2013 YourSay Workplace Survey

LHD Report



Health Infrastructure

This Report

This report provides Health Infrastructure with data from the 2013 YourSay Workplace Survey. It summarises staff views and presents comparative data to help put the results into perspective.

Response Rates

The Actual Responses gives the total number of valid surveys that were returned for this facility.

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 2 April 2013. This figure does not include contractors, agency staff and volunteers, nor does it account for staff on secondment or extended leave, hence the estimated response rate is not accurate.

The final estimated response rates have been weighted to account for our part-time and temporary staff.

^ Due to the high proportion of contractors in this organisational unit they have been excluded from the estimated response rate calculation.

Confidence Intervals

Confidence intervals have been calculated on the total facility responses (within a 5% error rating). If the CI is less than 5% these responses are a representative sample of this facility population.

If the CI is greater than 5% these responses are a snapshot of the views of staff at this facility, as opposed to being a representative sample.

Results

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses ("Strongly Agree" + "Agree") and dividing by the number of respondents which answered the question.

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, results may not total 100%.

Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2013 Workplace Survey.

Anonymity

It is ORC International's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Results for teams with less than ten will not receive an individual report. However, their data will still contribute to the scores for their group and the organisation overall.

Summary responses for each question by demographic data is not provided where there are less than ten respondents from each demographic.

82

ACTUAL RESPONSES

92%^

2% Confidence Interval

ESTIMATED RESPONSE RATE

83%

ENGAGEMENT INDEX

73%

WORKPLACE CULTURE INDEX

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Employee Engagement Index

The Engagement Index is a measure of respondents commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

The three elements of Employee Engagement

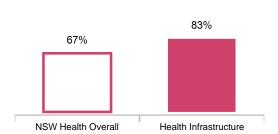
Say Strongly advocating the organisation

Stay An emotional commitment to the organisation and a desire to stay

Strive Providing sustained additional effort in line with organisational goals

The following six questions have been identified as being most aligned to Employee Engagement. The Engagement Index is an average of the following scores:





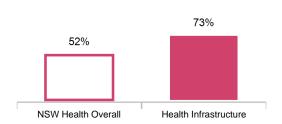
83% Engagement Index 2013

Employee Workplace Culture Index

The Workplace Culture Index is a measure statistically constructed based on the NSW Health Workplace Culture Framework.

The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture Index is an average of the following scores:





73% Culture Index 2013

Drivers of Engagement

The impact analysis below identifies the areas that have the potential to improve and maintain the engagement of your employees. The dashboard below shows the questions with the greatest impact on Employee Engagement for Health Infrastructure. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Health Infrastructure as a whole.

The questions derived from the impact analysis should be used to guide the action planning process following the survey, as taking effective action in these areas should have a positive impact on Employee Engagement. This information should also be used in conjunction with the rest of the questions included in the survey.

The questions are listed below in descending order of greatest impact on engagement.

Impact (on **NSW Health** Employee Overall % **Drivers of Employee Engagement** Engagement) % Positive positive score Greatest Overall, I believe the culture at my workplace has improved in 46. 44 36 the last 12 months At my workplace I am able to positively influence the way we 6. 65 60 do things at work, including how we work with each other and how we behave I have confidence in the processes that my workplace uses to 28. 59 42 resolve staff conflict At my workplace there is a good balance between delivering 39. 69 52 services and monitoring service delivery Morale is good in my team 78 51 11. 22. I have a say in decisions which affect my work 64 46

Highlights and lowlights

This section shows the three highest scoring sections and five highest scoring questions (Highlights). It also shows the three lowest scoring sections and the five lowest scoring questions (Lowlights).

Highlights

| Sections | % Positive |
|-------------------|------------|
| Your Team | 80 |
| Your Line Manager | 80 |
| Your Job | 78 |

| Que | stions | % Positive |
|------|--|------------|
| 15d. | My line manager treats me with respect | 89 |
| 40. | Overall I am proud to be a part of this workplace | 88 |
| 42. | I feel motivated to contribute more than what is normally required at work | 88 |
| 7. | The people I work with are willing to help each other even if this means doing something outside their usual job | 87 |
| 24c. | I am aware of how my work contributes to the overall strategic objectives of my organisation | 86 |

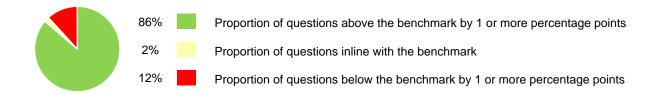
Lowlights

| Sections | % Positive |
|--|------------|
| Training and Development Opportunities | 57 |
| Work Environment | 64 |
| Service Delivery | 71 |

| Qu | estions | % Positive |
|-----|---|------------|
| 46. | Overall, I believe the culture at my workplace has improved in the last 12 months | 44 |
| 26. | I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work | 53 |
| 30. | There are mechanisms in place to support me if I experience stress or pressure | 53 |
| 36. | In my workplace patient safety is at the centre of all decision making | 53 |
| 27. | I am encouraged to take opportunities to learn new skills and have new experiences | 57 |

External Comparison

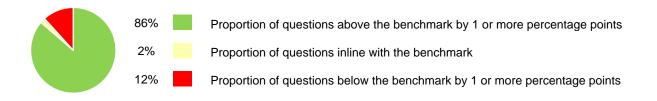
This section shows comparisons between Health Infrastructure and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.



| | | % Positive | Variance from benchmark |
|------|--|------------|-------------------------|
| 20. | Overall, I have confidence in the decisions made by my senior managers | 80 | +40 |
| 18c. | The senior managers at my workplace lead by example in creating a positive workplace | 76 | +38 |
| 19. | There is a positive relationship between senior management and staff in my workplace | 74 | +38 |
| 18a. | The senior managers at my workplace are aware of the issues I face in my job | 81 | +37 |
| 17. | Overall, I have confidence in the decisions made by my line manager | 83 | +24 |
| 18b. | The senior managers at my workplace have a clear direction for the future | 68 | +24 |
| 42. | I feel motivated to contribute more than what is normally required at work | 88 | +24 |
| 15b. | My line manager treats all staff in my team fairly | 81 | +23 |
| 24c. | I am aware of how my work contributes to the overall strategic objectives of my organisation | 86 | +23 |
| 45. | Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour | 81 | +23 |
| 10. | My team resolves conflict quickly when it arises | 78 | +22 |
| 11. | Morale is good in my team | 78 | +22 |
| 22. | I have a say in decisions which affect my work | 64 | +22 |
| 13. | In my workplace, we recognise our successes and innovations | 80 | +21 |
| 15c. | My line manager ensures that when issues are raised in the team, they are addressed | 81 | +21 |
| 23. | I think it is safe to speak up and challenge the way things are done | 74 | +21 |
| 7. | The people I work with are willing to help each other even if this means doing something outside their usual job | 87 | +19 |

External Comparison

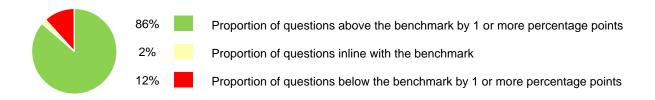
This section shows comparisons between Health Infrastructure and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.



| | | % Positive | Variance from benchmark |
|------|---|------------|-------------------------|
| 16. | I receive regular and constructive feedback on my performance | 68 | +19 |
| 21. | I am kept well informed about what is happening in my workplace | 68 | +19 |
| 24b. | I am aware of the strategic objectives and direction of the organisation I work for | 80 | +19 |
| 15a. | My line manager recognises and acknowledges when I have done my job well | 79 | +17 |
| 31. | Reasonable expectations are placed on staff according to their position | 78 | +17 |
| 41. | I would recommend my workplace as a good place to work | 79 | +16 |
| 4. | The right amount of approvals are required for routine decisions | 72 | +15 |
| 14. | Staff are treated respectfully regardless of their job | 78 | +15 |
| 15d. | My line manager treats me with respect | 89 | +15 |
| 40. | Overall I am proud to be a part of this workplace | 88 | +15 |
| 37. | My team's objectives/work plans are clearly outlined | 85 | +14 |
| 9. | People in my team are honest and open | 80 | +13 |
| 24a. | Where I work, we share the lessons learnt when mistakes are made | 73 | +13 |
| 28. | I have confidence in the processes that my workplace uses to resolve staff conflict | 59 | +13 |
| 44. | Overall I am satisfied to be working here at the present time | 83 | +12 |
| 5. | I have sufficient control over my work so I can do my job well | 83 | +11 |
| 39. | At my workplace there is a good balance between delivering services and monitoring service delivery | 69 | +11 |

External Comparison

This section shows comparisons between Health Infrastructure and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.

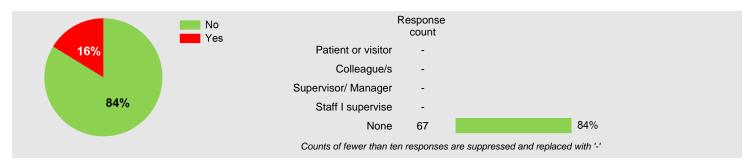


| | | % Positive | Variance from benchmark |
|-----|---|------------|-------------------------|
| 43. | I have a strong sense of belonging to my workplace | 77 | +11 |
| 12. | I believe I am valued for what I can offer at my workplace | 75 | +9 |
| 38. | Our objectives/work plans help us to deliver a quality service | 79 | +9 |
| 2. | I feel I am able to suggest ideas to improve our ways of doing things | 79 | + 6 |
| 46. | Overall, I believe the culture at my workplace has improved in the last 12 months | 44 | + 6 |
| 3. | Working here makes me want to do the best job I can | 83 | + 5 |
| 8. | In my team we generally acknowledge one another's efforts and achievements | 79 | + 5 |
| 29. | I am able to achieve a healthy work/life balance most of the time | 72 | + 4 |
| 35. | My work environment allows me to deliver the best possible services (patient care or support services) | 69 | I +3 |
| 1. | My job makes good use of my skills and abilities | 84 | l +1 |
| 6. | At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave | 65 | 0 |
| 27. | I am encouraged to take opportunities to learn new skills and have new experiences | 57 | -6 |
| 30. | There are mechanisms in place to support me if I experience stress or pressure | 53 | -6 ■ |
| 32. | My workplace is proactive in minimising potential violence/abuse from patients or visitors | 60 | -9 |
| 25. | I have received the appropriate training and development to do my job effectively | 63 | -15 |
| 36. | In my workplace patient safety is at the centre of all decision making | 53 | -20 |
| 26. | I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work | 53 | -24 |

Unacceptable Behaviour

This section shows the results to questions asked regarding unacceptable behaviour.

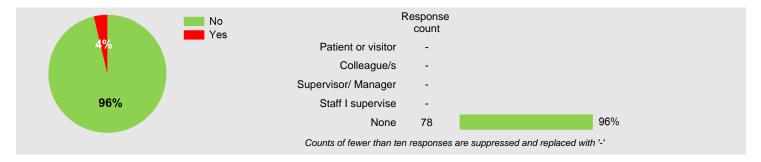
33a. In the last 12 months, I have been verbally abused by a ...



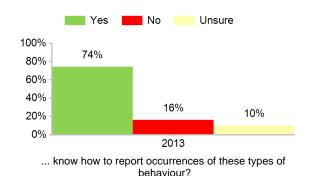
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...

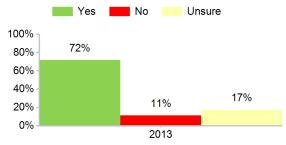


33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethnoreligious background, disability, age, homosexuality, transgender or carers responsibilities by a ...



34. Do you currently ...





... have confidence that if you report these behaviours they will be responded to appropriately?

This section shows the breakdown of responses to each question

A question identified as being a key driver of employee engagement

% positive response % neutral response

% negative response

At least 1% greater than comparator
At least 1% less than comparator

NSW Health Overall 2013

65

71

% Positive Score

78

Your Job

| 1. My job makes good use of my skills and abilities | 84 | 7 9 | 84 | 79 | 83 |
|--|----|-------|----|----|----|
| 2. I feel I am able to suggest ideas to improve our ways of doing things | 79 | 9 12 | 79 | 68 | 73 |
| 3. Working here makes me want to do the best job I can | 83 | 7 10 | 83 | 71 | 78 |
| 4. The right amount of approvals are required for routine decisions | 72 | 16 12 | 72 | 48 | 57 |
| 5. I have sufficient control over my work so I can do my job well | 83 | 7 10 | 83 | 64 | 72 |
| 6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave | 65 | 22 12 | 65 | 60 | 65 |

This section shows the breakdown of responses to each question

| Key A question identified as being a key driver of employee engagement | % positive response | % neutral response | % negative response | | comparato At least 19 | At least 1% greater than comparator At least 1% less than comparator | |
|---|---------------------|--------------------|---------------------|------------------|-------------------------|--|--|
| Your Team | | | | % Positive Score | NSW Health Overall 2013 | Australian Health Sector Benchmark | |
| 7. The people I work with are willing to help each other even if this means doing something outside their usual job | | 87 | 10 4 | 87 | 68 | 68 | |
| 8. In my team we generally acknowledge one another's efforts and achievements | | 79 | 11 10 | 79 | 69 | 74 | |
| 9. People in my team are honest and open | | 80 | 13 6 | 80 | 63 | 67 | |
| 10. My team resolves conflict quickly when it arises | | 78 | 11 11 | 78 | 51 | 56 | |

78

11. Morale is good in my team

51

56

This section shows the breakdown of responses to each question

| | % positive response | % neutral response | % negative response | comparator |
|--|------------------------|-----------------------|------------------------|----------------------------------|
| Key A question identified as being a key driver of employee engagement | | | | At least 1% less than comparator |

Being valued

| 12. I believe I am valued for what I can offer at my workplace | 75 | 9 16 | 75 | 61 | 66 |
|---|----|------|----|----|----|
| 13. In my workplace, we recognise our successes and innovations | 80 | 12 7 | 80 | 55 | 59 |
| 14. Staff are treated respectfully regardless of their job | 78 | 9 14 | 78 | 60 | 63 |

78

59

63

This section shows the breakdown of responses to each question

| 1 CCy |
|-------|
|-------|

A question identified as being a key driver of employee engagement

% positive response response response response response

At least 1% greater than comparator

At least 1% less than comparator

NSW Health Overall 2013

62

60

% Positive Score

80

Your Line Manager

| 15a. My line manager recognises and acknowledges when I have done my job well | 79 | 14 7 | 79 | 64 | 62 |
|---|----|-------|----|----|----|
| 15b. My line manager treats all staff in my team fairly | 81 | 12 6 | 81 | 62 | 58 |
| 15c. My line manager ensures that when issues are raised in the team, they are addressed | 81 | 12 6 | 81 | 60 | 60 |
| 15d. My line manager treats me with respect | 89 | 5 6 | 89 | 75 | 74 |
| 16. I receive regular and constructive feedback on my performance | 68 | 19 14 | 68 | 49 | 49 |
| 17. Overall, I have confidence in the decisions made by my line manager | 83 | 12 5 | 83 | 62 | 59 |

This section shows the breakdown of responses to each question

| | | % positive response | % neutral response | % negative response | At least 1% greater than comparator |
|-----|--|------------------------|-----------------------|------------------------|-------------------------------------|
| Key | A question identified as being a key driver of employee engagement | | | | At least 1% less than comparator |

Senior Managers

| 18a. The senior managers at my workplace are aware of the issues I face in my job | 81 | 11 8 | 81 | 46 | 44 |
|--|----|-------|----|----|----|
| 18b. The senior managers at my workplace have a clear direction for the future | 68 | 19 13 | 68 | 40 | 44 |
| 18c. The senior managers at my workplace lead by example in creating a positive workplace | 76 | 16 8 | 76 | 41 | 38 |
| 19. There is a positive relationship between senior management and staff in my workplace | 74 | 16 10 | 74 | 40 | 36 |
| 20. Overall, I have confidence in the decisions made by my senior managers | 80 | 14 6 | 80 | 42 | 40 |

% Positive Score

76

42

40

This section shows the breakdown of responses to each question

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator

At least 1% less than comparator

NSW Health Overall 2013

53

55

% Positive Score

74

Communication

| 21. I am kept well informed about what is happening in my workplace | 68 | 20 12 | 68 | 50 | 49 |
|---|----|-------|----|----|----|
| 22. I have a say in decisions which affect my work | 64 | 25 11 | 64 | 46 | 42 |
| 23. I think it is safe to speak up and challenge the way things are done | 74 | 16 10 | 74 | 51 | 53 |
| 24a. Where I work, we share the lessons learnt when mistakes are made | 73 | 15 11 | 73 | 58 | 60 |
| 24b. I am aware of the strategic objectives and direction of the organisation I work for | 80 | 11 9 | 80 | 56 | 61 |
| 24c. I am aware of how my work contributes to the overall strategic objectives of my organisation | 86 | 10 4 | 86 | 59 | 63 |

This section shows the breakdown of responses to each question

| | | % positive response | % neutral response | % negative response | At least 1% greater than comparator |
|-----|--|------------------------|-----------------------|------------------------|-------------------------------------|
| Key | A question identified as being a key driver of employee engagement | | | | At least 1% less than comparator |

Training and Development Opportunities

| 25. I have received the appropriate training and development to do my job effectively | 63 | 27 | 10 63 | 71 | 78 |
|---|----|----|-------|----|----|
| 26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work | 53 | 39 | 9 53 | 76 | 77 |
| 27. I am encouraged to take opportunities to learn new skills and have new experiences | 57 | 32 | 11 57 | 59 | 63 |

% Positive Score

57

69

73

This section shows the breakdown of responses to each question

| | % positive | % neutral | % negative | At least 1% greater than |
|--|------------|-----------|------------|----------------------------------|
| | response | response | response | comparator |
| Key A question identified as being a key driver of employee engagement | | | | At least 1% less than comparator |

Work Environment

| K 2 | 3. I have confidence in the processes that my workplace uses to resolve staff conflict | 59 | 27 14 | 59 | 42 | 46 | |
|-----|---|----|-------|------|----|----|--|
| 2 |). I am able to achieve a healthy work/life balance most of the time | 72 | 16 1 | 72 | 65 | 68 | |
| 3 |). There are mechanisms in place to support me if I experience stress or pressure | 53 | 36 1 | 1 53 | 54 | 59 | |
| 3 | Reasonable expectations are placed on staff according to their position | 78 | 12 1 | 78 | 56 | 61 | |
| 3 | 2. My workplace is proactive in minimising potential violence/abuse from patients or visitors | 60 | 36 | 4 60 | 68 | 69 | |

64

57

61

This section shows the breakdown of responses to each question

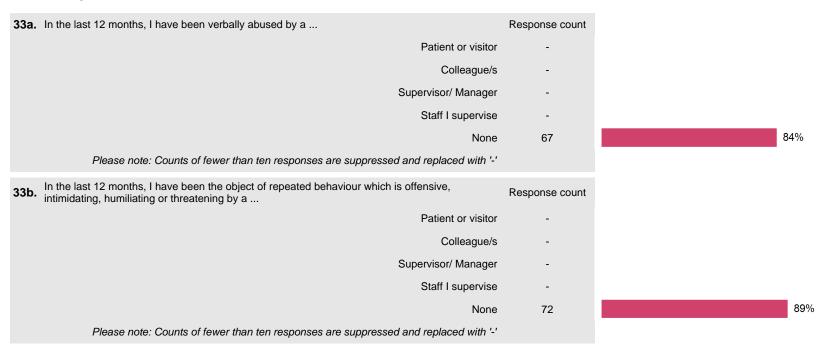
Key

A question identified as being a key driver of employee engagement

At least 1% greater than comparator

At least 1% less than comparator

Unacceptable Behaviour



This section shows the breakdown of responses to each question

Key

A question identified as being a key driver of employee engagement

At least 1% greater than comparator

At least 1% less than comparator

NSW Health Overall 2013

% Positive Score

Unacceptable Behaviour

In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethnoreligious background, disability, age, homosexuality, transgender or carers responsibilities by

Patient or visitor

Colleague/s

Supervisor/ Manager

Staff I supervise

None

Please note: Counts of fewer than ten responses are suppressed and replaced with '-'



This section shows the breakdown of responses to each question

| Key A question identified as being a key driver of employee engagement | % positive response | % neutral response | | | At least 1% great comparator At least 1% less comparator | | % less than |
|---|---------------------|--------------------|----|----|---|-------------------------|------------------------------------|
| Service Delivery | | | | | % Positive Score | NSW Health Overall 2013 | Australian Health Sector Benchmark |
| 35. My work environment allows me to deliver the best possible services (patient care or support services) | 69 |) | 25 | 6 | 69 | 59 | 66 |
| 36. In my workplace patient safety is at the centre of all decision making | 53 | | 43 | | 53 | 67 | 73 |
| 37. My team's objectives/work plans are clearly outlined | | 85 | 5 | 10 | 85 | 65 | 71 |

Κ

39. At my workplace there is a good balance between delivering services and monitoring service delivery

38. Our objectives/work plans help us to deliver a quality service

70

58

52

This section shows the breakdown of responses to each question

| Key | |
|-----|--|
| | |

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator
At least 1% less than comparator

NSW Health Overall 2013

60

62

% Positive Score

77

Your Workplace

| 40. | . Overall I am proud to be a part of this workplace | 88 | | 9 4 | 88 | 71 | 73 |
|-----|---|----|----|------|----|----|----|
| 41. | . I would recommend my workplace as a good place to work | 79 | | 14 7 | 79 | 62 | 63 |
| 42. | . I feel motivated to contribute more than what is normally required at work | 88 | | 7 5 | 88 | 65 | 64 |
| 43. | . I have a strong sense of belonging to my workplace | 77 | | 15 9 | 77 | 64 | 66 |
| 44. | . Overall I am satisfied to be working here at the present time | 83 | | 11 6 | 83 | 67 | 71 |
| 45. | . Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour | 81 | | 13 6 | 81 | 56 | 58 |
| 46. | . Overall, I believe the culture at my workplace has improved in the last 12 months | 44 | 43 | 14 | 44 | 36 | 38 |

| Key At least 5% greater than overall score | At lea | st 5% le | ss than o | overall s | core | | (r) | Where g | roup ha | s less tl | nan 10 re | esponde | nts | |
|---|-----------------------|----------|-----------------------|--------------------------|-------------------|---------------|---------------------------|--------------------------|-------------|-----------|----------------|--------------------------|------------------------|-------|
| | | | | | | | | Role | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| Your Job | | | | | | | | | | | | | | |
| 1. My job makes good use of my skills and abilities | 84 | (r) | (r) | (r) | 91 | (r) | (r) | (r) | (r) | (r) | 83 | (r) | (r) | (r) |
| 2. I feel I am able to suggest ideas to improve our ways of doing things | 79 | (r) | (r) | (r) | 83 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| 3. Working here makes me want to do the best job I can | 83 | (r) | (r) | (r) | 89 | (r) | (r) | (r) | (r) | (r) | 83 | (r) | (r) | (r) |
| 4. The right amount of approvals are required for routine decisions | 72 | (r) | (r) | (r) | 86 | (r) | (r) | (r) | (r) | (r) | 64 | (r) | (r) | (r) |
| 5. I have sufficient control over my work so I can do my job well | 83 | (r) | (r) | (r) | 91 | (r) | (r) | (r) | (r) | (r) | 83 | (r) | (r) | (r) |
| 6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave | 65 | (r) | (r) | (r) | 79 | (r) | (r) | (r) | (r) | (r) | 56 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | ast 5% le | ss than (| overall | score | | (r) | Where g | roup ha | as less th | an 10 re | esponde | ents | | | |
|--|-----------------------|-----------|------------|--------------------|-----------------|----------------|-----------|---------------------|---------------------|----------------------------------|----------|---------|------------|------|--------|-------------------|
| | | | age aff | | Manag respon | | | | En | nploym | ent sta | itus | | | Gende | Ī |
| | Health Infrastructure | Yes | 02 | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say |
| Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) |
| Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) |
| Your Job | | | | | | | | | | | | | | | | í |
| 1. My job makes good use of my skills and abilities | 84 | 85 | 84 | (r) | 82 | (r) | (r) | 88 | (r) | 81 | (r) | (r) | 80 | 80 | 94 | (r) |
| 2. I feel I am able to suggest ideas to improve our ways of doing things | 79 | 85 | 76 | (r) | 91 | (r) | (r) | 88 | (r) | 71 | (r) | (r) | 72 | 80 | 77 | (r) |
| 3. Working here makes me want to do the best job I can | 83 | 89 | 80 | (r) | 91 | (r) | (r) | 88 | (r) | 71 | (r) | (r) | 88 | 84 | 84 | (r) |
| 4. The right amount of approvals are required for routine decisions | 72 | 59 | 78 | (r) | 45 | (r) | (r) | 75 | (r) | 67 | (r) | (r) | 68 | 71 | 71 | (r) |
| 5. I have sufficient control over my work so I can do my job well | 83 | 81 | 84 | (r) | 73 | (r) | (r) | 94 | (r) | 71 | (r) | (r) | 80 | 84 | 81 | (r) |
| 6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave | 65 | 78 | 59 | (r) | 73 | (r) | (r) | 72 | (r) | 48 | (r) | (r) | 71 | 73 | 55 | (r) |

| Key At least 5% greater than overall score | At lea | ıst 5% le | ss than | overall s | core | | (r) | Where g | group ha | s less th | nan 10 r | esponde | nts | | | | |
|--|-----------------------|---------------------|---|---|--|---|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|
| | | Le | ngth of | Servic | e at NS | SW Hea | alth | | | | | Age (| Group | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) |
| Your Job | | | | | | | | | | | | | | | | | |
| 1. My job makes good use of my skills and abilities | 84 | 89 | 75 | 88 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 86 | 100 | (r) | (r) | (r) |
| 2. I feel I am able to suggest ideas to improve our ways of doing things | 79 | 85 | 70 | 84 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 64 | 91 | (r) | (r) | (r) |
| 3. Working here makes me want to do the best job I can | 83 | 81 | 80 | 92 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 100 | 71 | 100 | (r) | (r) | (r) |
| 4. The right amount of approvals are required for routine decisions | 72 | 85 | 55 | 68 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 69 | 64 | 91 | (r) | (r) | (r) |
| 5. I have sufficient control over my work so I can do my job well | 83 | 85 | 75 | 88 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 71 | 100 | (r) | (r) | (r) |
| 6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave | 65 | 69 | 60 | 72 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 77 | 50 | 73 | (r) | (r) | (r) |

| At least 5% greater than overall score | At lea | st 5% les | ss than o | overall s | core | | (r) | Where g | roup ha | s less th | an 10 re | sponde | nts | |
|---|-----------------------|-----------|-----------------------|--------------------------|-------------------|---------------|---------------------------|--------------------------|-------------|-----------|----------------|--------------------------|------------------------|-------|
| | | | | | | | | Role | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| Your Team | | | | | | | | | | | | | | |
| 7. The people I work with are willing to help each other even if this means doing something outside their usual job | 87 | (r) | (r) | (r) | 91 | (r) | (r) | (r) | (r) | (r) | 86 | (r) | (r) | (r) |
| 8. In my team we generally acknowledge one another's efforts and achievements | 79 | (r) | (r) | (r) | 82 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| 9. People in my team are honest and open | 80 | (r) | (r) | (r) | 83 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| 10. My team resolves conflict quickly when it arises | 78 | (r) | (r) | (r) | 80 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| 11. Morale is good in my team | 78 | (r) | (r) | (r) | 86 | (r) | (r) | (r) | (r) | (r) | 75 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | st 5% le | ss than o | overall s | score | | (r) | Where g | group ha | as less th | an 10 re | esponde | ents | | | |
|---|-----------------------|----------|-------------|--------------------|-----------------|----------------|-----------|---------------------|---------------------|----------------------------------|----------|---------|------------|------|--------|-------------------|
| | | | nage aff | | Manag respor | | | | Em | nploym | ent sta | itus | | | Gende | r |
| | Health Infrastructure | Yes | ON. | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say |
| Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) |
| Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) |
| Your Team | | | | | | | | | | | | | | | | |
| 7. The people I work with are willing to help each other even if this means doing something outside their usual job | 87 | 89 | 85 | (r) | 91 | (r) | (r) | 97 | (r) | 76 | (r) | (r) | 84 | 84 | 90 | (r) |
| 8. In my team we generally acknowledge one another's efforts and achievements | 79 | 89 | 74 | (r) | 91 | (r) | (r) | 88 | (r) | 71 | (r) | (r) | 76 | 77 | 81 | (r) |
| 9. People in my team are honest and open | 80 | 85 | 78 | (r) | 91 | (r) | (r) | 88 | (r) | 71 | (r) | (r) | 76 | 86 | 77 | (r) |
| 10. My team resolves conflict quickly when it arises | 78 | 81 | 76 | (r) | 91 | (r) | (r) | 81 | (r) | 76 | (r) | (r) | 76 | 86 | 71 | (r) |
| 11. Morale is good in my team | 78 | 85 | 75 | (r) | 82 | (r) | (r) | 91 | (r) | 67 | (r) | (r) | 72 | 82 | 77 | (r) |

| Key At least 5% greater than overall score | At lea | st 5% le | ss than | overall s | core | | (r) | Where g | group ha | s less th | nan 10 r | esponde | ents | | | | |
|---|-----------------------|---------------------|--|---|--|---|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|
| | | Le | ngth of | Servic | e at NS | SW Hea | alth | | | | | Age (| Group | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) |
| Your Team | | | | | | | | | | | | | | | | | |
| 7. The people I work with are willing to help each other even if this means doing something outside their usual job | 87 | 89 | 80 | 96 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 100 | 86 | 91 | (r) | (r) | (r) |
| 8. In my team we generally acknowledge one another's efforts and achievements | 79 | 81 | 75 | 84 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 62 | 91 | (r) | (r) | (r) |
| 9. People in my team are honest and open | 80 | 81 | 80 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 71 | 91 | (r) | (r) | (r) |
| 10. My team resolves conflict quickly when it arises | 78 | 81 | 75 | 84 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 71 | 91 | (r) | (r) | (r) |
| 11. Morale is good in my team | 78 | 81 | 75 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 64 | 91 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | st 5% le | ss than | overall s | score | | (r) | Where o | group ha | ıs less tl | nan 10 re | esponde | ents | |
|---|-----------------------|----------|-----------------------|--------------------------|-------------------|---------------|---------------------------|--------------------------|-------------|------------|----------------|--------------------------|------------------------|-------|
| | | | | | | | | Role | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| Being valued | | | | | | | | | | | | | | |
| 12. I believe I am valued for what I can offer at my workplace | 75 | (r) | (r) | (r) | 82 | (r) | (r) | (r) | (r) | (r) | 72 | (r) | (r) | (r) |
| 13. In my workplace, we recognise our successes and innovations | 80 | (r) | (r) | (r) | 88 | (r) | (r) | (r) | (r) | (r) | 75 | (r) | (r) | (r) |
| 14. Staff are treated respectfully regardless of their job | 78 | (r) | (r) | (r) | 85 | (r) | (r) | (r) | (r) | (r) | 78 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | ast 5% le | ess than | overall | score | | (r) | Where g | roup ha | as less th | an 10 re | esponde | ents | | | |
|---|-----------------------|-----------|----------------|--------------------|-----------------|----------------|-----------|---------------------|---------------------|----------------------------------|----------|---------|------------|------|--------|-------------------|
| | | | nage taff | | Manag respon | | | | En | nploym | ent sta | itus | | | Gendei | • |
| | Health Infrastructure | Yes | o _Z | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say |
| Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) |
| Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) |
| Being valued | | | | | | | | | | | | | | | | |
| 12. I believe I am valued for what I can offer at my workplace | 75 | 78 | 74 | (r) | 64 | (r) | (r) | 81 | (r) | 67 | (r) | (r) | 75 | 69 | 87 | (r) |
| 13. In my workplace, we recognise our successes and innovations | 80 | 81 | 80 | (r) | 82 | (r) | (r) | 88 | (r) | 81 | (r) | (r) | 71 | 77 | 87 | (r) |
| 14. Staff are treated respectfully regardless of their job | 78 | 85 | 74 | (r) | 82 | (r) | (r) | 91 | (r) | 67 | (r) | (r) | 75 | 77 | 81 | (r) |

| Key At least 5% greater than overall score | At lea | ıst 5% le | ss than | overall s | core | | (r) | Where (| group ha | s less th | nan 10 r | esponde | ents | | | | |
|---|-----------------------|---------------------|--|---|---|---|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|
| | | Le | ngth of | Servi | e at NS | SW Hea | alth | | | | | Age (| Group | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) |
| Being valued | | | | | | | | | | | | | | | | | |
| 12. I believe I am valued for what I can offer at my workplace | 75 | 88 | 60 | 76 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 77 | 64 | 100 | (r) | (r) | (r) |
| 13. In my workplace, we recognise our successes and innovations | 80 | 88 | 75 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 71 | 100 | (r) | (r) | (r) |
| 14. Staff are treated respectfully regardless of their job | 78 | 73 | 65 | 96 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 57 | 100 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | ıst 5% le | ss than o | overall s | score | | (r) | Where g | roup ha | s less th | nan 10 re | esponde | ents | |
|---|-----------------------|-----------|-----------------------|--------------------------|-------------------|---------------|---------------------------|--------------------------|-------------|-----------|----------------|--------------------------|------------------------|-------|
| | | | | | | | | Role | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| our Line Manager | | | | | | | | | | | | | | |
| My line manager recognises and acknowledges when I have done my job well | 79 | (r) | (r) | (r) | 88 | (r) | (r) | (r) | (r) | (r) | 78 | (r) | (r) | (r) |
| 5b. My line manager treats all staff in my team fairly | 81 | (r) | (r) | (r) | 85 | (r) | (r) | (r) | (r) | (r) | 86 | (r) | (r) | (r) |
| 15c. My line manager ensures that when issues are raised in the team, they are addressed | 81 | (r) | (r) | (r) | 88 | (r) | (r) | (r) | (r) | (r) | 83 | (r) | (r) | (r) |
| 15d. My line manager treats me with respect | 89 | (r) | (r) | (r) | 94 | (r) | (r) | (r) | (r) | (r) | 92 | (r) | (r) | (r) |
| 16. I receive regular and constructive feedback on my performance | 68 | (r) | (r) | (r) | 79 | (r) | (r) | (r) | (r) | (r) | 58 | (r) | (r) | (r) |
| 17. Overall, I have confidence in the decisions made by my line manager | 83 | (r) | (r) | (r) | 85 | (r) | (r) | (r) | (r) | (r) | 86 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | ast 5% le | ss than (| overall | score | | (r) | Where g | roup ha | as less th | an 10 re | esponde | ents | | | |
|---|-----------------------|-----------|------------|--------------------|-----------------|----------------|-----------|---------------------|---------------------|----------------------------------|----------|---------|------------|------|--------|-------------------|
| | | | age aff | | Manag respor | | | | Em | nploym | ent sta | itus | | | Gende | • |
| | Health Infrastructure | Yes | ON. | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say |
| Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) |
| Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) |
| Your Line Manager | | | | | | | | | | | | | | | | |
| 15a. My line manager recognises and acknowledges when I have done my job well | 79 | 85 | 76 | (r) | 91 | (r) | (r) | 88 | (r) | 76 | (r) | (r) | 71 | 75 | 87 | (r) |
| 15b. My line manager treats all staff in my team fairly | 81 | 85 | 80 | (r) | 91 | (r) | (r) | 91 | (r) | 71 | (r) | (r) | 79 | 81 | 81 | (r) |
| 15c. My line manager ensures that when issues are raised in the team, they are addressed | 81 | 85 | 80 | (r) | 82 | (r) | (r) | 94 | (r) | 71 | (r) | (r) | 75 | 85 | 81 | (r) |
| 15d. My line manager treats me with respect | 89 | 89 | 89 | (r) | 91 | (r) | (r) | 97 | (r) | 80 | (r) | (r) | 88 | 89 | 87 | (r) |
| 16. I receive regular and constructive feedback on my performance | 68 | 67 | 69 | (r) | 55 | (r) | (r) | 75 | (r) | 62 | (r) | (r) | 58 | 63 | 81 | (r) |
| 17. Overall, I have confidence in the decisions made by my line manager | 83 | 81 | 83 | (r) | 73 | (r) | (r) | 91 | (r) | 76 | (r) | (r) | 75 | 77 | 90 | (r) |

| Key At least 5% greater than overall score | At lea | ıst 5% le | ss than | overall s | core | | (r) | Where g | group ha | s less th | nan 10 r | esponde | ents | | | | |
|---|-----------------------|---------------------|--|---|--|---|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|
| | | Le | ngth of | Servic | e at N | SW Hea | alth | | | | | Age (| Group | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) |
| Your Line Manager | | | | | | | | | | | | | | | | | |
| 15a. My line manager recognises and acknowledges when I have done my job well | 79 | 88 | 70 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 57 | 100 | (r) | (r) | (r) |
| 15b. My line manager treats all staff in my team fairly | 81 | 81 | 75 | 88 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 50 | 100 | (r) | (r) | (r) |
| 15c. My line manager ensures that when issues are raised in the team, they are addressed | 81 | 81 | 75 | 88 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 57 | 100 | (r) | (r) | (r) |
| 15d. My line manager treats me with respect | 89 | 96 | 80 | 92 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 71 | 100 | (r) | (r) | (r) |
| 16. I receive regular and constructive feedback on my performance | 68 | 69 | 60 | 72 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 69 | 50 | 82 | (r) | (r) | (r) |
| 17. Overall, I have confidence in the decisions made by my line manager | 83 | 88 | 70 | 84 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 64 | 100 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | st 5% le | ss than o | overall s | score | (r) Where group has less than 10 respondents | | | | | | | | | |
|--|-----------------------|----------|-----------------------|--------------------------|-------------------|--|---------------------------|--------------------------|-------------|-----------|----------------|--------------------------|------------------------|-------|--|
| | | Role | | | | | | | | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other | |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) | |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) | |
| Senior Managers | | | | | | | | | | | | | | | |
| 18a. The senior managers at my workplace are aware of the issues I face in my job | 81 | (r) | (r) | (r) | 91 | (r) | (r) | (r) | (r) | (r) | 75 | (r) | (r) | (r) | |
| 18b. The senior managers at my workplace have a clear direction for the future | 68 | (r) | (r) | (r) | 81 | (r) | (r) | (r) | (r) | (r) | 64 | (r) | (r) | (r) | |
| 18c. The senior managers at my workplace lead by example in creating a positive workplace | 76 | (r) | (r) | (r) | 84 | (r) | (r) | (r) | (r) | (r) | 75 | (r) | (r) | (r) | |
| 19. There is a positive relationship between senior management and staff in my workplace | 74 | (r) | (r) | (r) | 85 | (r) | (r) | (r) | (r) | (r) | 75 | (r) | (r) | (r) | |
| 20. Overall, I have confidence in the decisions made by my senior managers | 80 | (r) | (r) | (r) | 91 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) | |

| Key At least 5% greater than overall score | At least 5% less than overall score | | | | | | | Where o | group ha | | | | | | | |
|--|-------------------------------------|----------------------------------|-----|--------------------|----------------|----------------|-----------|---------------------|---------------------|----------------------------------|--------|--------|------------|------|--------|-------------------|
| | | Manage Management responsibility | | | | | | En | Gender | | | | | | | |
| | Health Infrastructure | Yes | ON. | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say |
| Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) |
| Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) |
| Senior Managers | | | | | | | | | | | | | | | | |
| 18a. The senior managers at my workplace are aware of the issues I face in my job | 81 | 89 | 77 | (r) | 91 | (r) | (r) | 84 | (r) | 76 | (r) | (r) | 79 | 83 | 81 | (r) |
| 18b. The senior managers at my workplace have a clear direction for the future | 68 | 70 | 67 | (r) | 64 | (r) | (r) | 69 | (r) | 57 | (r) | (r) | 74 | 67 | 68 | (r) |
| 18c. The senior managers at my workplace lead by example in creating a positive workplace | 76 | 85 | 71 | (r) | 82 | (r) | (r) | 84 | (r) | 55 | (r) | (r) | 79 | 76 | 77 | (r) |
| 19. There is a positive relationship between senior management and staff in my workplace | 74 | 81 | 70 | (r) | 82 | (r) | (r) | 81 | (r) | 67 | (r) | (r) | 71 | 70 | 81 | (r) |
| 20. Overall, I have confidence in the decisions made by my senior managers | 80 | 85 | 77 | (r) | 82 | (r) | (r) | 88 | (r) | 71 | (r) | (r) | 79 | 74 | 87 | (r) |

| Key At least 5% greater than overall score | At least 5% less than overall score | | | | | | | r) Where group has less than 10 respondents | | | | | | | | | | |
|--|-------------------------------------|---------------------|---|---|--|---|---------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|--|
| | | Le | ngth of | Servic | e at N | SW Hea | lth | Age Group | | | | | | | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say | |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) | |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) | |
| Senior Managers | | | | | | | | | | | | | | | | | | |
| 18a. The senior managers at my workplace are aware of the issues I face in my job | 81 | 92 | 75 | 84 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 85 | 82 | (r) | (r) | (r) | |
| 18b. The senior managers at my workplace have a clear direction for the future | 68 | 71 | 55 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 58 | 69 | 100 | (r) | (r) | (r) | |
| 18c. The senior managers at my workplace lead by example in creating a positive workplace | 76 | 79 | 70 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 54 | 91 | (r) | (r) | (r) | |
| 19. There is a positive relationship between senior management and staff in my workplace | 74 | 80 | 50 | 88 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 54 | 91 | (r) | (r) | (r) | |
| 20. Overall, I have confidence in the decisions made by my senior managers | 80 | 88 | 60 | 92 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 69 | 91 | (r) | (r) | (r) | |

| Key At least 5% greater than overall score | At lea | ıst 5% le: | ss than o | overall s | core | | (r) | Where g | roup ha | s less tl | nan 10 re | esponde | ents | |
|---|-----------------------|------------|-----------------------|--------------------------|-------------------|---------------|---------------------------|--------------------------|-------------|-----------|----------------|--------------------------|------------------------|-------|
| | | | | | | | | Role | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| Communication | | | | | | | | | | | | | | |
| 21. I am kept well informed about what is happening in my workplace | 68 | (r) | (r) | (r) | 76 | (r) | (r) | (r) | (r) | (r) | 67 | (r) | (r) | (r) |
| 22. I have a say in decisions which affect my work | 64 | (r) | (r) | (r) | 74 | (r) | (r) | (r) | (r) | (r) | 67 | (r) | (r) | (r) |
| 23. I think it is safe to speak up and challenge the way things are done | 74 | (r) | (r) | (r) | 79 | (r) | (r) | (r) | (r) | (r) | 75 | (r) | (r) | (r) |
| 24a. Where I work, we share the lessons learnt when mistakes are made | 73 | (r) | (r) | (r) | 82 | (r) | (r) | (r) | (r) | (r) | 74 | (r) | (r) | (r) |
| 24b. I am aware of the strategic objectives and direction of the organisation I work for | 80 | (r) | (r) | (r) | 88 | (r) | (r) | (r) | (r) | (r) | 75 | (r) | (r) | (r) |
| 24c. I am aware of how my work contributes to the overall strategic objectives of my organisation | 86 | (r) | (r) | (r) | 94 | (r) | (r) | (r) | (r) | (r) | 86 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | ıst 5% le | ss than | overall s | score | | (r) | Where g | roup ha | as less th | nan 10 re | esponde | ents | | | |
|---|-----------------------|-----------|-------------|--------------------|-----------------|----------------|-----------|---------------------|---------------------|----------------------------------|-----------|---------|------------|------|--------|-------------------|
| | | | nage aff | | Manag respor | | | | En | nploym | ent sta | itus | | | Gender | r. |
| | Health Infrastructure | Yes | ON. | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say |
| Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) |
| Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) |
| Communication | | | | | | | | | | | | | | | | |
| 21. I am kept well informed about what is happening in my workplace | 68 | 78 | 63 | (r) | 64 | (r) | (r) | 72 | (r) | 62 | (r) | (r) | 71 | 65 | 74 | (r) |
| 22. I have a say in decisions which affect my work | 64 | 70 | 61 | (r) | 55 | (r) | (r) | 69 | (r) | 71 | (r) | (r) | 54 | 69 | 61 | (r) |
| 23. I think it is safe to speak up and challenge the way things are done | 74 | 78 | 72 | (r) | 73 | (r) | (r) | 81 | (r) | 62 | (r) | (r) | 79 | 77 | 71 | (r) |
| 24a. Where I work, we share the lessons learnt when mistakes are made | 73 | 77 | 72 | (r) | 80 | (r) | (r) | 83 | (r) | 62 | (r) | (r) | 71 | 71 | 79 | (r) |
| 24b. I am aware of the strategic objectives and direction of the organisation I work for | 80 | 85 | 78 | (r) | 82 | (r) | (r) | 75 | (r) | 90 | (r) | (r) | 75 | 79 | 81 | (r) |
| 24c. I am aware of how my work contributes to the overall strategic objectives of my organisation | 86 | 93 | 83 | (r) | 91 | (r) | (r) | 84 | (r) | 86 | (r) | (r) | 88 | 85 | 87 | (r) |

| Key At least 5% greater than overall score | At lea | ast 5% le | ss than | overall s | core | | (r) | Where o | group ha | s less th | nan 10 r | esponde | ents | | | | |
|--|-----------------------|---------------------|---|---|--|---|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|
| | | Le | ngth of | Servic | e at NS | SW Hea | alth | | | | | Age | Group | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) |
| Communication | | | | | | | | | | | | | | | | | |
| 21. I am kept well informed about what is happening in my workplace | 68 | 65 | 65 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 69 | 57 | 91 | (r) | (r) | (r) |
| 22. I have a say in decisions which affect my work | 64 | 73 | 50 | 72 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 62 | 50 | 91 | (r) | (r) | (r) |
| 23. I think it is safe to speak up and challenge the way things are done | 74 | 65 | 70 | 88 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 57 | 91 | (r) | (r) | (r) |
| 24a. Where I work, we share the lessons learnt when mistakes are made | 73 | 80 | 58 | 84 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 71 | 91 | (r) | (r) | (r) |
| 24b. I am aware of the strategic objectives and direction of the organisation I work for | 80 | 85 | 85 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 77 | 79 | 91 | (r) | (r) | (r) |
| 24c. I am aware of how my work contributes to the overall strategic objectives of my organisation | 86 | 92 | 90 | 88 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 79 | 100 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | ıst 5% le | ss than | overall s | score | | (r) | Where o | group ha | s less th | nan 10 re | esponde | ents | |
|---|-----------------------|-----------|-----------------------|--------------------------|-------------------|---------------|---------------------------|--------------------------|-------------|-----------|----------------|--------------------------|------------------------|-------|
| | | | | | | | | Role | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| Training and Development Opportunities | | | | | | | | | | | | | | |
| 25. I have received the appropriate training and development to do my job effectively | 63 | (r) | (r) | (r) | 68 | (r) | (r) | (r) | (r) | (r) | 61 | (r) | (r) | (r) |
| 26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work | 53 | (r) | (r) | (r) | 53 | (r) | (r) | (r) | (r) | (r) | 46 | (r) | (r) | (r) |
| 27. I am encouraged to take opportunities to learn new skills and have new experiences | 57 | (r) | (r) | (r) | 74 | (r) | (r) | (r) | (r) | (r) | 39 | (r) | (r) | (r) |

| Key At least | st 5% greater than overall score | At lea | ast 5% les | ss than | overall | score | | (r) | Where g | roup ha | as less th | an 10 re | esponde | ents | | | |
|---|--|-----------------------|------------|------------|--------------------|-----------------|-------------------|-----------|---------------------|---------------------|----------------------------------|----------|---------|------------|------|--------|-------------------|
| | | | Man sta | age aff | | Manag respor | ement sibility | | | En | nployme | ent sta | itus | | | Gende | ľ |
| | | Health Infrastructure | Yes | No | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say |
| | Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) |
| | Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) |
| Training and Develo | pment Opportunities | | | | | | | | | | | | | | | | |
| 25. I have received the apprenticed the apprenticed street. | propriate training and development to do my job | 63 | 59 | 65 | (r) | 45 | (r) | (r) | 75 | (r) | 52 | (r) | (r) | 54 | 52 | 77 | (r) |
| 26. I am given the opportur requirements as a part | nity to complete my annual mandatory training of my every day work | 53 | 48 | 55 | (r) | 27 | (r) | (r) | 63 | (r) | 55 | (r) | (r) | 38 | 52 | 53 | (r) |
| 27. I am encouraged to tak new experiences | te opportunities to learn new skills and have | 57 | 56 | 57 | (r) | 55 | (r) | (r) | 72 | (r) | 48 | (r) | (r) | 46 | 52 | 65 | (r) |

| Key At least 5% greater than overall score | At lea | ast 5% le | ss than | overall s | core | | (r) | Where (| group ha | s less th | nan 10 r | esponde | ents | | | | |
|---|-----------------------|---------------------|--|--|---|---|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|
| | | Le | ngth of | Servi | e at NS | SW Hea | alth | | | | | Age (| Group | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) |
| Training and Development Opportunities | | | | | | | | | | | | | | | | | |
| 25. I have received the appropriate training and development to do my job effectively | 63 | 62 | 40 | 72 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 69 | 50 | 73 | (r) | (r) | (r) |
| 26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work | 53 | 38 | 47 | 60 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 54 | 50 | 55 | (r) | (r) | (r) |
| 27. I am encouraged to take opportunities to learn new skills and have new experiences | 57 | 50 | 55 | 64 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 54 | 43 | 55 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | st 5% le | ss than o | overall s | core | | (r) | Where o | roup ha | s less tl | nan 10 re | sponde | nts | |
|---|-----------------------|----------|-----------------------|--------------------------|-------------------|---------------|---------------------------|--------------------------|-------------|-----------|----------------|--------------------------|------------------------|-------|
| | | | | | | | | Role | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| Work Environment | | | | | | | | | | | | | | |
| 28. I have confidence in the processes that my workplace uses to resolve staff conflict | 59 | (r) | (r) | (r) | 71 | (r) | (r) | (r) | (r) | (r) | 58 | (r) | (r) | (r) |
| 29. I am able to achieve a healthy work/life balance most of the time | 72 | (r) | (r) | (r) | 79 | (r) | (r) | (r) | (r) | (r) | 67 | (r) | (r) | (r) |
| 30. There are mechanisms in place to support me if I experience stress or pressure | 53 | (r) | (r) | (r) | 71 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| 31. Reasonable expectations are placed on staff according to their position | 78 | (r) | (r) | (r) | 82 | (r) | (r) | (r) | (r) | (r) | 78 | (r) | (r) | (r) |
| 32. My workplace is proactive in minimising potential violence/abuse from patients or visitors | 60 | (r) | (r) | (r) | 59 | (r) | (r) | (r) | (r) | (r) | 67 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | ast 5% le | ss than o | overall | score | | (r) | Where g | group ha | s less th | an 10 re | esponde | ents | | | |
|---|-----------------------|-----------|-------------|--------------------|-----------------|----------------|-----------|---------------------|---------------------|----------------------------------|----------|---------|------------|------|--------|-------------------|
| | | | nage aff | | Manag respon | | | | Em | ployme | ent sta | itus | | | Gende | |
| | Health Infrastructure | Yes | No | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say |
| Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) |
| Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) |
| Work Environment | | | | | | | | | | | | | | | | |
| 28. I have confidence in the processes that my workplace uses to resolve staff conflict | 59 | 78 | 50 | (r) | 73 | (r) | (r) | 66 | (r) | 62 | (r) | (r) | 50 | 63 | 58 | (r) |
| 29. I am able to achieve a healthy work/life balance most of the time | 72 | 67 | 74 | (r) | 55 | (r) | (r) | 75 | (r) | 62 | (r) | (r) | 75 | 67 | 81 | (r) |
| 30. There are mechanisms in place to support me if I experience stress of pressure | ^r 53 | 48 | 56 | (r) | 27 | (r) | (r) | 56 | (r) | 48 | (r) | (r) | 46 | 46 | 68 | (r) |
| 31. Reasonable expectations are placed on staff according to their position | 78 | 81 | 76 | (r) | 73 | (r) | (r) | 81 | (r) | 62 | (r) | (r) | 83 | 77 | 77 | (r) |
| 32. My workplace is proactive in minimising potential violence/abuse from patients or visitors | 60 | 70 | 56 | (r) | 55 | (r) | (r) | 63 | (r) | 62 | (r) | (r) | 54 | 65 | 55 | (r) |

| Key At least 5% greater than overall score | At lea | st 5% le | ss than o | overall s | core | | (r) | Where (| group ha | s less th | nan 10 r | esponde | ents | | | | |
|---|-----------------------|---------------------|--|---|--|---|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|
| | | Le | ngth of | Servic | e at NS | SW Hea | alth | | | | | Age (| Group | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) |
| Work Environment | | | | | | | | | | | | | | | | | |
| 28. I have confidence in the processes that my workplace uses to resolve staff conflict | 59 | 65 | 45 | 68 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 54 | 50 | 64 | (r) | (r) | (r) |
| 29. I am able to achieve a healthy work/life balance most of the time | 72 | 81 | 60 | 72 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 62 | 64 | 82 | (r) | (r) | (r) |
| 30. There are mechanisms in place to support me if I experience stress or pressure | 53 | 62 | 50 | 44 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 38 | 57 | 73 | (r) | (r) | (r) |
| 31. Reasonable expectations are placed on staff according to their position | 78 | 81 | 75 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 69 | 64 | 91 | (r) | (r) | (r) |
| 32. My workplace is proactive in minimising potential violence/abuse from patients or visitors | 60 | 58 | 60 | 64 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 77 | 43 | 55 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At leas | st 5% les | ss than o | overall s | score | | (r) | Where g | group ha | s less th | nan 10 re | esponde | ents | |
|---|-----------------------|-----------|-----------------------|--------------------------|-------------------|---------------|---------------------------|--------------------------|-------------|-----------|----------------|--------------------------|------------------------|-------|
| | | | | | | | | Role | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| Unacceptable Behaviour | | | | | | | | | | | | | | |
| 34a. Do you currently know how to report occurrences of these types of behaviour? | 74 | (r) | (r) | (r) | 68 | (r) | (r) | (r) | (r) | (r) | 78 | (r) | (r) | (r) |
| 34b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately? | 72 | (r) | (r) | (r) | 71 | (r) | (r) | (r) | (r) | (r) | 75 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | ast 5% le | ss than | overall | score | | (r) | Where g | roup ha | as less th | an 10 re | esponde | ents | | | |
|---|-----------------------|-----------|-------------|--------------------|-----------------|----------------|-----------|---------------------|---------------------|----------------------------------|----------|---------|------------|------|--------|-------------------|
| | | | nage aff | | Manag respon | | | | En | nployme | ent sta | tus | | | Gende | |
| | Health Infrastructure | Yes | No No | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say |
| Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) |
| Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) |
| Unacceptable Behaviour | | | | | | | | | | | | | | | | |
| 34a. Do you currently know how to report occurrences of these types of behaviour? | 74 | 78 | 72 | (r) | 64 | (r) | (r) | 78 | (r) | 67 | (r) | (r) | 75 | 69 | 81 | (r) |
| 34b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately? | 72 | 74 | 70 | (r) | 64 | (r) | (r) | 72 | (r) | 71 | (r) | (r) | 75 | 71 | 74 | (r) |

| Key At least 5% greater than overall score | At lea | ast 5% le | ss than | overall s | core | | (r) | Where g | roup ha | ıs less th | an 10 r | esponde | ents | | | | |
|---|-----------------------|---------------------|--|---|--|---|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|
| | | Le | ngth of | Servic | e at N | SW Hea | alth | | | | | Age (| Group | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) |
| Unacceptable Behaviour | | | | | | | | | | | | | | | | | |
| 34a. Do you currently know how to report occurrences of these types of behaviour? | 74 | 58 | 65 | 92 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 64 | 91 | (r) | (r) | (r) |
| 34b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately? | 72 | 73 | 65 | 76 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 50 | 91 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At lea | st 5% les | ss than o | overall s | score | | (r) | Where o | roup ha | s less th | nan 10 re | sponde | ents | |
|---|-----------------------|-----------|-----------------------|--------------------------|-------------------|---------------|---------------------------|--------------------------|-------------|-----------|----------------|--------------------------|------------------------|-------|
| | | | | | | | | Role | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| Service Delivery | | | | | | | | | | | | | | |
| 35. My work environment allows me to deliver the best possible services (patient care or support services) | 69 | (r) | (r) | (r) | 68 | (r) | (r) | (r) | (r) | (r) | 72 | (r) | (r) | (r) |
| 36. In my workplace patient safety is at the centre of all decision making | 53 | (r) | (r) | (r) | 44 | (r) | (r) | (r) | (r) | (r) | 61 | (r) | (r) | (r) |
| 37. My team's objectives/work plans are clearly outlined | 85 | (r) | (r) | (r) | 97 | (r) | (r) | (r) | (r) | (r) | 78 | (r) | (r) | (r) |
| 38. Our objectives/work plans help us to deliver a quality service | 79 | (r) | (r) | (r) | 82 | (r) | (r) | (r) | (r) | (r) | 78 | (r) | (r) | (r) |
| 39. At my workplace there is a good balance between delivering services and monitoring service delivery | 69 | (r) | (r) | (r) | 74 | (r) | (r) | (r) | (r) | (r) | 67 | (r) | (r) | (r) |

| Key At least 5% greater than overall score | At least 5% less than overall score | | | | | (r) | Where g | group ha | | | | | | | | |
|---|-------------------------------------|-----|----------------|--------------------|-----------------|----------------|-----------|---------------------|---------------------|----------------------------------|---------|--------|------------|------|--------|-------------------|
| | | | nage aff | | Manag respon | | | | En | nploym | ent sta | itus | | | Gende | r |
| | Health Infrastructure | Yes | O _N | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say |
| Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) |
| Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) |
| Service Delivery | | | | | | | | | | | | | | | | |
| 35. My work environment allows me to deliver the best possible services (patient care or support services) | 69 | 74 | 67 | (r) | 64 | (r) | (r) | 75 | (r) | 57 | (r) | (r) | 67 | 67 | 71 | (r) |
| 36. In my workplace patient safety is at the centre of all decision making | 53 | 56 | 52 | (r) | 36 | (r) | (r) | 50 | (r) | 57 | (r) | (r) | 50 | 52 | 55 | (r) |
| 37. My team's objectives/work plans are clearly outlined | 85 | 85 | 85 | (r) | 82 | (r) | (r) | 88 | (r) | 71 | (r) | (r) | 92 | 85 | 84 | (r) |
| 38. Our objectives/work plans help us to deliver a quality service | 79 | 85 | 76 | (r) | 82 | (r) | (r) | 84 | (r) | 71 | (r) | (r) | 79 | 79 | 77 | (r) |
| 39. At my workplace there is a good balance between delivering services and monitoring service delivery | 69 | 70 | 69 | (r) | 55 | (r) | (r) | 78 | (r) | 62 | (r) | (r) | 58 | 69 | 74 | (r) |

| Key At least 5% greater than overall score | At lea | At least 5% less than overall score | | | | | | (r) Where group has less than 10 respondents | | | | | | | | | | | |
|---|-----------------------|-------------------------------------|--|---|--|---|---------------------------|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|--|--|
| | | Length of Service at NSW Hea | | | | | alth | Alth Age Group | | | | | | | | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say | | |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) | | |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) | | |
| Service Delivery | | | | | | | | | | | | | | | | | | | |
| 35. My work environment allows me to deliver the best possible services (patient care or support services) | 69 | 65 | 70 | 72 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 62 | 43 | 82 | (r) | (r) | (r) | | |
| 36. In my workplace patient safety is at the centre of all decision making | 53 | 46 | 60 | 52 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 62 | 43 | 45 | (r) | (r) | (r) | | |
| 37. My team's objectives/work plans are clearly outlined | 85 | 88 | 85 | 84 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 85 | 79 | 100 | (r) | (r) | (r) | | |
| 38. Our objectives/work plans help us to deliver a quality service | 79 | 73 | 80 | 88 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 77 | 57 | 91 | (r) | (r) | (r) | | |
| 39. At my workplace there is a good balance between delivering services and monitoring service delivery | 69 | 69 | 65 | 68 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 62 | 64 | 82 | (r) | (r) | (r) | | |

| Key At least 5% greater than overall score | At lea | At least 5% less than overall score (r) Where group has less than 10 respondents | | | | | | | | | | | | |
|--|-----------------------|--|-----------------------|--------------------------|-------------------|---------------|---------------------------|--------------------------|-------------|-----------|----------------|--------------------------|------------------------|-------|
| | | | | | | | | Role | | | | | | |
| | Health Infrastructure | Medical | Nursing and Midwifery | Clinical Support Workers | Corporate Support | Allied Health | Other Health Professional | Scientific and Technical | Oral Health | Ambulance | Health Manager | Patient Support Services | Maintenance and Trades | Other |
| Respondents | 82 | (r) | (r) | (r) | 35 | (r) | (r) | (r) | (r) | (r) | 36 | (r) | (r) | (r) |
| Employee Engagement Index | 83 | (r) | (r) | (r) | 90 | (r) | (r) | (r) | (r) | (r) | 81 | (r) | (r) | (r) |
| our Workplace | | | | | | | | | | | | | | |
| Overall I am proud to be a part of this workplace | 88 | (r) | (r) | (r) | 94 | (r) | (r) | (r) | (r) | (r) | 89 | (r) | (r) | (r) |
| 1. I would recommend my workplace as a good place to work | 79 | (r) | (r) | (r) | 91 | (r) | (r) | (r) | (r) | (r) | 72 | (r) | (r) | (r) |
| 12. I feel motivated to contribute more than what is normally required at work | 88 | (r) | (r) | (r) | 91 | (r) | (r) | (r) | (r) | (r) | 89 | (r) | (r) | (r) |
| 43. I have a strong sense of belonging to my workplace | 77 | (r) | (r) | (r) | 88 | (r) | (r) | (r) | (r) | (r) | 69 | (r) | (r) | (r) |
| 44. Overall I am satisfied to be working here at the present time | 83 | (r) | (r) | (r) | 88 | (r) | (r) | (r) | (r) | (r) | 83 | (r) | (r) | (r) |
| 5. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour | 81 | (r) | (r) | (r) | 85 | (r) | (r) | (r) | (r) | (r) | 80 | (r) | (r) | (r) |
| Overall, I believe the culture at my workplace has improved in the last 12 months | 44 | (r) | (r) | (r) | 50 | (r) | (r) | (r) | (r) | (r) | 43 | (r) | (r) | (r) |
| | | | | | | | | | | | | | | |

| At least 5% greater than overall score | At lea | At least 5% less than overall score (r) Wh | | | | | | |) Where group has less than 10 respondents | | | | | | | | | | | |
|---|-----------------------|--|----|--------------------|----------------|----------------|-----------|---------------------|--|----------------------------------|--------|--------|------------|------|--------|-------------------|--|--|--|--|
| | | Manage Management staff responsibility | | | | , | | Em | | Gender | | | | | | | | | | |
| | Health Infrastructure | Yes | No | Front Line Manager | Middle Manager | Senior Manager | Executive | Permanent Full time | Permanent Part time | Fixed term or temporary contract | Agency | Casual | Contractor | Male | Female | Prefer not to say | | | | |
| Respondents | 82 | 27 | 55 | (r) | 11 | (r) | (r) | 32 | (r) | 21 | (r) | (r) | 25 | 49 | 31 | (r) | | | | |
| Employee Engagement Index | 83 | 85 | 82 | (r) | 86 | (r) | (r) | 89 | (r) | 73 | (r) | (r) | 84 | 85 | 82 | (r) | | | | |
| our Workplace | | | | | | | | | | | | | | | | | | | | |
| 40. Overall I am proud to be a part of this workplace | 88 | 89 | 87 | (r) | 91 | (r) | (r) | 94 | (r) | 76 | (r) | (r) | 92 | 88 | 87 | (r) | | | | |
| 41. I would recommend my workplace as a good place to work | 79 | 74 | 81 | (r) | 82 | (r) | (r) | 88 | (r) | 67 | (r) | (r) | 79 | 81 | 77 | (r) | | | | |
| 42. I feel motivated to contribute more than what is normally required at work | 88 | 89 | 87 | (r) | 91 | (r) | (r) | 91 | (r) | 81 | (r) | (r) | 88 | 90 | 90 | (r) | | | | |
| 43. I have a strong sense of belonging to my workplace | 77 | 85 | 72 | (r) | 82 | (r) | (r) | 88 | (r) | 67 | (r) | (r) | 71 | 81 | 74 | (r) | | | | |
| 44. Overall I am satisfied to be working here at the present time | 83 | 81 | 83 | (r) | 82 | (r) | (r) | 84 | (r) | 76 | (r) | (r) | 88 | 88 | 77 | (r) | | | | |
| 45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour | 81 | 85 | 79 | (r) | 91 | (r) | (r) | 84 | (r) | 71 | (r) | (r) | 83 | 83 | 84 | (r) | | | | |
| 46. Overall, I believe the culture at my workplace has improved in the last 12 months | 44 | 65 | 33 | (r) | 45 | (r) | (r) | 41 | (r) | 48 | (r) | (r) | 39 | 49 | 39 | (r) | | | | |

| Key At least 5% greater than overall score | At lea | At least 5% less than overall score (r) | | | | | Where g | group ha | is less th | nan 10 r | n 10 respondents | | | | | | | | | | |
|--|-----------------------|---|--|---|--|---|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|--|--|--|--|
| | | Le | Length of Service at NSW Health | | | | | | | | | Age (| Group | | | | | | | | |
| | Health Infrastructure | Less than 12 months | At least 12 months but not more than 2 years | At least 2 years but not more than 5 years | At least 5 years but not more than 10 years | At least 10 years but not more than 20 years | At least 20 years or more | Less than 25 years | Between 25-29 years | Between 30-34 years | Between 35-39 years | Between 40-44 years | Between 45-49 years | Between 50-54 years | Between 55-59 years | 60 or above | Prefer not to say | | | | |
| Respondents | 82 | 27 | 20 | 25 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 13 | 14 | 11 | (r) | (r) | (r) | | | | |
| Employee Engagement Index | 83 | 83 | 80 | 89 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 91 | 69 | 100 | (r) | (r) | (r) | | | | |
| Your Workplace | | | | | | | | | | | | | | | | | | | | | |
| 40. Overall I am proud to be a part of this workplace | 88 | 88 | 85 | 96 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 100 | 71 | 100 | (r) | (r) | (r) | | | | |
| 41. I would recommend my workplace as a good place to work | 79 | 85 | 75 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 77 | 64 | 100 | (r) | (r) | (r) | | | | |
| 42. I feel motivated to contribute more than what is normally required at work | 88 | 85 | 85 | 96 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 100 | 71 | 100 | (r) | (r) | (r) | | | | |
| 43. I have a strong sense of belonging to my workplace | 77 | 73 | 70 | 88 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 77 | 64 | 100 | (r) | (r) | (r) | | | | |
| 44. Overall I am satisfied to be working here at the present time | 83 | 88 | 85 | 80 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 92 | 71 | 100 | (r) | (r) | (r) | | | | |
| 45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour | 81 | 76 | 85 | 84 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 100 | 64 | 100 | (r) | (r) | (r) | | | | |
| 46. Overall, I believe the culture at my workplace has improved in the last 12 months | 44 | 35 | 37 | 60 | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 62 | 31 | 73 | (r) | (r) | (r) | | | | |

Guide to using this report

Methodology

The YourSay survey was delivered as an online and paper based survey to meet the operational needs of a workforce that operates 24 hours a day, 7 days a week.

Questionnaire design

The questionnaire was designed by ORC International in conjunction with the NSW Health workplace culture project team, the Department of Health Workplace Culture Survey Reference Group and Chief Executives of all NSW Health organisations. The questionnaire was designed to be succinct and provide actionable results to help inform the organisation and highlight areas for improvement.

Data collection

The survey used an online methodology with all staff invited to participate however, paper copies of the survey were also made available.

All staff were given the opportunity to complete the survey between 25th March to the 29th April, 2013. Paper surveys were accepted until the 3rd of May, 2013.

ORC International set up and hosted the online survey. Respondents were asked to put in a user name and password unique to them in order to enable the respondent to leave and return the survey.

Estimated Response Rate Calculation

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 2nd April 2013. This figure does not include contractors, agency staff and volunteers, nor does it account for staff on secondment or extended leave, hence the estimated response rate is not accurate.

The final estimated response rates have been weighted to account for our part-time and temporary staff. The proportion of Full time and Part time staff have been taken from those who responded to "Q5. Which of the following best describes your current employment status?" A Part-time respondent has been weighted by 0.33 (i.e. they are assumed to work one in three days).

Fixed term or temporary contract (3) proportioned into Full and Part

Example calculation for NSW Health Overall:

Q5. Which of the following best describes your current employment status?

time based on responses to (1) and (2). Responses Permanent Full time (1) 18750 18750 × 1661 = 1175 Full time Permanent Part time (2) 7753 18750 + 7753 Fixed term or temporary contract (3) 1661 -132 Agency (4) 7753 x 1661 = 486 Part time 18750 + 7753 Casual (5) 975 203 Contractor (6) TOTAL answering Q51 29474 TOTAL number of respondents to the survey 31493

Total estimated Full time responses as a proportion of all respondents to the survey:

$$\frac{1850 + 1175}{29474}$$
 x 31493 = 21290 Estimated Full Time responses

Total estimated Part time responses as a proportion of all respondents to the survey:

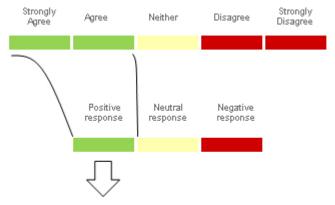
$$\frac{.7753 + 486}{.29474}$$
 x 31493 = 8803 Estimated Part Time responses

Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

Guide to using this report

% Positive

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses ("Strongly Agree" + "Agree") and dividing by the number of respondents which answered the question.



+ number of respondents who answered the question



Index and Section Scores

Index and Section scores are calculated as the sum of positive responses given to all questions in that Index or Section divided by the number of answers to all questions in the group.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

| - | Strongly Agree | Agree | Neither | Disagree | Strongly Disagree | Total |
|------------------------------|-------------------|--------|---------|----------|----------------------|---------|
| Number of Responses | 151 | 166 | 176 | 96 | 24 | 613 |
| Percentage | 24.63% | 27.08% | 28.71% | 15.66% | 3.92% | 100.00% |
| Rounded Percentage | 25% | 27% | 29% | 16% | 4% | 101% |
| Number of positive responses | (151 | + | 166) | = | 317 | |
| % Positive | 317 | ÷ | 613 | = | 52% | |

Benchmark data

ORC International facilitates a benchmarking programme which allows organisations to benchmark their results against the results of other organisations in their sector. In this report, the external benchmark data is the average % positive score achieved from a recent surveys of a random sample of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.