

2011 YourSay Workplace Survey

Facility Report



South Western Sydney Local Health District

This Report

This report provides South Western Sydney Local Health District with data from the 2011 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 27 April 2011. 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 estimated response rates for individual facilities cannot be provided where the actual number of surveys received exceeded the nominated FTE for that facility. This error could be from an incorrect FTE value being used and/or errors in self selection when completing the survey.

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%.

Please see the Guide to using this report for further information

Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2011 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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1,930

ACTUAL RESPONSES

20%

2% Confidence Interval

ESTIMATED RESPONSE RATE

60%

ENGAGEMENT INDEX

46%

WORKPLACE CULTURE INDEX

Employee Engagement Index

The Engagement Index is a measure of respondent's 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

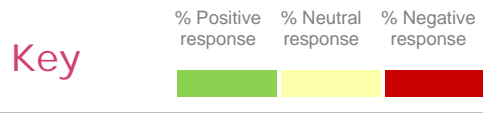
Stay

An emotional commitment to the organisation and a desire to stay

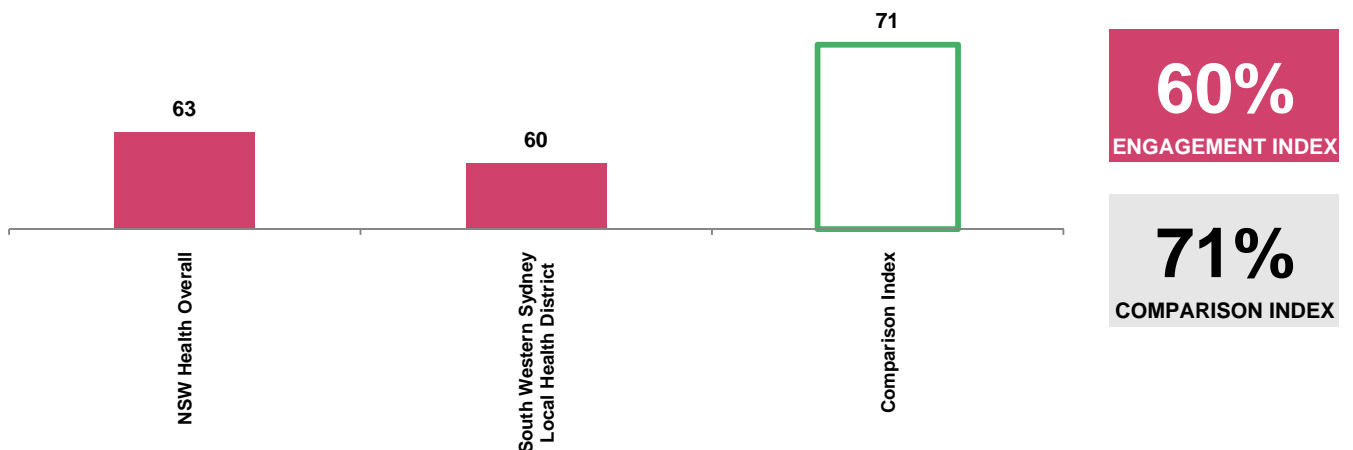
Strive

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:



Question	Response Scale	Variance NSW Health Overall
41. Overall I am proud to be a part of this workplace	64% Positive, 21% Neutral, 15% Negative	-4
42. I would recommend my workplace as a good place to work	55% Positive, 21% Neutral, 24% Negative	-3
44. I have a strong sense of belonging to my workplace	58% Positive, 20% Neutral, 21% Negative	-3
45. Overall I am satisfied to be working here at the present time	60% Positive, 18% Neutral, 22% Negative	-4
3. Working here makes me want to do the best job I can	65% Positive, 18% Neutral, 17% Negative	
43. I feel motivated to contribute more than what is normally required at work	57% Positive, 20% Neutral, 23% Negative	-4

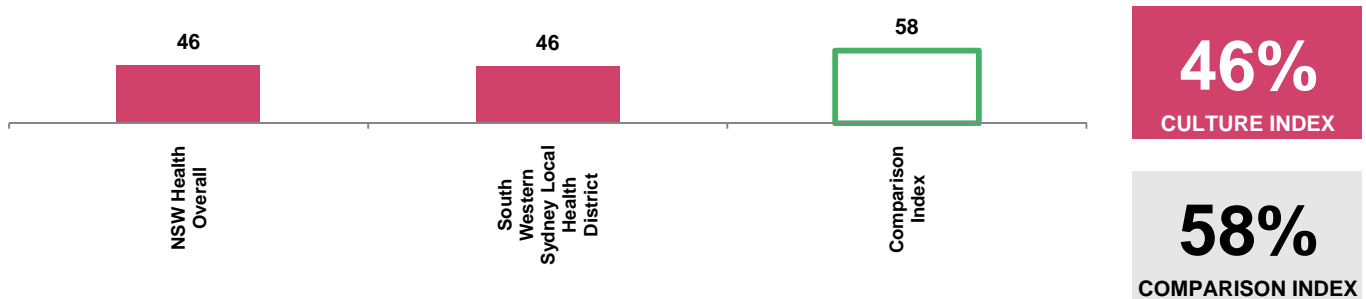


Employee Workplace Culture Index

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:

Question	Key			Response Scale	Variance from NSW Health Overall
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	46	21	33		0
12. I believe I am valued for what I can offer at my workplace	55	16	28	-3	
13. In my workplace, we recognise our successes and innovations	48	23	29	-2	
14. Staff are treated respectfully regardless of their job	54	18	28	-1	
17. Overall, I have confidence in the decisions made by my line manager	56	21	23	-2	
18b. The senior managers at my workplace have a clear direction for the future	33	33	34		+1
18c. The senior managers at my workplace lead by example in creating a positive workplace	35	28	37		+1
20. Overall, I have confidence in the decisions made by my senior managers	35	30	35	-1	
22. I have a say in decisions which affect my work	41	23	37		0
23. I think it is safe to speak up and challenge the way things are done	46	18	36		0
24. Where I work, we share the lessons learnt when mistakes are made	54	22	23		+1
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	28	34		+1
38. My team's objectives/work plans are clearly outlined	61	24	15		+1
39. Our objectives/work plans help us to deliver a quality service	59	25	17	-1	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29	34	37		0



Drivers of Engagement

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those aspects of working for this organisation which have the greatest impact on Employee Engagement. The dashboard below shows the questions with the greatest impact on Employee Engagement for South Western Sydney Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for South Western Sydney Local Health District as a whole.

The questions derived from the KDA 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.

Drivers of Employee Engagement

	Impact (on Employee Engagement)	% Positive	NSW Health Overall % positive
12. I believe I am valued for what I can offer at my workplace	<i>Greatest</i> 	55	58
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		53	54
11. Morale is good in my team		46	46
14. Staff are treated respectfully regardless of their job		54	55
36. My work environment allows me to deliver the best possible services (patient care or support services)		50	54
39. Our objectives/work plans help us to deliver a quality service		59	60

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
Training and Development Opportunities	67
Your Line Manager	57
Your Team	56

Questions	% Positive
1. My job makes good use of my skills and abilities	76
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	72
25. I have received the appropriate training and development to do my job effectively	72
15d. My line manager treats me with respect	71
2. I feel I am able to suggest ideas to improve our ways of doing things	66

Lowlights

Sections	% Positive
Senior Managers	35
Communication	47
Work Environment	50

Questions	% Positive
4. Too many approvals are required for routine decisions*	12
40. At my workplace we are too focused on monitoring rather than delivering services*	27
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29
19. There is a positive relationship between senior management and staff in my workplace	32
18b. The senior managers at my workplace have a clear direction for the future	33

External Comparison

This section shows comparisons between South Western Sydney Local Health District and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

Please see the Guide to using this report for further information



- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
40. At my workplace we are too focused on monitoring rather than delivering services*	27		
15d. My line manager treats me with respect	71	-4	
4. Too many approvals are required for routine decisions*	12	-4	
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	72	-5	
15b. My line manager treats all staff in my team fairly	57	-7	
25. I have received the appropriate training and development to do my job effectively	72	-7	
22. I have a say in decisions which affect my work	41	-7	
2. I feel I am able to suggest ideas to improve our ways of doing things	66	-8	
37. In my workplace patient safety is at the centre of all decision making	64	-8	
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	-8	
1. My job makes good use of my skills and abilities	76	-9	
44. I have a strong sense of belonging to my workplace	58	-9	
17. Overall, I have confidence in the decisions made by my line manager	56	-9	

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- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
15a. My line manager recognises and acknowledges when I have done my job well	59	-9	■
43. I feel motivated to contribute more than what is normally required at work	57	-9	■
16. I receive regular and constructive feedback on my performance	45	-9	■
18a. The senior managers at my workplace are aware of the issues I face in my job	39	-10	■
18c. The senior managers at my workplace lead by example in creating a positive workplace	35	-10	■
42. I would recommend my workplace as a good place to work	55	-11	■
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	53	-11	■
24. Where I work, we share the lessons learnt when mistakes are made	54	-11	■
27. I am encouraged to take opportunities to learn new skills and have new experiences	56	-11	■
5. I have sufficient control over my work so I can do my job well	59	-11	■
14. Staff are treated respectfully regardless of their job	54	-11	■
23. I think it is safe to speak up and challenge the way things are done	46	-11	■
20. Overall, I have confidence in the decisions made by my senior managers	35	-11	■

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- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
7. The people I work with are willing to help each other even if this means doing something outside their usual job	62	-11	■
38. My team's objectives/work plans are clearly outlined	61	-11	■
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	61	-12	■
19. There is a positive relationship between senior management and staff in my workplace	32	-12	■
8. In my team we generally acknowledge one another's efforts and achievements	64	-12	■
21. I am kept well informed about what is happening in my workplace	46	-12	■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29	-12	■
9. People in my team are honest and open	58	-13	■
3. Working here makes me want to do the best job I can	65	-13	■
45. Overall I am satisfied to be working here at the present time	60	-13	■
11. Morale is good in my team	46	-13	■
41. Overall I am proud to be a part of this workplace	64	-13	■
39. Our objectives/work plans help us to deliver a quality service	59	-13	■

External Comparison

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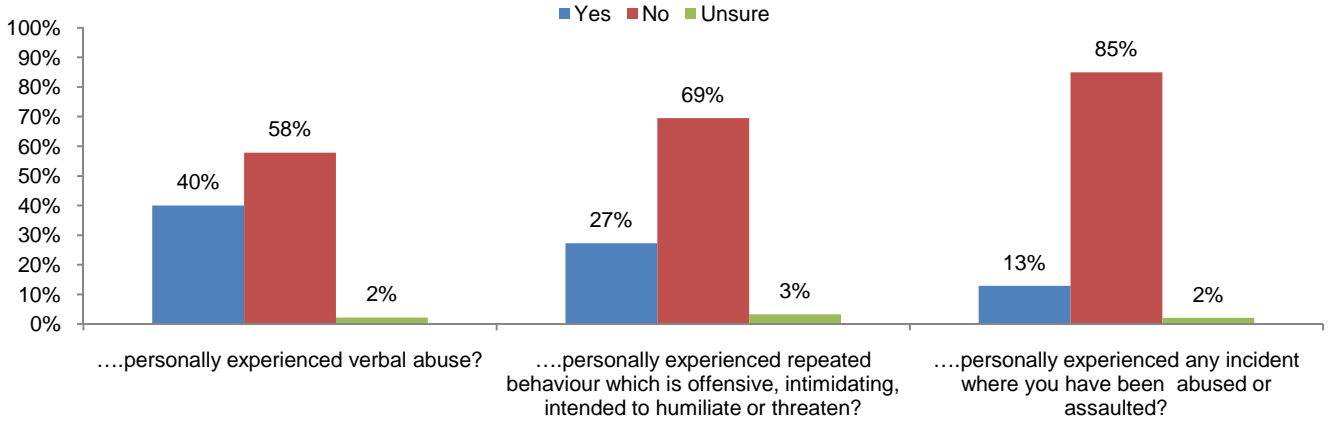
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
31. Reasonable expectations are placed on staff according to their position	47	-14	■
12. I believe I am valued for what I can offer at my workplace	55	-14	■
10. My team resolves conflict quickly when it arises	48	-14	■
30. There are mechanisms in place to support me if I experience stress or pressure	47	-15	■
13. In my workplace, we recognise our successes and innovations	48	-15	■
29. I am able to achieve a healthy work/life balance most of the time	56	-15	■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	-16	■
18b. The senior managers at my workplace have a clear direction for the future	33	-17	■
36. My work environment allows me to deliver the best possible services (patient care or support services)	50	-20	■

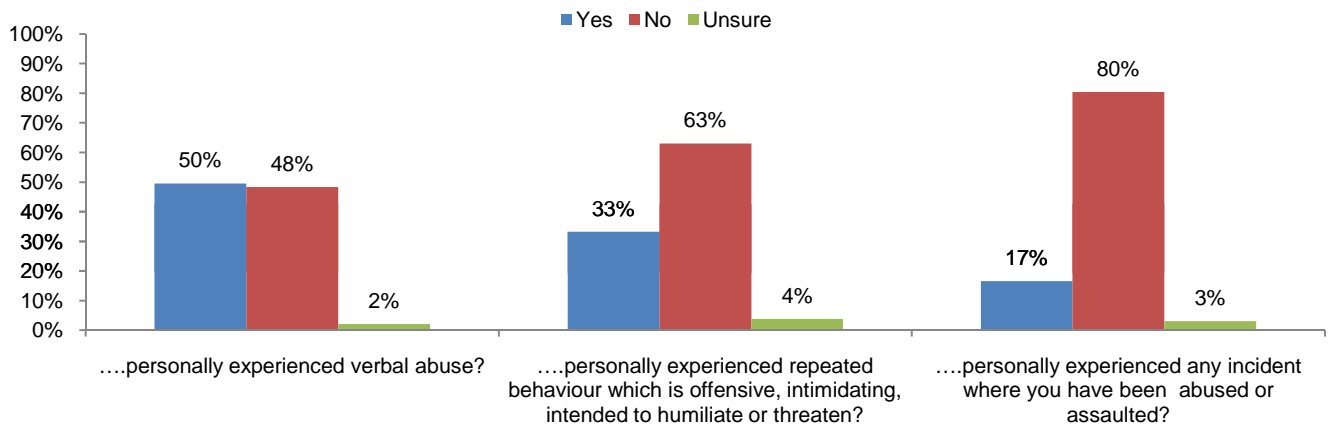
Inappropriate Behaviour

This sections shows the results to questions asked regarding Inappropriate Behaviour.

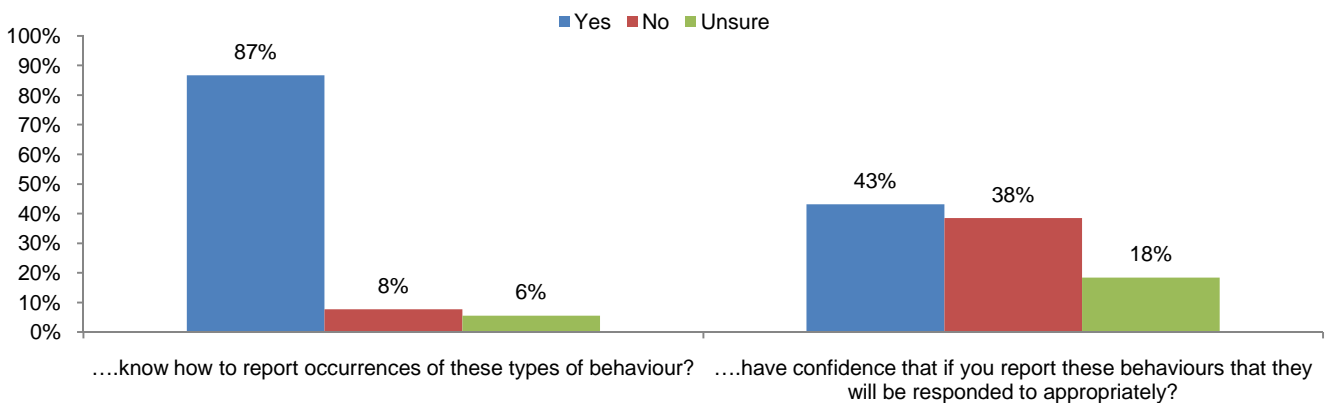
33. In the last three (3) months have you....



34. In the last twelve (12) months, have you....



35. Do you currently....

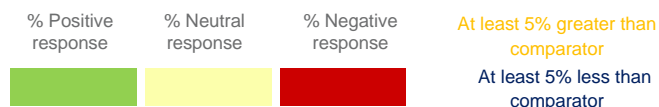


All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Your Job

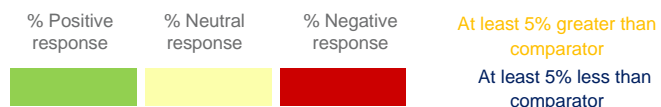
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
1. My job makes good use of my skills and abilities	76	9	14	76	0	-9
2. I feel I am able to suggest ideas to improve our ways of doing things	66	12	22	66	+1	-8
3. Working here makes me want to do the best job I can	65	18	17	65	-2	-13
4. Too many approvals are required for routine decisions*	12	20	67	12	-2	-4
5. I have sufficient control over my work so I can do my job well	59	16	24	59	-1	-11
Key 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	53	21	26	53	-1	-11

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Your Team

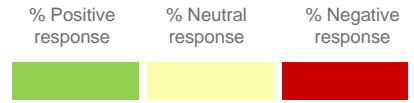
Question	% Positive response	% Neutral response	% Negative response	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
7. The people I work with are willing to help each other even if this means doing something outside their usual job	62	16	22	62	56	-3	-1	-12
8. In my team we generally acknowledge one another's efforts and achievements	64	17	19	64	56	-3	-1	-11
9. People in my team are honest and open	58	22	19	58	56	-2	-2	-13
10. My team resolves conflict quickly when it arises	48	25	27	48	56	+1	-2	-14
Key 11. Morale is good in my team	46	21	33	46	56	+0	-2	-13

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Being valued

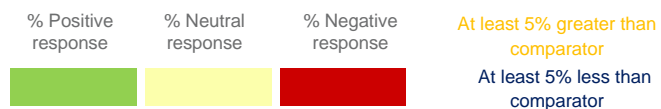
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
Key 12. I believe I am valued for what I can offer at my workplace	55	16	28	55	-3	-2	-14
13. In my workplace, we recognise our successes and innovations	48	23	29	48	-2	-2	-15
Key 14. Staff are treated respectfully regardless of their job	54	18	28	54	-1	-1	-11

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Your Line Manager

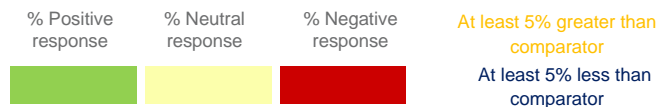
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
15a. My line manager recognises and acknowledges when I have done my job well	59	19	22	59	-1	-8	-9
15b. My line manager treats all staff in my team fairly	57	19	25	57	-1	-7	-7
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	20	24	56	-0	-8	-8
15d. My line manager treats me with respect	71	16	13	71	-2	-4	-4
16. I receive regular and constructive feedback on my performance	45	24	31	45	+1	-9	-9
17. Overall, I have confidence in the decisions made by my line manager	56	21	23	56	-2	-9	-9

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Senior Managers

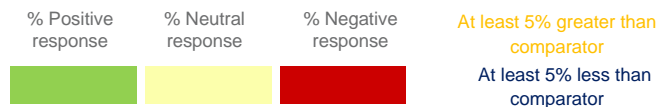
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	39	22	39	39	-1	-10
18b. The senior managers at my workplace have a clear direction for the future	33	33	34	33	+1	-17
18c. The senior managers at my workplace lead by example in creating a positive workplace	35	28	37	35	+1	-10
19. There is a positive relationship between senior management and staff in my workplace	32	28	40	32	-2	-12
20. Overall, I have confidence in the decisions made by my senior managers	35	30	35	35	-1	-11

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Communication

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
21. I am kept well informed about what is happening in my workplace	46	22	32	46	+1	-12
22. I have a say in decisions which affect my work	41	23	37	41	-0	-7
23. I think it is safe to speak up and challenge the way things are done	46	18	36	46	-0	-11
24. Where I work, we share the lessons learnt when mistakes are made	54	22	23	54	+1	-11

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Training and Development Opportunities

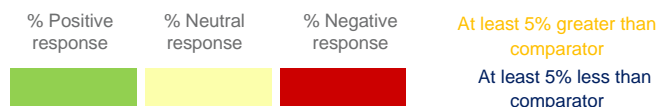
Question	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	72 16 13	72	16	13	67	+4	0	-7
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	72 12 16	72	12	16	72	-4	-4	-5
27. I am encouraged to take opportunities to learn new skills and have new experiences	56 21 22	56	21	22	56	+1	+1	-11

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Work Environment

	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response	NSW Health Overall	Australian and International Health Sector Benchmark	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	28	34	38	+1	-16
29. I am able to achieve a healthy work/life balance most of the time	56	20	25	56	-4	-15
30. There are mechanisms in place to support me if I experience stress or pressure	47	25	29	47	-2	-15
31. Reasonable expectations are placed on staff according to their position	47	20	33	47	-5	-14
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	61	21	18	61	-4	-12

All Questions

This section shows the breakdown of responses to each question.

Key

Key

A question identified as being a key driver of employee engagement

At least 5% greater than comparator

At least 5% less than comparator

Note: Questions 33, 34 and 35 below use a scale of Yes, No and Unsure. Questions 33 and 34 questions are negatively worded, therefore the positive score is taken as those who responded 'No', the negative score as those who responded 'Yes' and those who responded 'Unsure' are not included in score calculations. Question 35 is positively worded, therefore positive is 'Yes', negative is 'No'.

% Positive Variance Compared to:

Inappropriate Behaviour

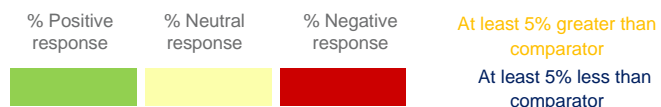
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark	
33a. In the last three (3) months, have you personally experienced verbal abuse?	58		40	58	-5	-5	
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	69		27	69	-2	-3	
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	85		13	85	0	+1	
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	48		50	48	-6	-10	
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	63		33	63	-2	-7	
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	80		17	80	-2	-3	
		% Yes response	% Unsure response	% No response			
35a. Do you currently know how to report occurrences of these types of behaviour?		87	6	8	87	+4	+6
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	43	18	38	43	+0	-12	

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Service Delivery

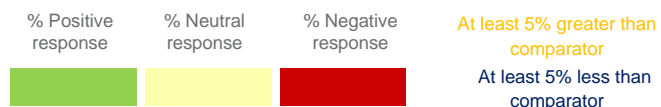
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
				52		-1	-11
Key 36. My work environment allows me to deliver the best possible services (patient care or support services)	50	20	30	50	-4		-20
37. In my workplace patient safety is at the centre of all decision making	64	20	16	64	+0		-8
38. My team's objectives/work plans are clearly outlined	61	24	15	61	+1		-11
Key 39. Our objectives/work plans help us to deliver a quality service	59	25	17	59	-1		-13
40. At my workplace we are too focused on monitoring rather than delivering services*	27	30	43	27	-0		-1

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Your Workplace

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
41. Overall I am proud to be a part of this workplace	64	21	15	64	-4	-13
42. I would recommend my workplace as a good place to work	55	21	24	55	-3	-11
43. I feel motivated to contribute more than what is normally required at work	57	20	23	57	-4	-9
44. I have a strong sense of belonging to my workplace	58	20	21	58	-3	-9
45. Overall I am satisfied to be working here at the present time	60	18	22	60	-4	-13
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29	34	37	29	-0	-12