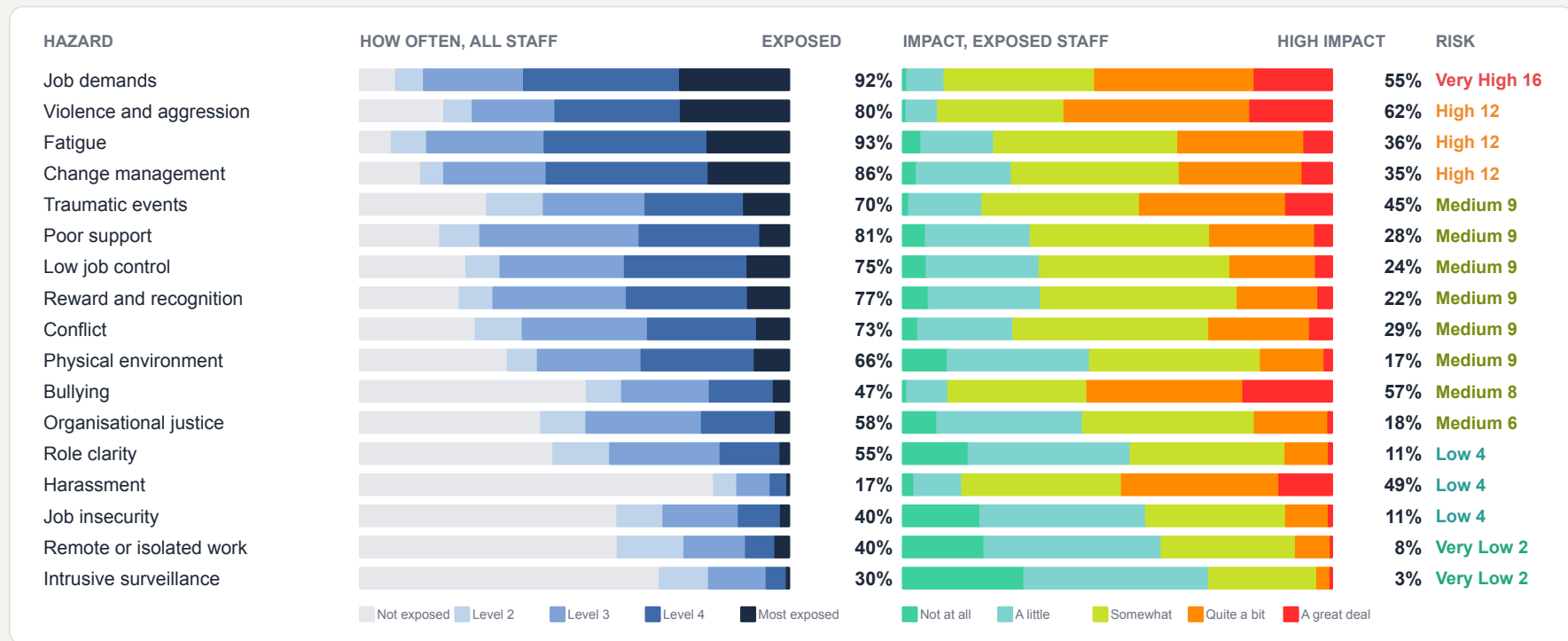
328 of 926 exposed staff, the two highest impact answers

BY GROUP

Surgical Wards	Very High
Corporate And Admin	Very High
Medical Wards	High
Emergency Department	Medium
Mental Health	Medium
Theatres And Perioperative	Medium
Allied Health	Medium
Community Health	Medium

All hazards at a glance

How often each hazard is experienced, and how hard it lands on the staff exposed.



Suggested controls from staff feedback

HAZARD	THEME	SUGGESTED CONTROL	EVIDENCE
Job demands Very High 16/25	Staffing not matched to patient acuity	Review ratios against current acuity. Trigger agency or surge pool staffing at set vacancy thresholds.	141 of 486
Job demands Very High 16/25	Roster gaps not backfilled in time	Shorten backfill lead times and report unfilled shifts weekly to unit managers.	43 of 486
Violence and aggression High 12/25	Family aggression linked to wait times	Communicate expected wait times to families. Review overnight security response times to back bays.	117 of 486
Fatigue High 12/25	Break rules overridden when short staffed	Require manager sign-off and reporting for any breach of the 10 hour break rule.	107 of 486
Change management High 12/25	Changes rolled out without consultation	Consult affected staff before implementation and set minimum notice periods for system changes.	78 of 486

AI-drafted from feedback patterns this cycle, for your own review and records. Evidence counts the comments behind each theme.

Data integrity and interpretation

1,500

TOTAL ELIGIBLE

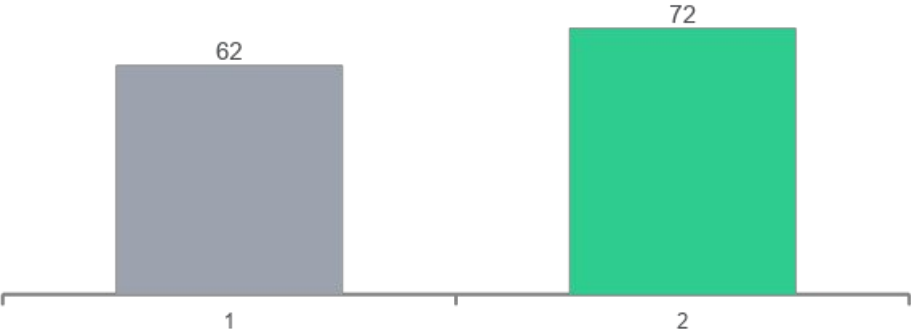
1,080

RESPONDENTS

72%

COMPLETION RATE

COMPLETION RATE OVER TIME



Scoring methodology

RISK MATRIX, PREVALENCE X IMPACT

Very High	5	10	15	20	25
High	4	8	12	16	20
Moderate	3	6	9	12	15
Low	2	4	6	8	10
Very Low	1	2	3	4	5
	Low	Minor	Moderate	Major	Severe

Prevalence (rows) by impact (columns)

How each hazard is scored

- Each hazard has a prevalence question and an impact question on a 1 to 5 scale
- Averages are banded using equal 0.8 point intervals, then the two bands are multiplied
- Where staff indicate they have been exposed to the risk, they are asked the impact it has on them. The average of those responses determines the impact score
- 1 to 2 Very Low, 3 to 4 Low, 5 to 10 Medium, 12 to 15 High, 16 to 25 Very High
- Group results are only shown once a group meets the minimum response threshold, protecting anonymity