

Indiana Department of Health



2025 Results

The Pulse Survey uses the Gallup Q12® as a framework to gauge employee engagement. Research shows that increased employee engagement directly corresponds with increased business success and lower employee turnover. Organizations with high engagement had 81% lower absenteeism, 18% lower turnover, and 18% higher productivity. The Indiana State Personnel Department (INSPD) conducts the Pulse Survey twice a year statewide to enable agencies to measure their level of employee engagement and to create action plans that promote and implement an inclusive culture and welcoming workplace behaviors.



**Indiana State
Personnel Department**

Why is employee engagement important?

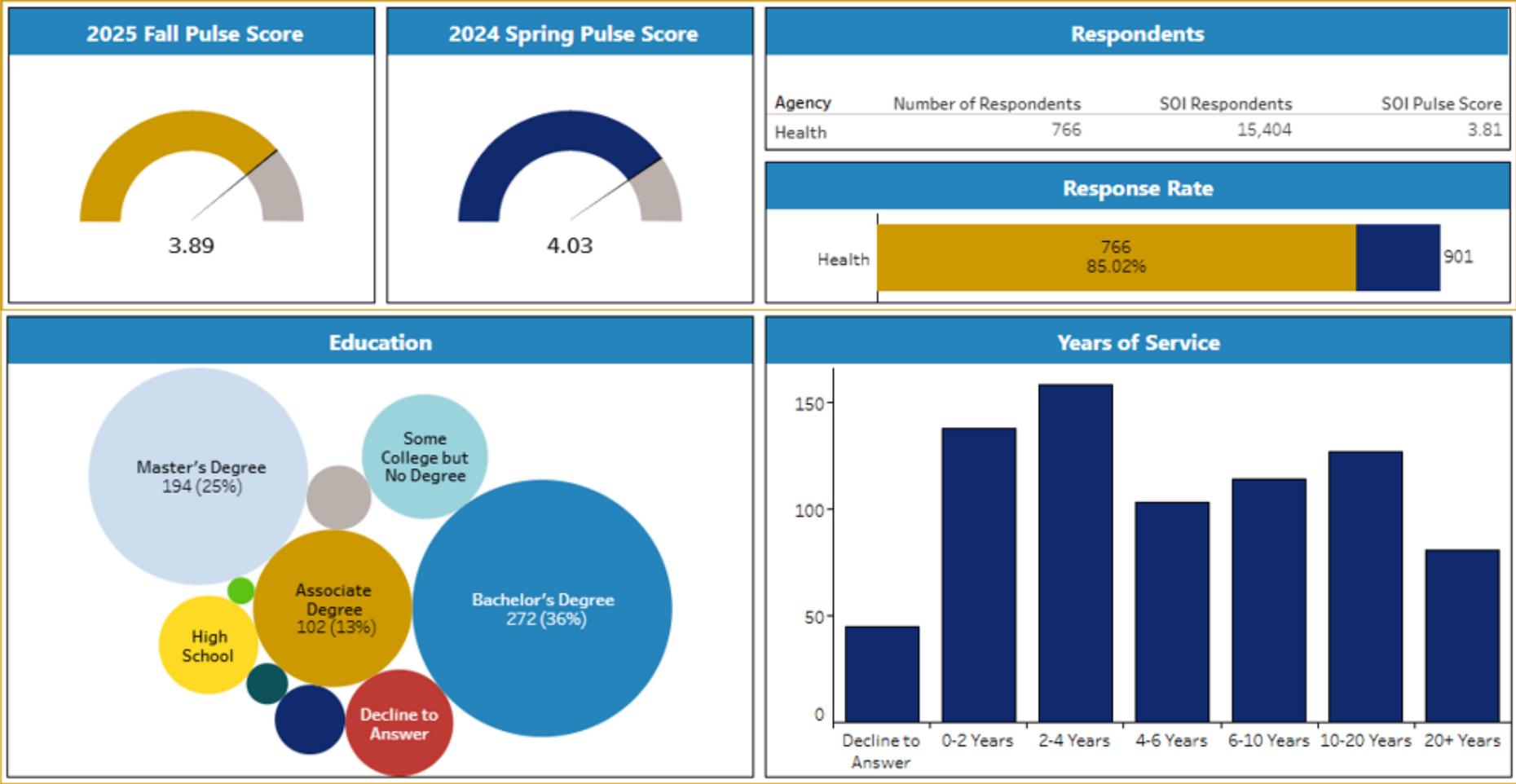
Employees make decisions and take actions every day that can affect your workforce and organization. The way your agency treats employees, and how employees treat one another, can positively affect their actions—or can place your organization at risk. Based on over 50 years of employee engagement research, Gallup knows that highly engaged employees give more effort, have higher productivity, work safer and more efficiently, and stay with the company longer—across industry, company size and nationality, and in good economic times and bad. But only 15% of employees worldwide and 35% in the U.S. fall in the “engaged” category.

Whose job is employment engagement?

Employee engagement should be a manager’s primary responsibility. Managers are in charge of ensuring that employees know what work needs to be done, supporting and advocating for them when necessary, and explaining how their work connects to organizational success. To succeed in that responsibility, managers need to be equipped to have ongoing coaching conversations with employees. Unfortunately, most managers don’t know how to make frequent conversations meaningful, so their actions are more likely to be interpreted as micromanaging without providing the right tools and direction. So, it’s not enough for leaders to simply tell managers to own engagement and coach their teams.



IDOH 2025 Overall Pulse Survey Results



Pulse Score Definitions

- ☐ > 4.0 = Highly Engaged
- ☐ 3.0 - 4.0 = Engaged
- ☐ < 3.0 = Disengaged

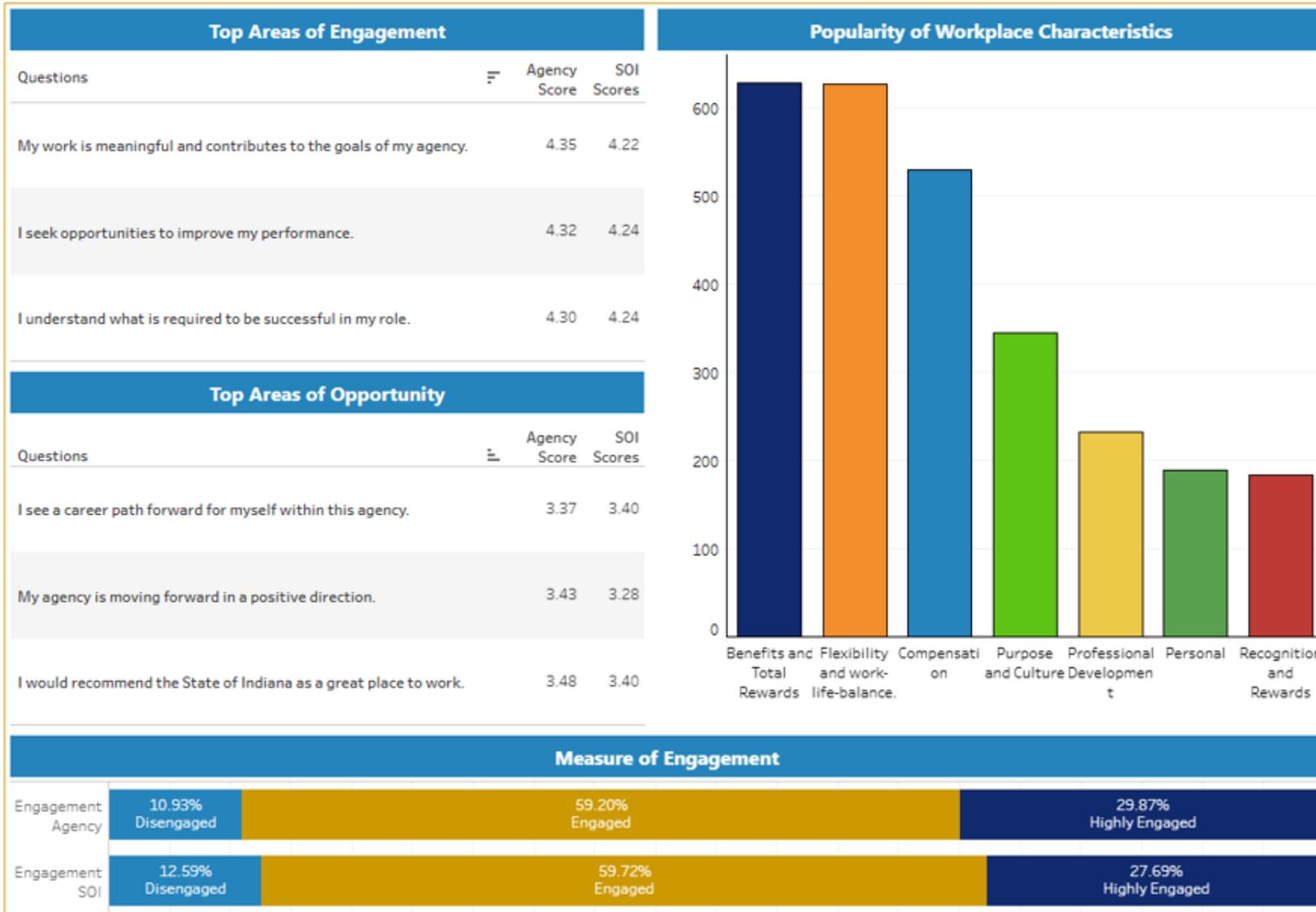
Takeaways for 2025

New policies, priorities, leadership = new baseline Pulse score and different opportunities.

While staff were more engaged in 2024, IDOH continues to surpass the statewide Pulse score!

IDOH Pulse Survey 2025

Target Areas & Opportunity Trend



Opportunities	Score
Work Relationships ("close friend")**	
2025	3.92
2024	3.65
2023	3.61
Meaningful Recognition	
2025	3.64
2024	3.86
2023	3.86
Access to Development Opportunities	
2025	3.81
2024	4.00
2023	3.99
Career Path w/in IDOH	
2025	3.35
2024	3.61
2023	3.61
Recommend SOI as a great place to work*	
2025	3.49
2024	3.93
2023	4.06
IDOH is moving in a positive direction.*	
2025	3.44
2024	3.93
2023	3.70

*new opportunity for 2025

**Significant improvement in past opportunity!



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IDOH Pulse Survey 2025

Scores by Division

Division	Number of Respondents	Core Pulse Scores (Avg)	IDOH Questions Scores (Avg)	Combined Average
Consumer Services & Healthcare Regulatory Commission				
Acute & Continuing Care (all)	36	3.95	3.84	3.89
Cons Svc & HC Reg Admin / Engineering	3	3.26	3.50	3.38
Home & Community-Based Care	25	3.64	3.69	3.66
Long Term Care (all)	93	3.89	3.80	3.84
Program Perf & Dev / Complaints & Incidents	15	3.74	3.80	3.77
Radiology, Weights & Measures	5	3.56	3.13	3.34
Health & Human Services Commission				
Chronic Disease, Primary Care, Rural Health	18	3.58	3.65	3.61
Nutrition & Phys Activity / Oral Health / HHS Admin	10	3.91	4.05	3.98
Tobacco Prevention & Cessation	11	4.08	4.23	4.15
Trauma & Injury Prevention	12	3.92	4.03	3.97
Laboratory Services Commission				
Advanced Molecular Detection	11	3.76	3.76	3.76
Chemistry	16	3.67	3.52	3.60
Clinical Microbiology	8	3.79	3.81	3.80
Environmental Microbiology	16	3.42	3.20	3.31
Lab Admin	7	4.03	4.43	4.23
Virology & Bio Prep	9	3.73	3.67	3.70
Office of Commissioner				
Finance	37	3.70	3.45	3.57
Legal Affairs	5	3.71	3.43	3.57
Office of the Commissioner & Minority Health	13	4.26	4.68	4.47
Performance Excellence	11	3.89	3.80	3.85
Public Affairs	7	3.42	4.38	3.90

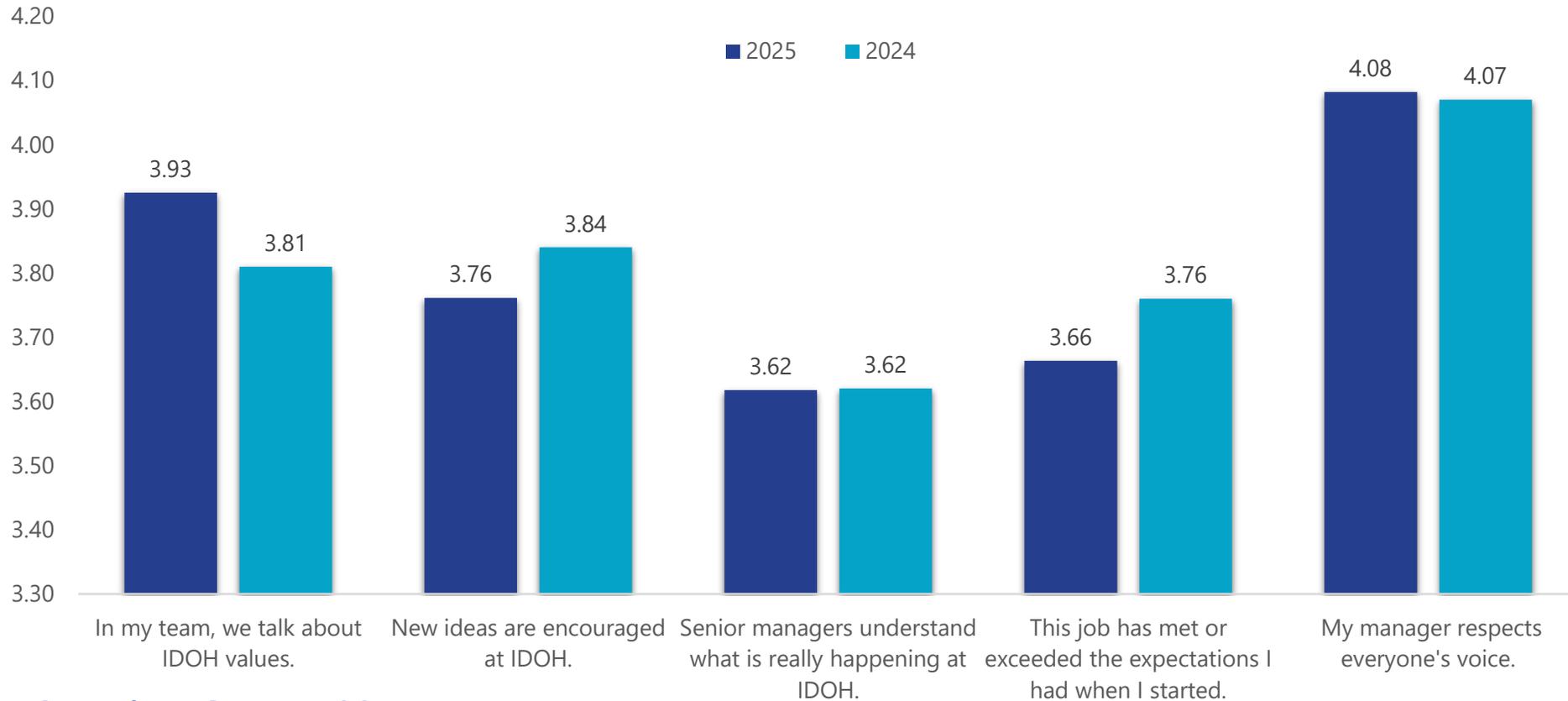
Division	Number of Respondents	Core Pulse Scores (Avg)	IDOH Questions Scores (Avg)	Combined Average
Office of State Epidemiologist				
Data & Analytics	14	3.81	3.73	3.77
Infectious Disease Epidemiology & Prevention	47	3.70	3.74	3.72
Tech & Cybersecurity	11	4.10	4.15	4.13
Vital Records	18	3.93	3.76	3.85
Public Health Protection Commission				
Emergency Preparedness	32	3.77	3.83	3.80
Environmental Public Health	41	3.96	3.92	3.94
Food Protection	14	3.75	3.68	3.71
HIV, STI & Viral Hepatitis	43	4.01	3.97	3.99
Immunization	25	4.00	4.12	4.06
Lead & Healthy Homes	15	3.69	3.80	3.74
Local Health Services / LHD Outreach / HIPP	25	3.82	3.69	3.76
PHP Clinical	2	4.31	4.50	4.40
Women, Children & Families Commission				
Center for Deaf & Hard of Hearing Education	11	3.93	3.80	3.87
Children's Special Health Care Services	7	3.92	4.14	4.03
Family Health Data & Fatality Prevention	23	3.83	3.89	3.86
Maternal & Child Health	29	3.86	3.98	3.92
WCF Clinical	5	3.91	3.67	3.79
Women Infants & Children	21	4.05	4.02	4.04

Scores of 3 through 5= staff are engaged.
Every division/program in every category scored over 3.0!



IDOH Pulse Survey 2025

Agency Specific Question Responses – 2025 and 2024 comparison



New Question: Score 4.00

I have the opportunity to be involved in workforce culture development within IDOH (i.e. pillar teams, all staff meetings, annual awards, agency events, etc.)



What's Next?

Senior leaders and division directors will shape meaningful ways for their teams to contribute focused feedback and drive actionable improvements within our areas of responsibility. Your voice matters! Lean into these conversations, share your perspective, and stay connected by joining our monthly all-staff meetings for updates.

Questions can be directed to Heather Whitaker at hwhitaker@spd.in.gov.



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