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.

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ACTUAL RESPONSES



2% Confidence Interval ESTIMATED RESPONSE RATE



ENGAGEMENT INDEX



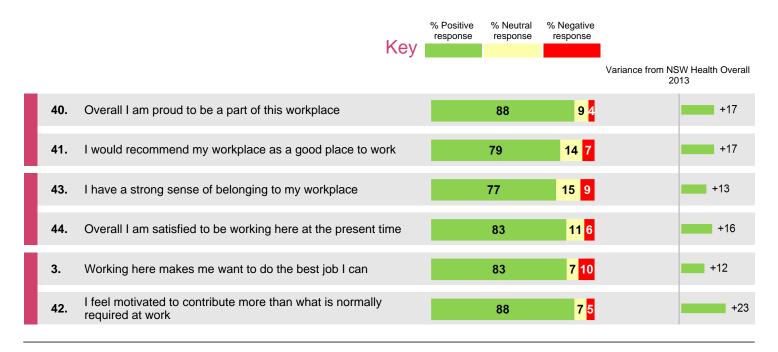
WORKPLACE CULTURE INDEX

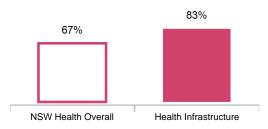
Employee Engagement Index

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.

Say	The three elements of Employee Engagement 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:





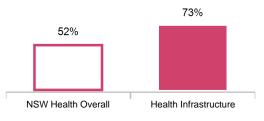


Employee Workplace Culture Index

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:

	Кеу	% Positive response	% Neutral response	% Negative response	
					W Health Overall 13
11.	Morale is good in my team		78	<mark>10</mark> 12	+27
12.	I believe I am valued for what I can offer at my workplace		75	9 16	+14
13.	In my workplace, we recognise our successes and innovations		80	12 7	+25
14.	Staff are treated respectfully regardless of their job		78	9 14	+18
17.	Overall, I have confidence in the decisions made by my line manager		83	<mark>12</mark> 5	+21
18b.	The senior managers at my workplace have a clear direction for the future	6	68	19 <mark>13</mark>	+28
18c.	The senior managers at my workplace lead by example in creating a positive workplace		76	<mark>16</mark> 8	+35
20.	Overall, I have confidence in the decisions made by my senior managers		80	<mark>14</mark> 6	+38
22.	I have a say in decisions which affect my work	64	4	25 11	+18
23.	I think it is safe to speak up and challenge the way things are done		74	<mark>16</mark> 10	+23
24a.	Where I work, we share the lessons learnt when mistakes are made		73	15 <mark>11</mark>	+15
28.	I have confidence in the processes that my workplace uses to resolve staff conflict	59)	27 14	+17
37.	My team's objectives/work plans are clearly outlined		85	5 <mark>10</mark>	+20
38.	Our objectives/work plans help us to deliver a quality service		79	17 4	+15
46.	Overall, I believe the culture at my workplace has improved in the last 12 months	44	4	3 14	+8



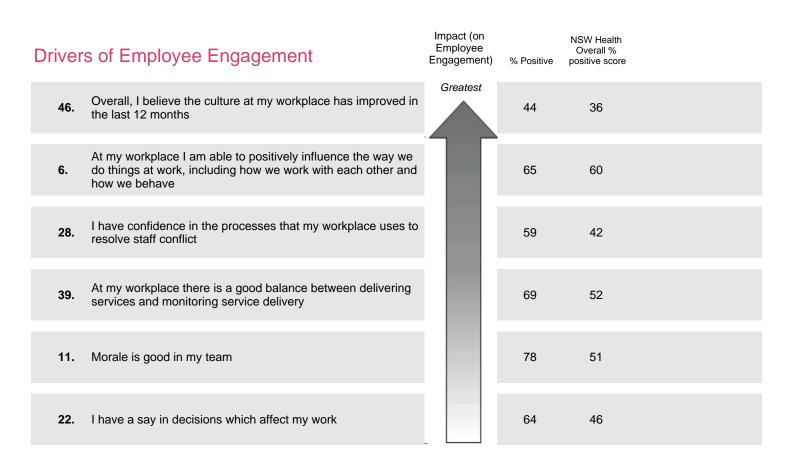


Drivers of Engagement

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.



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

Sections	% Positive
Your Team	80
Your Line Manager	80
Your Job	78
Questions	% 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

Lowlights

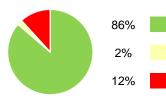
Sections	% Positive
Training and Development Opportunities	57
Work Environment	64
Service Delivery	71
Questions	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	44
26. I am given the opportunity to complete my annual mandatory training requirements as a 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

86

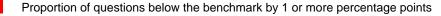
External Comparison

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.



Proportion of questions above the benchmark by 1 or more percentage points

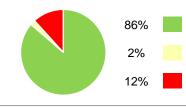
Proportion of questions inline with the benchmark



		% 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.



Proportion of questions above the benchmark by 1 or more percentage points

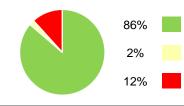
Proportion of questions inline with the benchmark

Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	/ariance 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 de	livery 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.



Proportion of questions above the benchmark by 1 or more percentage points

Proportion of questions inline with the benchmark

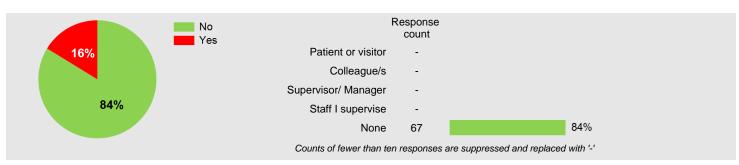
Proportion of questions below the benchmark by 1 or more percentage points

		% 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	+3
1.	My job makes good use of my skills and abilities	84	+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

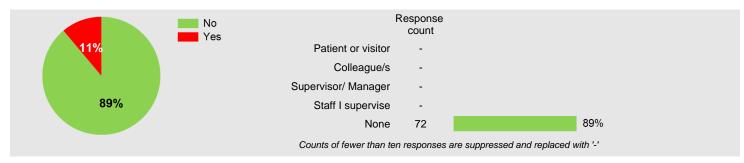
Unacceptable Behaviour

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

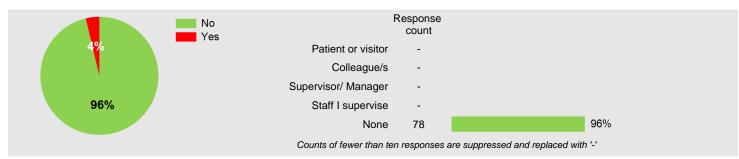
33a. In the last 12 months, I have been verbally abused by a ...



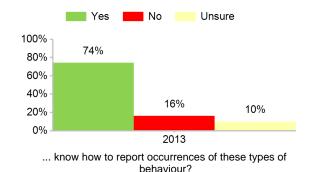
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...

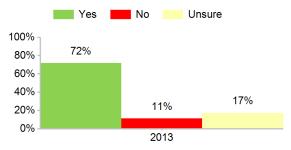


33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethnoreligious background, disability, age, homosexuality, transgender or carers responsibilities by a ...



34. Do you currently ...





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

A qu	estion identified as being a key driver of employee engagement	% positive response	% neutral response	% nega respo			comparato	6 less than
You	ur Job					82 % Positive Score	 NSW Health Overall 2013 	Australian Health Sector Benchmark
			04		7 0			
1.	My job makes good use of my skills and abilities		84		79	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
	At my workplace I am able to positively influence the way we do things at work, including how we work with							

A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response		comparato	% less than
				% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Team				80	60	64
7. The people I work with are willing to help each other even if this means doing something outside their usual job		87	10 <mark>4</mark>	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
11. Morale is good in my team		78	10 12	78	51	56

A question identified as being a key driver of employee engagement Seing valued	% positive response	% neutral response	% negative response		At least 19 comparate	% greater that
A question identified as being a key driver of employee engagement					At least 19 comparate	% less than or
				% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
Being valued				78	59	63
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

A question identified as being a key driver of employee engagement	% positive response	% neutral response		egative ponse		comparate	% less than
					% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Line Manager					80	62	60
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		56	89	75	74
16. I receive regular and constructive feedback on my performance	(8	19	14	68	49	49
17. Overall, I have confidence in the decisions made by my line manager		83		12 5	83	62	59

A question identified as being a key driver of employee engagement	% positive response	% neutral response	% nega respo			At least 1% greater th comparator At least 1% less than comparator	
					% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
Senior Managers					76	42	40
18a. The senior managers at my workplace are aware of the issues I face in my job		81	1	18	81	46	44
18b. The senior managers at my workplace have a clear direction for the future		8	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	1	4 6	80	42	40

A question identified as being a key driver of employee engagement	A question identified as being a key driver of employee engagement		% neutral response	% nega respo			comparate	% less than
					% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark	
Communication					74	53	55	
21. I am kept well informed about what is happening in my workplace	e	8	20	12	68	50	49	
22. I have a say in decisions which affect my work	64	l -	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	1	19	80	56	61	
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation		86		10 <mark>4</mark>	86	59	63	

	% positive response	% neutral response	% nega respo			comparato	
A question identified as being a key driver of employee engagement						At least 19 comparate	% less than or
					% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
Training and Development Opportunities						00	
Training and Development Opportunities					57	69	73
25. I have received the appropriate training and development to do my job effectively	63		27	10	57 63	69 71	73 78
	63 53		27 39	10 9			

Key A question identified as being a key driver of employee engagement	ent % positive % response re:		% negative response			comparate	% less than
					% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
Work Environment					64	57	61
28. I have confidence in the processes that my workplace uses to resolve staff conflict	59		27	14	59	42	46
29. I am able to achieve a healthy work/life balance most of the time	72	2	16	12	72	65	68
30. There are mechanisms in place to support me if I experience stress or pressure	53		36	11	53	54	59
31. Reasonable expectations are placed on staff according to their position	7	78	12	10	78	56	61
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	60		36	4	60	68	69

This section shows the breakdown of responses to each question

		At least 1% greater than comparator
Key	A question identified as being a key driver of employee engagement	At least 1% less than comparator

Unacceptable Behaviour

33a. In the last 12 months, I have been verbally abused by a	Response count
Patient or visitor	-
Colleague/s	-
Supervisor/ Manager	-
Staff I supervise	-
None	67
Please note: Counts of fewer than ten responses are suppressed and replaced with '-'	
In the last 12 months, I have been the object of repeated behaviour which is offensive,	
33b. Intrinidating, humiliating or threatening by a	Response count
33b. intimidating, humiliating or threatening by a Patient or visitor	Response count
intimidating, humiliating or threatening by a	
intimidating, humiliating or threatening by a Patient or visitor	-
intimidating, humiliating or threatening by a Patient or visitor Colleague/s	-
intimidating, humiliating or threatening by a Patient or visitor Colleague/s Supervisor/ Manager	-

Key Aq	uestion identified as being a key driver of employee engagement						comparate	% less than
Un	acceptable Behaviour					% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
33c	In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno- religious background, disability, age, homosexuality, transgender or carers responsibilities by a	Response count						
	Patient or visitor	-						
	Colleague/s	-						
	Supervisor/ Manager	-						
	Staff I supervise	-						
	None	78			96%			
	Please note: Counts of fewer than ten responses are suppressed and replaced with '-'							
			% Yes	% Unsure	% No			
34a	Do you currently know how to report occurrences of these types of behaviour?			74	<mark>10</mark> 16	74	83	88
34b	Do you currently have confidence that if you report these behaviours they will be responded to appropriately?			72	17 11	72	45	52

A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negati respons			comparate	% less than
					% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
Service Delivery					71	61	68
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	4	53	67	73
37. My team's objectives/work plans are clearly outlined		85	5	10	85	65	71
38. Our objectives/work plans help us to deliver a quality service		79	17	4	79	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery	69		27	4	69	52	58

A question identified as being a key driver of employee engagement		A question identified as being a key driver of employee engagement		% neutral response	% neg respo			comparate	% less than
					% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark		
Your Workplace					77	60	62		
40. Overall I am proud to be a part of this workplace		88		94	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		75	88	65	64		
43. I have a strong sense of belonging to my workplace		77	1	59	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	4	13	14	44	36	38		

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).

Example calculation for NSW Health Overall:

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

	Responses		<i>d term or temporal</i> based on response	ry <i>contract (</i> 3) proportioned into Full and F es to (1) and (2).
Permanent Full time (1)	18750		18750	x 1661 = 1175 Full time
Permanent Part time (2)	7753		18750 + 7753	x 1001 – 11731 dir time
Fixed term or temporary contract (3)	1661 -	4		
Agency (4)	132		7753	× 1661 = 486 Part time
Casual (5)	975		18750 + 7753	x 1001 – 400 Part time
Contractor (6)	203			
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:

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

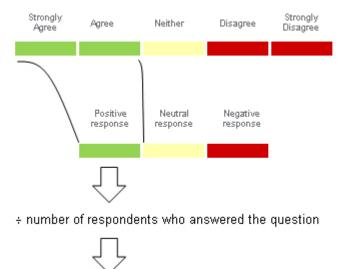
<u>7753 + 486</u> × 31493 = 8803 Estimated Part Time responses 29474

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

21289 + (8803 × 0.33) = 25% Estimated Response Rate 94882.6 Part

% 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.



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.

% Positive

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.