

2011 YourSay Workplace Survey

Facility Report



Western NSW Local Health District

This Report

This report provides Western NSW 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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2,747

ACTUAL RESPONSES

64%

1% Confidence Interval

ESTIMATED RESPONSE RATE

66%

ENGAGEMENT INDEX

49%

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

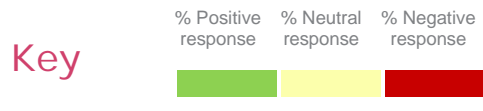
Stay

An emotional commitment to the organisation and a desire to stay

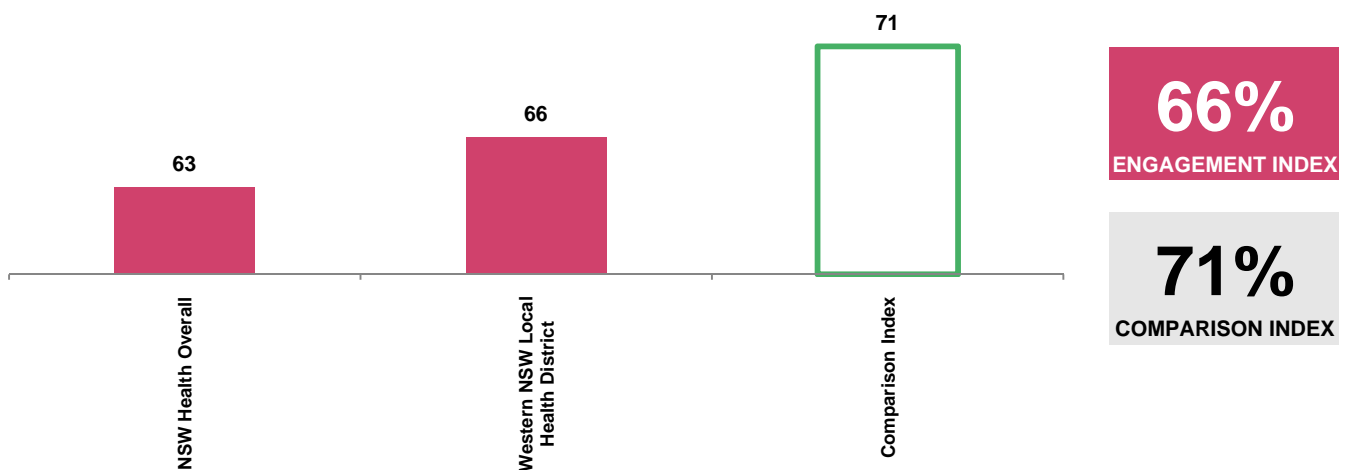
Strive

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	70 (Positive), 18 (Neutral), 11 (Negative)	
42. I would recommend my workplace as a good place to work	61 (Positive), 21 (Neutral), 19 (Negative)	+3
44. I have a strong sense of belonging to my workplace	63 (Positive), 20 (Neutral), 18 (Negative)	
45. Overall I am satisfied to be working here at the present time	67 (Positive), 17 (Neutral), 17 (Negative)	+3
3. Working here makes me want to do the best job I can	71 (Positive), 16 (Neutral), 13 (Negative)	+4
43. I feel motivated to contribute more than what is normally required at work	64 (Positive), 19 (Neutral), 17 (Negative)	+3

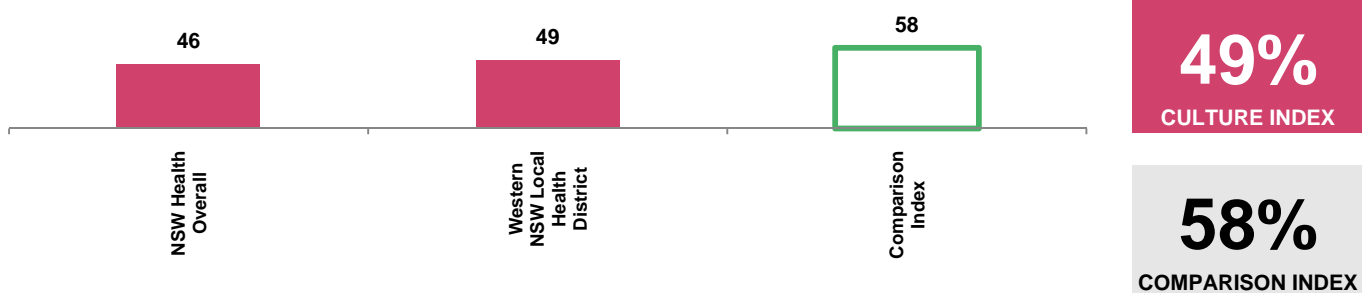


Employee Workplace Culture Index

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	45	21	34	-1	
12. I believe I am valued for what I can offer at my workplace	62	17	21		+4
13. In my workplace, we recognise our successes and innovations	52	25	23		+2
14. Staff are treated respectfully regardless of their job	55	18	27		0
17. Overall, I have confidence in the decisions made by my line manager	61	20	19		+3
18b. The senior managers at my workplace have a clear direction for the future	36	32	32		+4
18c. The senior managers at my workplace lead by example in creating a positive workplace	39	27	34		+5
20. Overall, I have confidence in the decisions made by my senior managers	40	28	32		+4
22. I have a say in decisions which affect my work	46	23	31		+5
23. I think it is safe to speak up and challenge the way things are done	50	18	32		+4
24. Where I work, we share the lessons learnt when mistakes are made	56	21	23		+3
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	27	35		0
38. My team's objectives/work plans are clearly outlined	62	21	16		+2
39. Our objectives/work plans help us to deliver a quality service	62	24	14		+2
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34	33	33		+5



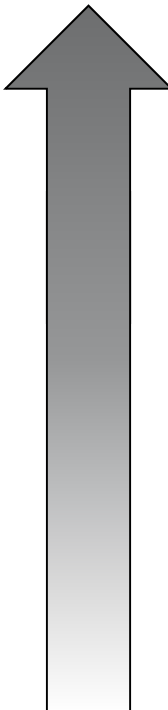
Drivers of Engagement

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 Western NSW Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Western NSW 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> 	62	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		56	54
36. My work environment allows me to deliver the best possible services (patient care or support services)		62	54
39. Our objectives/work plans help us to deliver a quality service		62	60
38. My team's objectives/work plans are clearly outlined		62	60
11. Morale is good in my team		45	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
Training and Development Opportunities	69
Your Line Manager	60
Your Workplace	60

Questions	% Positive
1. My job makes good use of my skills and abilities	78
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	78
15d. My line manager treats me with respect	76
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72
3. Working here makes me want to do the best job I can	71

Lowlights

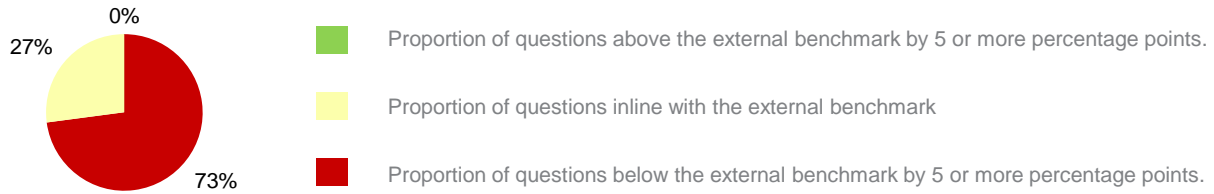
Sections	% Positive
Senior Managers	40
Communication	49
Your Team	56

Questions	% Positive
4. Too many approvals are required for routine decisions*	13
40. At my workplace we are too focused on monitoring rather than delivering services*	26
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34
18b. The senior managers at my workplace have a clear direction for the future	36
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37

External Comparison

This section shows comparisons between Western NSW 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

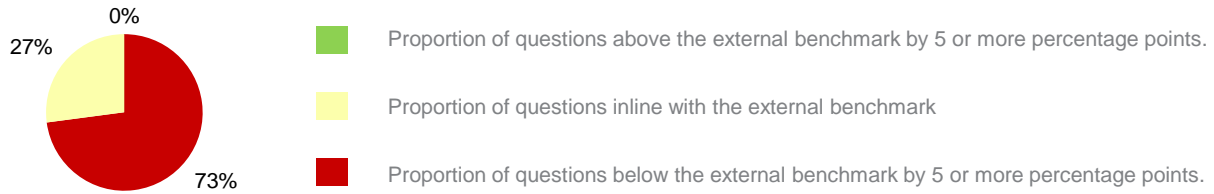


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	78	+1	
15d. My line manager treats me with respect	76	+1	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	-1	
18a. The senior managers at my workplace are aware of the issues I face in my job	47	-2	
43. I feel motivated to contribute more than what is normally required at work	64	-2	
37. In my workplace patient safety is at the centre of all decision making	70	-2	
22. I have a say in decisions which affect my work	46	-2	
40. At my workplace we are too focused on monitoring rather than delivering services*	26	-2	
15b. My line manager treats all staff in my team fairly	62	-2	
4. Too many approvals are required for routine decisions*	13	-3	
17. Overall, I have confidence in the decisions made by my line manager	61	-4	
30. There are mechanisms in place to support me if I experience stress or pressure	58	-4	
44. I have a strong sense of belonging to my workplace	63	-4	

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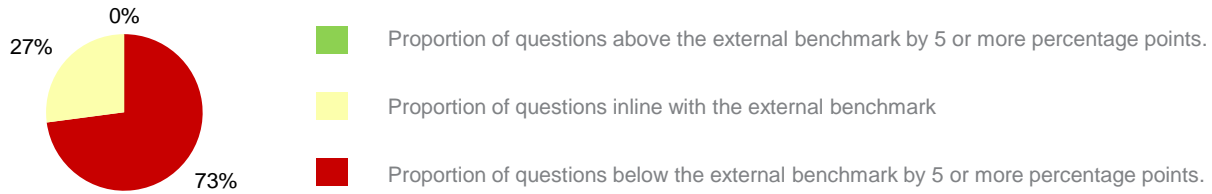


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
31. Reasonable expectations are placed on staff according to their position	56	-5	
15a. My line manager recognises and acknowledges when I have done my job well	63	-5	
42. I would recommend my workplace as a good place to work	61	-5	
20. Overall, I have confidence in the decisions made by my senior managers	40	-6	
29. I am able to achieve a healthy work/life balance most of the time	65	-6	
5. I have sufficient control over my work so I can do my job well	64	-6	
45. Overall I am satisfied to be working here at the present time	67	-6	
19. There is a positive relationship between senior management and staff in my workplace	38	-6	
18c. The senior managers at my workplace lead by example in creating a positive workplace	39	-6	
41. Overall I am proud to be a part of this workplace	70	-7	
2. I feel I am able to suggest ideas to improve our ways of doing things	67	-7	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34	-7	
3. Working here makes me want to do the best job I can	71	-7	

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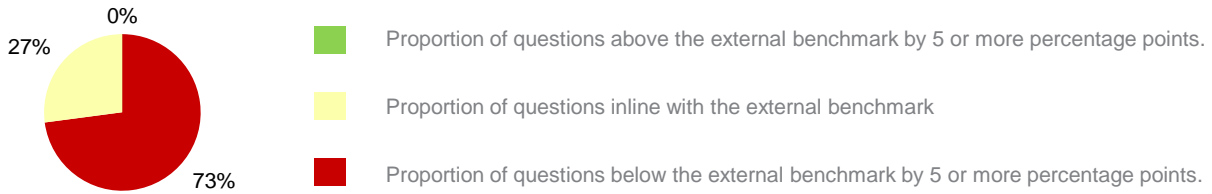


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
1. My job makes good use of my skills and abilities	78	-7	
23. I think it is safe to speak up and challenge the way things are done	50	-7	
12. I believe I am valued for what I can offer at my workplace	62	-7	
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	-8	
36. My work environment allows me to deliver the best possible services (patient care or support services)	62	-8	
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	56	-8	
16. I receive regular and constructive feedback on my performance	46	-8	
27. I am encouraged to take opportunities to learn new skills and have new experiences	58	-9	
7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	-9	
8. In my team we generally acknowledge one another's efforts and achievements	67	-9	
24. Where I work, we share the lessons learnt when mistakes are made	56	-9	
38. My team's objectives/work plans are clearly outlined	62	-10	
25. I have received the appropriate training and development to do my job effectively	69	-10	

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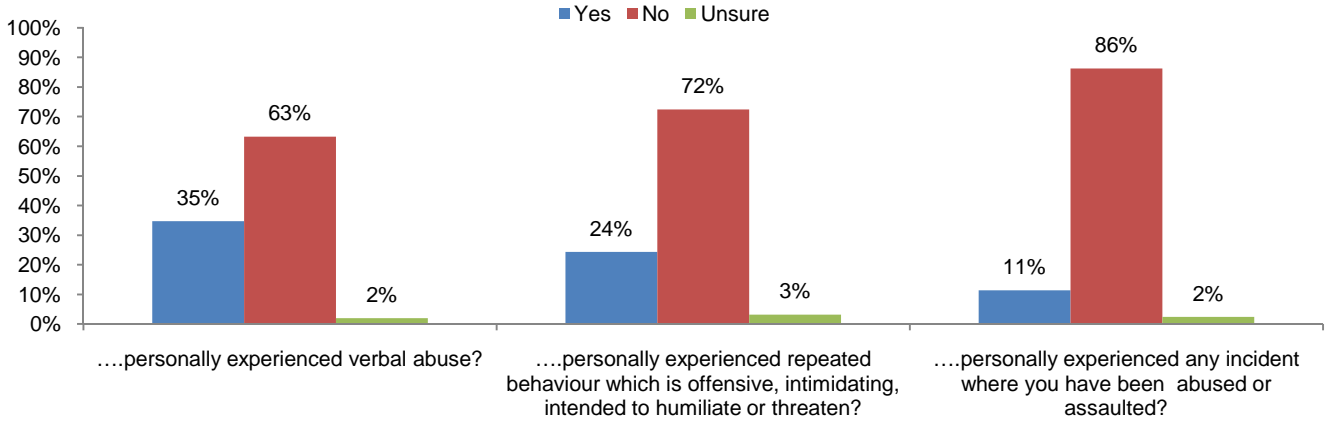


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
39. Our objectives/work plans help us to deliver a quality service	62	-10	
14. Staff are treated respectfully regardless of their job	55	-10	
13. In my workplace, we recognise our successes and innovations	52	-11	
21. I am kept well informed about what is happening in my workplace	45	-13	
9. People in my team are honest and open	58	-13	
11. Morale is good in my team	45	-14	
18b. The senior managers at my workplace have a clear direction for the future	36	-14	
10. My team resolves conflict quickly when it arises	46	-16	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	-17	

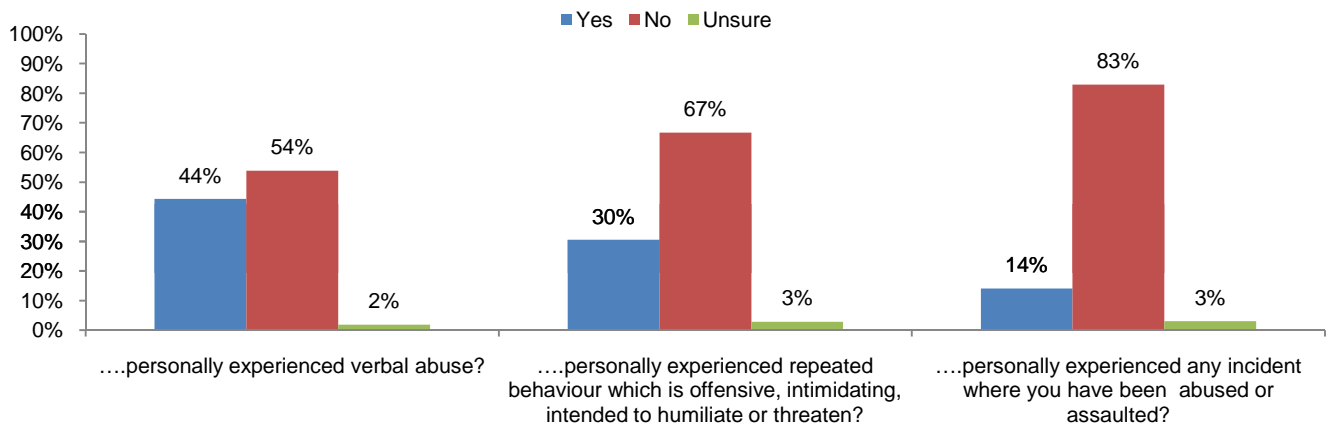
Inappropriate Behaviour

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

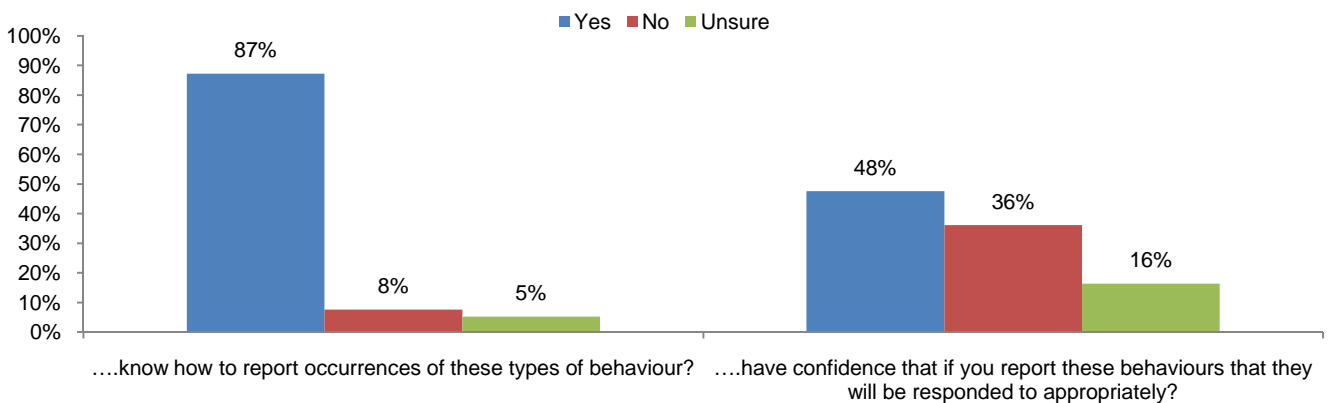
33. In the last three (3) months have you....



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



35. Do you currently....

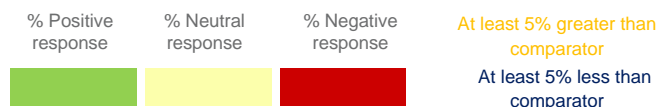


All Questions

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

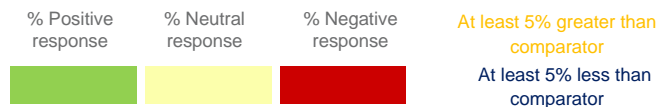
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
1. My job makes good use of my skills and abilities	78	10	12	78	+2	-7
2. I feel I am able to suggest ideas to improve our ways of doing things	67	13	20	67	+2	-7
3. Working here makes me want to do the best job I can	71	16	13	71	+4	-7
4. Too many approvals are required for routine decisions*	13	23	65	13	-1	-3
5. I have sufficient control over my work so I can do my job well	64	17	19	64	+4	-6
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	56	22	22	56	+2	-8

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

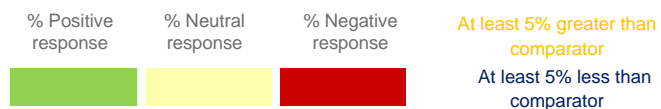
	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
		56		-1	-12
7. The people I work with are willing to help each other even if this means doing something outside their usual job	64 (15% Neutral, 20% Negative)	64		-1	-9
8. In my team we generally acknowledge one another's efforts and achievements	67 (15% Neutral, 18% Negative)	67		+1	-9
9. People in my team are honest and open	58 (23% Neutral, 20% Negative)	58		-2	-13
10. My team resolves conflict quickly when it arises	46 (25% Neutral, 29% Negative)	46		-1	-16
Key 11. Morale is good in my team	45 (21% Neutral, 34% Negative)	45		-1	-14

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



Being valued

Key

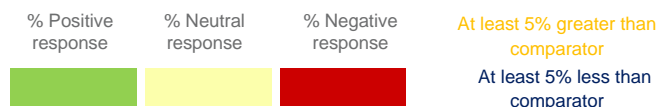
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
12. I believe I am valued for what I can offer at my workplace	62	17	21	62	+4	+2	-7
13. In my workplace, we recognise our successes and innovations	52	25	23	52	+2	+2	-11
14. Staff are treated respectfully regardless of their job	55	18	27	55	-0	-0	-10

All Questions

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Key

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



Your Line Manager

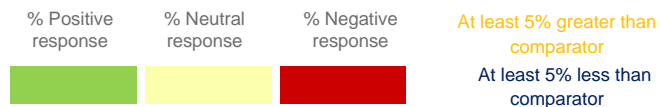
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
15a. My line manager recognises and acknowledges when I have done my job well	63	18	19	63	+3	+2	-5
15b. My line manager treats all staff in my team fairly	62	17	21	62	+4	+4	-2
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	19	25	56	+0	+0	-8
15d. My line manager treats me with respect	76	14	10	76	+3	+3	+1
16. I receive regular and constructive feedback on my performance	46	24	31	46	+2	+2	-8
17. Overall, I have confidence in the decisions made by my line manager	61	20	19	61	+3	+3	-4

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

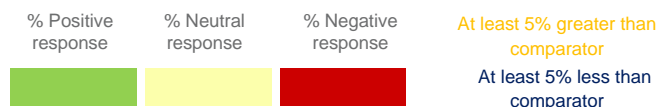
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	47	19	33	47	+7	-2
18b. The senior managers at my workplace have a clear direction for the future	36	32	32	36	+4	-14
18c. The senior managers at my workplace lead by example in creating a positive workplace	39	27	34	39	+5	-6
19. There is a positive relationship between senior management and staff in my workplace	38	26	36	38	+4	-6
20. Overall, I have confidence in the decisions made by my senior managers	40	28	32	40	+4	-6

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

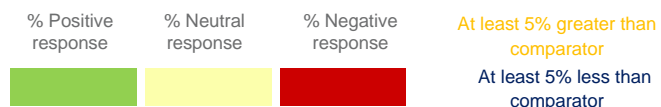
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
21. I am kept well informed about what is happening in my workplace	45	22	33	45	0	-13
22. I have a say in decisions which affect my work	46	23	31	46	+5	-2
23. I think it is safe to speak up and challenge the way things are done	50	18	32	50	+4	-7
24. Where I work, we share the lessons learnt when mistakes are made	56	21	23	56	+3	-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



Training and Development Opportunities

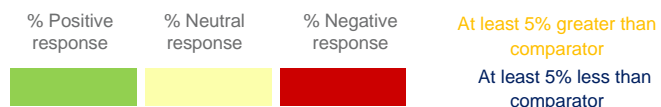
Question	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	69 (15% Neutral, 16% Negative)	69	+2	+2	-5
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	78 (10% Neutral, 11% Negative)	78	+2	+2	+1
27. I am encouraged to take opportunities to learn new skills and have new experiences	58 (20% Neutral, 21% Negative)	58	+3	+3	-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



Work Environment

Question	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	37	27	35	37	0	-17
29. I am able to achieve a healthy work/life balance most of the time	65	17	18	65	+5	-6
30. There are mechanisms in place to support me if I experience stress or pressure	58	21	21	58	+9	-4
31. Reasonable expectations are placed on staff according to their position	56	18	26	56	+4	-5
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	17	12	72	+7	-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

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

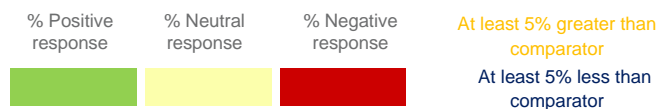
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark
33a. In the last three (3) months, have you personally experienced verbal abuse?	63		35	70	+2	-1
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	72		24	72	+1	0
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	86		11	86	+1	+2
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	54		44	54	-0	-4
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	67		30	67	+2	-3
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	83		14	83	+1	0
	% Yes response	% Unsure response	% No response			
35a. Do you currently know how to report occurrences of these types of behaviour?	87	5	8	87	+4	+6
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	48	16	36	48	+5	-7

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

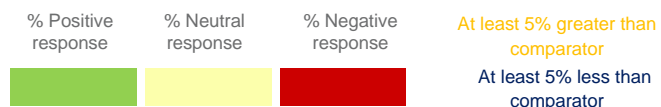
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
					56		+3	-7
Key 36. My work environment allows me to deliver the best possible services (patient care or support services)		62	17	21	62	+8		-8
37. In my workplace patient safety is at the centre of all decision making		70	17	13	70	+6		-2
Key 38. My team's objectives/work plans are clearly outlined		62	21	16	62	+2		-10
Key 39. Our objectives/work plans help us to deliver a quality service		62	24	14	62	+2		-10
40. At my workplace we are too focused on monitoring rather than delivering services*		26	32	43	26		-1	-2

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	70	18	11	70	+2	-7
42. I would recommend my workplace as a good place to work	61	21	19	61	+3	-5
43. I feel motivated to contribute more than what is normally required at work	64	19	17	64	+3	-2
44. I have a strong sense of belonging to my workplace	63	20	18	63	+2	-4
45. Overall I am satisfied to be working here at the present time	67	17	17	67	+3	-6
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34	33	33	34	+5	-7