

2013 YourSay Workplace Survey

LHD Report



Hunter New England Local Health District

This Report

This report provides Hunter New England Local Health District 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.

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%.

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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5,610
2011: 2,033

ACTUAL RESPONSES

38%
2011: 14%

1% Confidence Interval

ESTIMATED RESPONSE RATE

69%

2011: 67%

ENGAGEMENT INDEX

54%

2011: 51%

WORKPLACE CULTURE INDEX

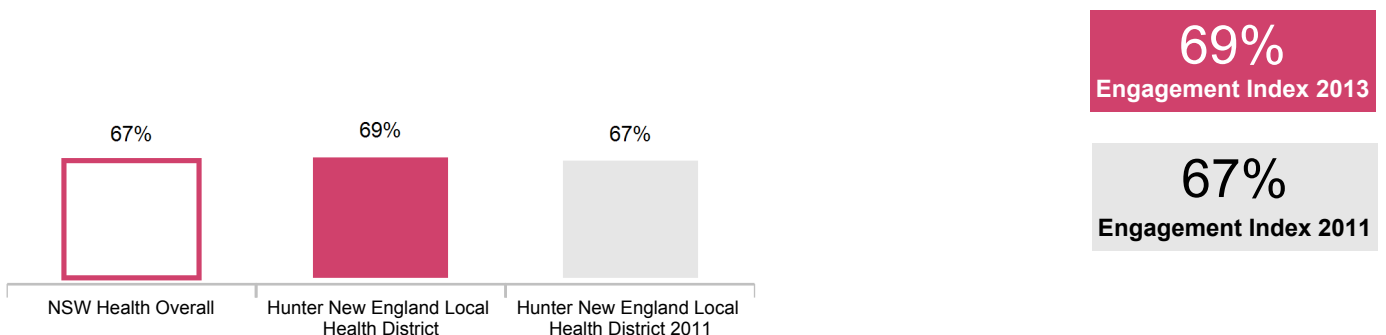
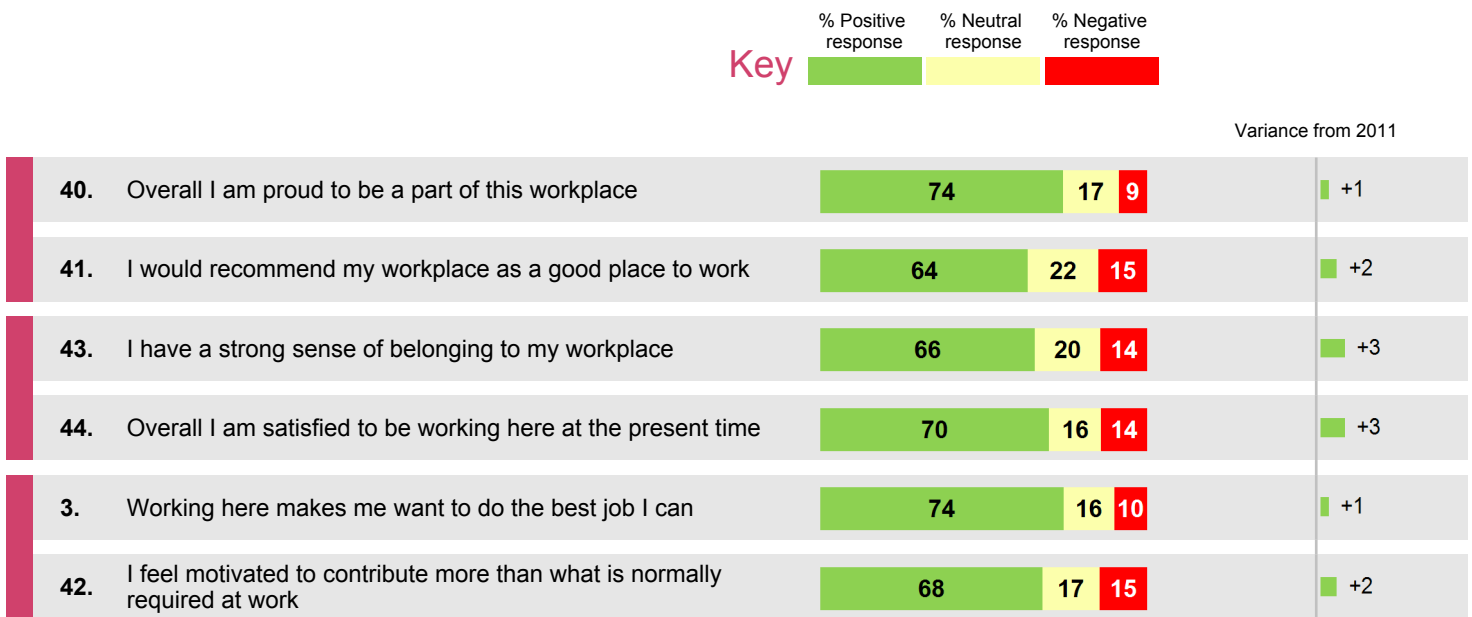
Employee Engagement Index

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.

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:

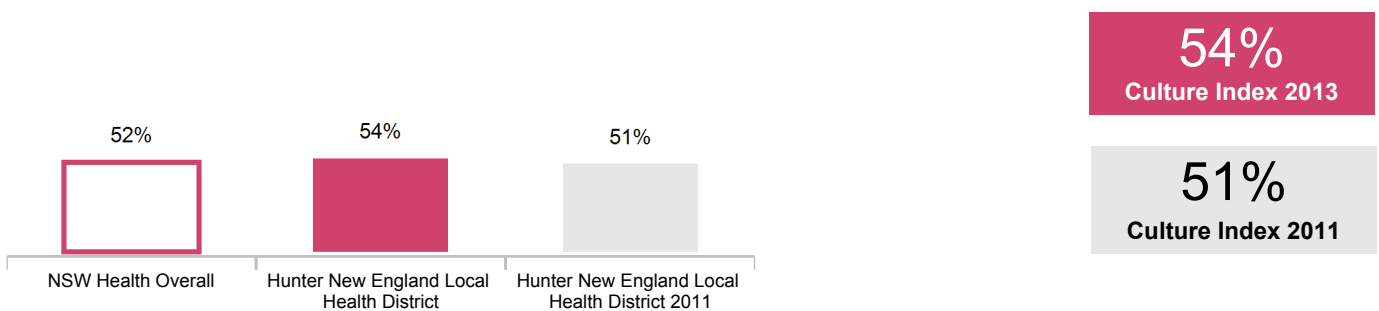


Employee Workplace Culture Index

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:

	Key			Variance from 2011
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	52	21	28	+2
12. I believe I am valued for what I can offer at my workplace	63	18	19	+2
13. In my workplace, we recognise our successes and innovations	59	22	18	+2
14. Staff are treated respectfully regardless of their job	62	17	20	+2
17. Overall, I have confidence in the decisions made by my line manager	64	19	18	+2
18b. The senior managers at my workplace ... have a clear direction for the future	44	33	24	+4
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44	27	28	+4
20. Overall, I have confidence in the decisions made by my senior managers	45	29	26	+3
22. I have a say in decisions which affect my work	48	24	28	0
23. I think it is safe to speak up and challenge the way things are done	53	20	28	+1
24a. Where I work, we share the lessons learnt when mistakes are made	59	23	18	+2
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	27	31	+3
37. My team's objectives/work plans are clearly outlined	68	20	12	+5
38. Our objectives/work plans help us to deliver a quality service	67	22	11	+4
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	35	27	+3



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 Hunter New England Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Hunter New England Local Health District 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.

Drivers of Employee Engagement		Impact (on Employee Engagement)	% Positive	NSW Health Overall % positive score	Hunter New England Local Health District 2011 % positive score
		<i>Greatest</i>			
46.	Overall, I believe the culture at my workplace has improved in the last 12 months		38	36	35
19.	There is a positive relationship between senior management and staff in my workplace		41	40	37
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		42	42	39
20.	Overall, I have confidence in the decisions made by my senior managers		45	42	42
22.	I have a say in decisions which affect my work		48	46	48
11.	Morale is good in my team		52	51	50

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	71
Your Job	69
Service Delivery	64

Questions

	% Positive
1. My job makes good use of my skills and abilities	83
15d. My line manager ... treats me with respect	77
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76
25. I have received the appropriate training and development to do my job effectively	76
3. Working here makes me want to do the best job I can	74

Lowlights

Sections

	% Positive
Senior Managers	44
Communication	56
Work Environment	59

Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38
19. There is a positive relationship between senior management and staff in my workplace	41
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42
18b. The senior managers at my workplace ... have a clear direction for the future	44
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44

Most Improved and Least Improved since 2011

This section shows the three most improved sections and five most improved questions since 2011. It also shows the three sections and five questions that have least improved since 2011.

Most improved

Sections

	% Positive	Variance from 2011
Communication	56	+4
Being valued	62	+3
Your Line Manager	64	+3

Questions

	% Positive	Variance from 2011
29. I am able to achieve a healthy work/life balance most of the time	69	+6
2. I feel I am able to suggest ideas to improve our ways of doing things	72	+5
37. My team's objectives/work plans are clearly outlined	68	+5
5. I have sufficient control over my work so I can do my job well	66	+4
16. I receive regular and constructive feedback on my performance	53	+4

Least improved

Sections

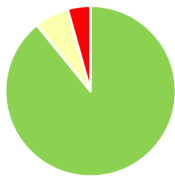
	% Positive	Variance from 2011
Training and Development Opportunities	71	-1

Questions

	% Positive	Variance from 2011
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-5
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	-1

Trend Comparison

This section shows comparisons between Hunter New England Local Health District and the 2011 survey results for Hunter New England Local Health District.



- 89% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 7% ■ Proportion of questions inline with the 2011 scores
- 4% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
29. I am able to achieve a healthy work/life balance most of the time	69	■ +6
2. I feel I am able to suggest ideas to improve our ways of doing things	72	■ +5
37. My team's objectives/work plans are clearly outlined	68	■ +5
5. I have sufficient control over my work so I can do my job well	66	■ +4
16. I receive regular and constructive feedback on my performance	53	■ +4
18b. The senior managers at my workplace ... have a clear direction for the future	44	■ +4
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44	■ +4
19. There is a positive relationship between senior management and staff in my workplace	41	■ +4
38. Our objectives/work plans help us to deliver a quality service	67	■ +4
1. My job makes good use of my skills and abilities	83	■ +3
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	63	■ +3
15a. My line manager ... recognises and acknowledges when I have done my job well	67	■ +3
20. Overall, I have confidence in the decisions made by my senior managers	45	■ +3
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	■ +3
30. There are mechanisms in place to support me if I experience stress or pressure	58	■ +3
35. My work environment allows me to deliver the best possible services (patient care or support services)	62	■ +3

Trend Comparison

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- 7% ■ Proportion of questions inline with the 2011 scores
- 4% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
43. I have a strong sense of belonging to my workplace	66	+3
44. Overall I am satisfied to be working here at the present time	70	+3
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	+3
8. In my team we generally acknowledge one another's efforts and achievements	72	+2
10. My team resolves conflict quickly when it arises	50	+2
11. Morale is good in my team	52	+2
12. I believe I am valued for what I can offer at my workplace	63	+2
13. In my workplace, we recognise our successes and innovations	59	+2
14. Staff are treated respectfully regardless of their job	62	+2
15b. My line manager ... treats all staff in my team fairly	63	+2
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	+2
15d. My line manager ... treats me with respect	77	+2
17. Overall, I have confidence in the decisions made by my line manager	64	+2
18a. The senior managers at my workplace ... are aware of the issues I face in my job	48	+2
24a. Where I work, we share the lessons learnt when mistakes are made	59	+2
41. I would recommend my workplace as a good place to work	64	+2

Trend Comparison

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- 7% ■ Proportion of questions inline with the 2011 scores
- 4% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
42. I feel motivated to contribute more than what is normally required at work	68	+2
3. Working here makes me want to do the best job I can	74	+1
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	+1
21. I am kept well informed about what is happening in my workplace	52	+1
23. I think it is safe to speak up and challenge the way things are done	53	+1
25. I have received the appropriate training and development to do my job effectively	76	+1
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	73	+1
36. In my workplace patient safety is at the centre of all decision making	70	+1
40. Overall I am proud to be a part of this workplace	74	+1
9. People in my team are honest and open	65	0
22. I have a say in decisions which affect my work	48	0
31. Reasonable expectations are placed on staff according to their position	56	0
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	-1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-5

External Comparison

This section shows comparisons between Hunter New England Local Health District 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.



- 37% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 16% ■ Proportion of questions inline with the benchmark
- 47% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44	■ +6
22. I have a say in decisions which affect my work	48	■ +6
15a. My line manager ... recognises and acknowledges when I have done my job well	67	■ +5
15b. My line manager ... treats all staff in my team fairly	63	■ +5
17. Overall, I have confidence in the decisions made by my line manager	64	■ +5
19. There is a positive relationship between senior management and staff in my workplace	41	■ +5
20. Overall, I have confidence in the decisions made by my senior managers	45	■ +5
16. I receive regular and constructive feedback on my performance	53	■ +4
18a. The senior managers at my workplace ... are aware of the issues I face in my job	48	■ +4
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	73	■ +4
42. I feel motivated to contribute more than what is normally required at work	68	■ +4
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	■ +3
15d. My line manager ... treats me with respect	77	■ +3
21. I am kept well informed about what is happening in my workplace	52	■ +3
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	■ +2
24b. I am aware of the strategic objectives and direction of the organisation I work for	62	■ +1
29. I am able to achieve a healthy work/life balance most of the time	69	■ +1

External Comparison

This section shows comparisons between Hunter New England Local Health District 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.



- 37% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 16% ■ Proportion of questions inline with the benchmark
- 47% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
40. Overall I am proud to be a part of this workplace	74	+1
41. I would recommend my workplace as a good place to work	64	+1
1. My job makes good use of my skills and abilities	83	0
13. In my workplace, we recognise our successes and innovations	59	0
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	0
18b. The senior managers at my workplace ... have a clear direction for the future	44	0
23. I think it is safe to speak up and challenge the way things are done	53	0
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	63	0
43. I have a strong sense of belonging to my workplace	66	0
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	0
2. I feel I am able to suggest ideas to improve our ways of doing things	72	-1
14. Staff are treated respectfully regardless of their job	62	-1
24a. Where I work, we share the lessons learnt when mistakes are made	59	-1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-1
30. There are mechanisms in place to support me if I experience stress or pressure	58	-1
44. Overall I am satisfied to be working here at the present time	70	-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	63	-2

External Comparison

This section shows comparisons between Hunter New England Local Health District 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.



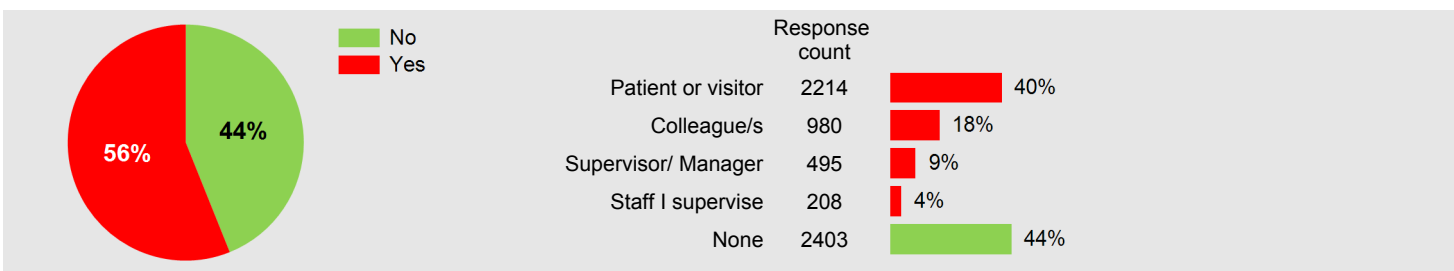
- 37% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 16% ■ Proportion of questions inline with the benchmark
- 47% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
8. In my team we generally acknowledge one another's efforts and achievements	72	-2 ■
9. People in my team are honest and open	65	-2 ■
25. I have received the appropriate training and development to do my job effectively	76	-2 ■
12. I believe I am valued for what I can offer at my workplace	63	-3 ■
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	-3 ■
36. In my workplace patient safety is at the centre of all decision making	70	-3 ■
37. My team's objectives/work plans are clearly outlined	68	-3 ■
38. Our objectives/work plans help us to deliver a quality service	67	-3 ■
3. Working here makes me want to do the best job I can	74	-4 ■
11. Morale is good in my team	52	-4 ■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	-4 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	62	-4 ■
39. At my workplace there is a good balance between delivering services and monitoring service delivery	54	-4 ■
4. The right amount of approvals are required for routine decisions	52	-5 ■
31. Reasonable expectations are placed on staff according to their position	56	-5 ■
5. I have sufficient control over my work so I can do my job well	66	-6 ■
10. My team resolves conflict quickly when it arises	50	-6 ■

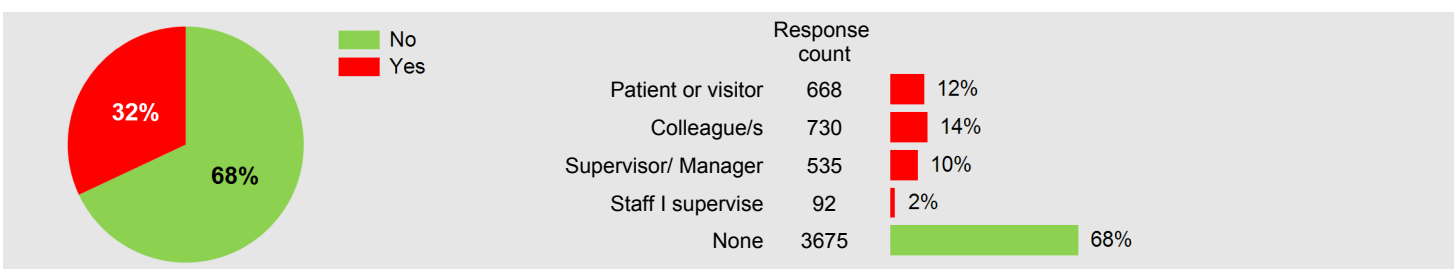
Unacceptable Behaviour

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

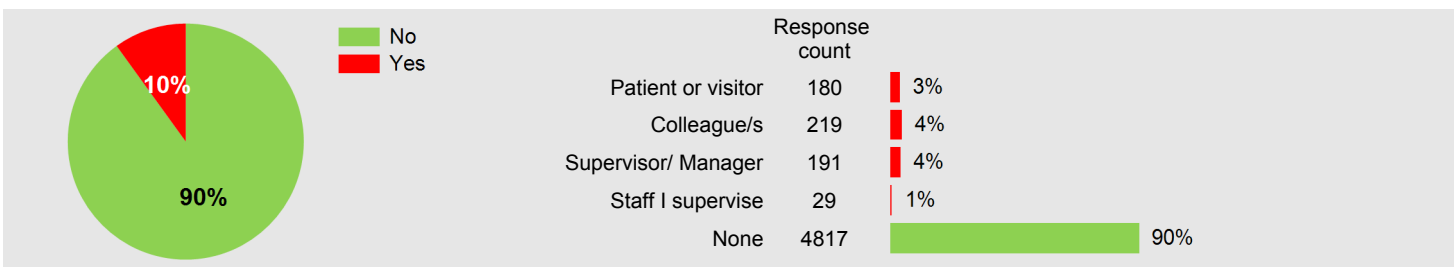
33a. In the last 12 months, I have been verbally abused by a ...



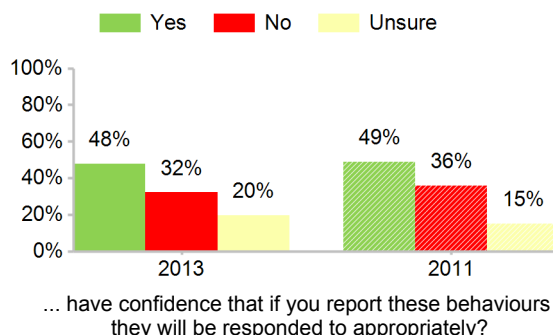
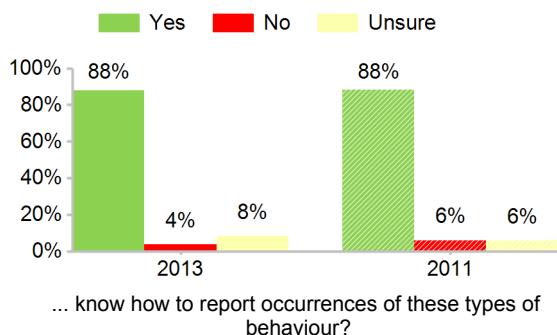
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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



34. Do you currently ...



All Questions

This section shows the breakdown of responses to each question

* This question was negatively worded in 2011 and is not directly comparable to 2013 results

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

Your Job

				% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	83	8	9	83	80	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	72	12	16	72	67	68	73
3. Working here makes me want to do the best job I can	74	16	10	74	73	71	78
4. The right amount of approvals are required for routine decisions *	52	25	22	52		48	57
5. I have sufficient control over my work so I can do my job well	66	16	18	66	62	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	63	20	18	63	60	60	65

All Questions

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

Your Team

Question	% positive response	% neutral response	% negative response	% Positive Score	Hunter New England Local Health District 2011	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	71	15	14	71	61	60	64
8. In my team we generally acknowledge one another's efforts and achievements	72	14	14	72	70	69	74
9. People in my team are honest and open	65	20	14	65	65	63	67
10. My team resolves conflict quickly when it arises	50	26	24	50	48	51	56
11. Morale is good in my team	52	21	28	52	50	51	56

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% positive response	% neutral response	% negative response				
Key A question identified as being a key driver of employee engagement							
					At least 1% greater than comparator		At least 1% less than comparator
Being valued							
12. I believe I am valued for what I can offer at my workplace	63	18	19	63	61	61	66
13. In my workplace, we recognise our successes and innovations	59	22	18	59	57	55	59
14. Staff are treated respectfully regardless of their job	62	17	20	62	60	60	63








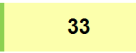








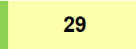

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Comparators		
	% positive response	% neutral response	% negative response		Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Key A question identified as being a key driver of employee engagement							
Your Line Manager							
15a. My line manager ... recognises and acknowledges when I have done my job well	67	17	17	67	64	64	62
15b. My line manager ... treats all staff in my team fairly	63	16	21	63	61	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	19	21	60	58	60	60
15d. My line manager ... treats me with respect	77	12	11	77	75	75	74
16. I receive regular and constructive feedback on my performance	53	21	25	53	49	49	49
17. Overall, I have confidence in the decisions made by my line manager	64	19	18	64	62	62	59

All Questions

This section shows the breakdown of responses to each question

		% positive response	% neutral response	% negative response				
Key	A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator	
					% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Senior Managers					44	41	42	40
18a.	The senior managers at my workplace ... are aware of the issues I face in my job				48	46	46	44
18b.	The senior managers at my workplace ... have a clear direction for the future				44	40	40	44
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace				44	40	41	38
K	19. There is a positive relationship between senior management and staff in my workplace				41	37	40	36
K	20. Overall, I have confidence in the decisions made by my senior managers				45	42	42	40

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response				
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator	
				% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Communication				56	52	53	55
21. I am kept well informed about what is happening in my workplace				52	51	50	49
K 22. I have a say in decisions which affect my work				48	48	46	42
23. I think it is safe to speak up and challenge the way things are done				53	52	51	53
24a. Where I work, we share the lessons learnt when mistakes are made				59	57	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for				62		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation				63		59	63

All Questions

This section shows the breakdown of responses to each question

Key	A question identified as being a key driver of employee engagement	Response Breakdown			% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
		% positive response	% neutral response	% negative response				
Training and Development Opportunities					71	72	69	73
	25. I have received the appropriate training and development to do my job effectively	76	14	10	76	75	71	78
	26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	11	13	76	81	76	77
	27. I am encouraged to take opportunities to learn new skills and have new experiences	60	20	20	60	61	59	63

All Questions

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

Work Environment

		% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
K	28. I have confidence in the processes that my workplace uses to resolve staff conflict		42	57	61
	29. I am able to achieve a healthy work/life balance most of the time		69	63	68
	30. There are mechanisms in place to support me if I experience stress or pressure		58	55	59
	31. Reasonable expectations are placed on staff according to their position		56	56	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		73	72	69

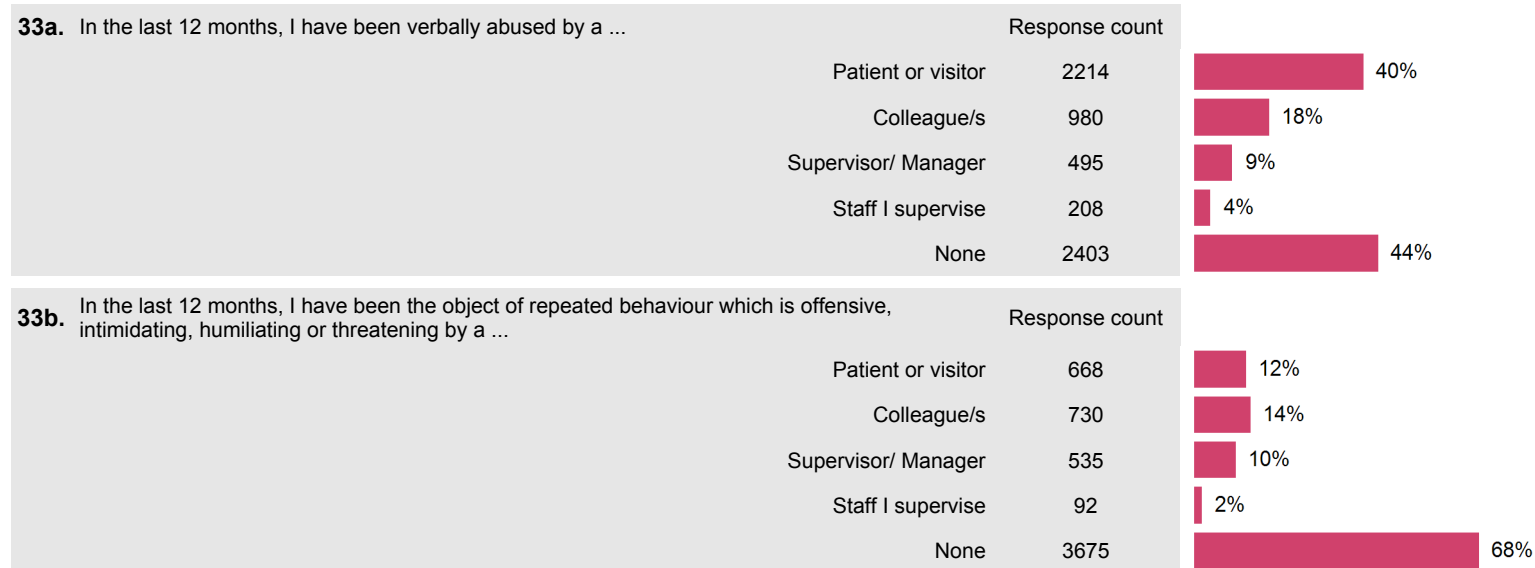
All Questions

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



All Questions

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

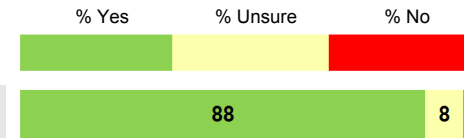
Unacceptable Behaviour

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	180
Colleague/s	219
Supervisor/ Manager	191
Staff I supervise	29
None	4817



34a. Do you currently ... know how to report occurrences of these types of behaviour?



34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?



% Positive Score
Hunter New England Local Health District 2011
NSW Health Overall 2013
Australian Health Sector Benchmark

Question	% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
34a. Do you currently ... know how to report occurrences of these types of behaviour?	88	88	83	88
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	48	49	45	52

All Questions

This section shows the breakdown of responses to each question

* This question was negatively worded in 2011 and is not directly comparable to 2013 results

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

Service Delivery

	% positive response	% neutral response	% negative response	% Positive Score	Hunter New England Local Health District 2011	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)	62	18	19	62	59	59	66
36. In my workplace patient safety is at the centre of all decision making	70	18	11	70	69	67	73
37. My team's objectives/work plans are clearly outlined	68	20	12	68	63	65	71
38. Our objectives/work plans help us to deliver a quality service	67	22	11	67	63	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	54	28	18	54		52	58

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response				
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator	
				% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Workplace				63	61	60	62
40. Overall I am proud to be a part of this workplace				74	73	71	73
41. I would recommend my workplace as a good place to work				64	62	62	63
42. I feel motivated to contribute more than what is normally required at work				68	66	65	64
43. I have a strong sense of belonging to my workplace				66	63	64	66
44. Overall I am satisfied to be working here at the present time				70	67	67	71
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour				60		56	58
K 46. Overall, I believe the culture at my workplace has improved in the last 12 months				38	35	36	38

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

		Role													
		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	
Hunter New England Local Health District	Respondents	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119
	Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66

Your Job

1. My job makes good use of my skills and abilities	83	84	85	77	80	90	84	81	76	(r)	92	60	68	77
2. I feel I am able to suggest ideas to improve our ways of doing things	72	65	70	72	76	80	89	70	57	(r)	91	43	74	70
3. Working here makes me want to do the best job I can	74	64	74	76	73	79	85	75	62	(r)	87	53	71	72
4. The right amount of approvals are required for routine decisions	52	45	51	56	57	48	70	52	48	(r)	61	40	57	54
5. I have sufficient control over my work so I can do my job well	66	53	63	74	72	69	84	74	52	(r)	83	42	66	67
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	63	61	60	58	67	70	75	54	58	(r)	83	33	64	66

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key At least 5% greater than overall score At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		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	5610	1181	4354	682	329	139	15	2996	1843	485	(r)	224	38	879	4571	122
Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Your Job

1. My job makes good use of my skills and abilities	83	87	82	85	89	91	93	83	83	86	(r)	82	82	81	85	50
2. I feel I am able to suggest ideas to improve our ways of doing things	72	83	70	79	88	89	100	75	71	73	(r)	65	53	71	74	38
3. Working here makes me want to do the best job I can	74	77	74	75	81	78	100	73	74	79	(r)	83	66	70	76	39
4. The right amount of approvals are required for routine decisions	52	53	52	52	56	51	80	52	51	54	(r)	57	37	50	53	25
5. I have sufficient control over my work so I can do my job well	66	65	67	62	68	67	100	66	66	71	(r)	71	41	63	68	30
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	63	76	59	72	84	85	100	64	61	65	(r)	59	43	63	64	34

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Length of Service at NSW Health						Age Group									
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Respondents	5610	369	370	811	1079	1443	1504	235	498	494	545	744	719	931	791	452	146
Employee Engagement Index	69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40

Your Job

1. My job makes good use of my skills and abilities	83	87	84	82	82	83	85	89	87	82	82	84	83	84	85	83	59
2. I feel I am able to suggest ideas to improve our ways of doing things	72	70	73	72	69	74	75	68	74	69	73	71	74	75	76	76	49
3. Working here makes me want to do the best job I can	74	83	77	76	70	73	75	80	75	68	73	74	73	77	78	81	51
4. The right amount of approvals are required for routine decisions	52	61	56	54	49	50	53	62	49	50	50	49	53	53	56	59	29
5. I have sufficient control over my work so I can do my job well	66	77	70	69	63	65	65	77	67	62	65	67	66	65	68	73	41
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	63	66	64	60	60	65	64	73	62	61	62	64	63	63	64	67	39

Results by Demographic

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Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Role													
		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	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119	
Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	75	67	68	77	77	79	62	80	(r)	82	44	80	77
8. In my team we generally acknowledge one another's efforts and achievements	72	74	70	69	73	79	86	59	81	(r)	86	42	77	78
9. People in my team are honest and open	65	72	61	62	68	74	75	52	72	(r)	80	39	65	71
10. My team resolves conflict quickly when it arises	50	54	44	51	57	54	61	45	57	(r)	65	27	60	66
11. Morale is good in my team	52	56	47	47	55	60	69	45	52	(r)	71	24	58	62

Results by Demographic

This section shows the % positive scores for different demographic groups.

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	Hunter New England Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		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	5610	1181	4354	682	329	139	15	2996	1843	485	(r)	224	38	879	4571	122
Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	78	70	74	83	83	93	72	70	74	(r)	74	74	75	71	51
8. In my team we generally acknowledge one another's efforts and achievements	72	82	70	79	86	88	100	73	71	76	(r)	75	79	74	73	50
9. People in my team are honest and open	65	73	63	70	75	82	100	66	63	72	(r)	68	68	69	65	41
10. My team resolves conflict quickly when it arises	50	60	47	55	65	71	93	51	46	56	(r)	55	47	55	50	28
11. Morale is good in my team	52	62	49	54	72	75	93	53	47	60	(r)	61	53	56	52	26

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Length of Service at NSW Health						Age Group									
		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	5610	369	370	811	1079	1443	1504	235	498	494	545	744	719	931	791	452	146
Employee Engagement Index	69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	77	74	70	70	72	71	74	72	68	74	72	69	72	73	74	57
8. In my team we generally acknowledge one another's efforts and achievements	72	78	75	73	70	73	72	78	73	70	72	72	72	75	73	74	57
9. People in my team are honest and open	65	73	71	66	62	66	64	74	68	63	67	66	64	65	66	67	48
10. My team resolves conflict quickly when it arises	50	60	57	49	46	50	50	60	50	47	51	51	49	48	51	56	33
11. Morale is good in my team	52	70	55	55	47	50	50	68	54	48	51	52	49	50	53	59	26

Results by Demographic

This section shows the % positive scores for different demographic groups.

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	Hunter New England Local Health District	Role													
		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	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119	
Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66	

Being valued

12. I believe I am valued for what I can offer at my workplace	63	67	60	61	67	70	78	56	56	(r)	81	44	53	60
13. In my workplace, we recognise our successes and innovations	59	56	57	54	61	67	78	50	50	(r)	80	32	54	68
14. Staff are treated respectfully regardless of their job	62	68	59	57	66	70	74	58	64	(r)	82	28	64	62

Results by Demographic

This section shows the % positive scores for different demographic groups.

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	Hunter New England Local Health District	Manage staff		Management responsibility				Employment status					Gender			
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Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Being valued

12. I believe I am valued for what I can offer at my workplace	63	69	62	63	77	80	100	64	61	68	(r)	66	61	64	64	31
13. In my workplace, we recognise our successes and innovations	59	67	57	61	75	78	100	60	56	66	(r)	64	53	57	61	25
14. Staff are treated respectfully regardless of their job	62	70	61	64	78	80	87	62	60	74	(r)	64	58	64	63	30

Results by Demographic

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	Hunter New England Local Health District	Length of Service at NSW Health						Age Group									
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Respondents	5610	369	370	811	1079	1443	1504	235	498	494	545	744	719	931	791	452	146
Employee Engagement Index	69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40

Being valued

12. I believe I am valued for what I can offer at my workplace	63	75	70	64	58	63	63	67	64	60	62	63	63	65	64	71	37
13. In my workplace, we recognise our successes and innovations	59	70	65	62	55	58	59	70	59	57	61	58	59	61	60	64	31
14. Staff are treated respectfully regardless of their job	62	78	72	63	59	61	61	71	65	62	62	63	63	63	61	65	37

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Role													
		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	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119	
Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	67	59	63	64	72	72	83	59	71	(r)	86	36	70	68
15b. My line manager ... treats all staff in my team fairly	63	63	58	59	67	69	76	61	74	(r)	84	33	77	65
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	58	56	58	67	65	75	58	67	(r)	78	32	67	64
15d. My line manager ... treats me with respect	77	77	75	75	79	84	89	70	80	(r)	92	46	76	73
16. I receive regular and constructive feedback on my performance	53	48	52	48	60	55	67	40	57	(r)	72	31	45	58
17. Overall, I have confidence in the decisions made by my line manager	64	62	61	58	68	70	79	58	68	(r)	83	34	69	63

Results by Demographic

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Respondents	5610	1181	4354	682	329	139	15	2996	1843	485	(r)	224	38	879	4571	122
Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	67	71	65	67	76	80	100	68	63	71	(r)	67	39	67	68	36
15b. My line manager ... treats all staff in my team fairly	63	68	61	64	74	77	93	64	59	69	(r)	65	45	66	63	30
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	63	59	60	67	72	100	61	56	67	(r)	67	45	62	61	28
15d. My line manager ... treats me with respect	77	79	77	76	84	86	100	77	76	82	(r)	80	71	78	78	46
16. I receive regular and constructive feedback on my performance	53	58	52	53	63	66	100	56	49	57	(r)	51	24	53	55	18
17. Overall, I have confidence in the decisions made by my line manager	64	67	63	62	71	78	100	64	60	72	(r)	68	43	66	64	26

Results by Demographic

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	Hunter New England Local Health District	Length of Service at NSW Health						Age Group									
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Employee Engagement Index	69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	67	75	71	67	62	66	67	73	71	65	67	66	67	66	66	70	52
15b. My line manager ... treats all staff in my team fairly	63	78	69	66	58	62	61	73	71	63	66	62	61	63	60	64	40
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	76	64	63	57	58	58	71	66	59	61	59	58	59	61	64	35
15d. My line manager ... treats me with respect	77	87	84	80	75	75	76	88	84	79	77	77	75	77	74	80	62
16. I receive regular and constructive feedback on my performance	53	63	57	54	48	53	54	58	55	50	52	53	56	54	54	58	35
17. Overall, I have confidence in the decisions made by my line manager	64	79	70	68	59	61	62	79	70	65	63	62	62	63	62	67	38

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

		Role													
		Hunter New England Local Health District	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	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119	
Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	48	50	46	45	54	48	56	46	47	(r)	69	35	51	48
18b. The senior managers at my workplace ... have a clear direction for the future	44	35	40	42	55	46	61	43	36	(r)	66	22	45	44
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44	41	39	42	54	47	63	45	37	(r)	71	27	51	44
19. There is a positive relationship between senior management and staff in my workplace	41	42	36	39	52	43	53	45	32	(r)	67	22	45	42
20. Overall, I have confidence in the decisions made by my senior managers	45	41	40	40	55	49	59	47	35	(r)	72	26	54	47

Results by Demographic

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Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	48	57	46	51	63	67	100	49	44	56	(r)	51	45	50	48	21
18b. The senior managers at my workplace ... have a clear direction for the future	44	53	41	47	61	62	93	45	40	50	(r)	45	34	43	45	16
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44	50	43	44	55	63	93	45	39	57	(r)	48	30	47	45	12
19. There is a positive relationship between senior management and staff in my workplace	41	46	40	37	54	63	100	42	36	51	(r)	47	37	45	41	14
20. Overall, I have confidence in the decisions made by my senior managers	45	54	42	46	62	67	100	46	39	57	(r)	50	32	48	45	13

Results by Demographic

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	Hunter New England Local Health District	Length of Service at NSW Health						Age Group									
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Employee Engagement Index	69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	48	61	56	48	44	48	46	60	48	43	47	48	50	46	49	53	30
18b. The senior managers at my workplace ... have a clear direction for the future	44	61	49	47	39	42	43	58	45	42	41	45	44	42	44	49	21
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44	65	52	49	41	41	41	62	47	43	43	46	44	43	43	51	15
19. There is a positive relationship between senior management and staff in my workplace	41	63	50	44	37	39	38	56	44	43	37	40	41	39	42	46	19
20. Overall, I have confidence in the decisions made by my senior managers	45	69	56	50	38	41	42	64	50	45	41	44	44	41	46	49	18

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Role													
		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	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119	
Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66	

Communication

21. I am kept well informed about what is happening in my workplace	52	53	51	45	53	59	70	47	35	(r)	69	23	47	54
22. I have a say in decisions which affect my work	48	47	45	44	54	51	73	46	30	(r)	78	28	51	49
23. I think it is safe to speak up and challenge the way things are done	53	56	51	48	56	55	61	52	35	(r)	77	29	63	50
24a. Where I work, we share the lessons learnt when mistakes are made	59	68	58	55	63	61	65	55	55	(r)	72	29	68	62
24b. I am aware of the strategic objectives and direction of the organisation I work for	62	53	59	61	68	63	83	66	58	(r)	86	35	60	69
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	63	52	59	69	71	63	83	67	59	(r)	86	51	64	71

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		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	5610	1181	4354	682	329	139	15	2996	1843	485	(r)	224	38	879	4571	122
Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Communication

21. I am kept well informed about what is happening in my workplace	52	59	51	53	65	69	100	53	50	59	(r)	53	29	53	53	20
22. I have a say in decisions which affect my work	48	59	45	51	69	71	100	50	45	54	(r)	47	37	52	48	15
23. I think it is safe to speak up and challenge the way things are done	53	63	50	57	70	74	93	53	51	58	(r)	55	47	56	53	20
24a. Where I work, we share the lessons learnt when mistakes are made	59	68	57	63	72	78	100	60	57	64	(r)	63	57	61	60	28
24b. I am aware of the strategic objectives and direction of the organisation I work for	62	73	59	66	81	88	100	64	59	63	(r)	65	58	59	63	34
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	63	72	61	65	80	83	100	65	59	65	(r)	68	61	62	64	34

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Length of Service at NSW Health						Age Group									
		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	5610	369	370	811	1079	1443	1504	235	498	494	545	744	719	931	791	452	146
Employee Engagement Index	69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40

Communication

21. I am kept well informed about what is happening in my workplace	52	70	61	54	47	49	51	66	57	57	53	52	53	50	49	54	26
22. I have a say in decisions which affect my work	48	54	54	50	43	48	49	55	50	46	45	49	49	48	51	53	19
23. I think it is safe to speak up and challenge the way things are done	53	62	54	52	47	52	55	56	53	50	53	53	53	55	53	56	23
24a. Where I work, we share the lessons learnt when mistakes are made	59	69	63	60	55	59	59	68	62	56	61	61	59	58	60	62	34
24b. I am aware of the strategic objectives and direction of the organisation I work for	62	70	64	61	57	63	63	68	60	58	60	63	61	62	66	69	37
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	63	72	68	63	58	63	64	68	60	59	62	64	62	64	67	70	44

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

		Role													
		Hunter New England Local Health District	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	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119	
Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66	

Training and Development Opportunities

25.	I have received the appropriate training and development to do my job effectively	76	80	78	71	71	80	76	74	71	(r)	82	47	57	68
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	54	68	80	87	85	95	83	67	(r)	89	56	88	84
27.	I am encouraged to take opportunities to learn new skills and have new experiences	60	64	61	48	59	65	74	52	45	(r)	78	26	54	66

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		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	5610	1181	4354	682	329	139	15	2996	1843	485	(r)	224	38	879	4571	122
Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	76	76	76	73	78	81	100	74	78	77	(r)	74	63	71	77	52
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	74	76	69	83	75	100	77	74	80	(r)	71	42	74	77	60
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	68	58	62	75	77	100	60	58	70	(r)	59	38	58	62	28

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Length of Service at NSW Health						Age Group									
		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	5610	369	370	811	1079	1443	1504	235	498	494	545	744	719	931	791	452	146
Employee Engagement Index	69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	76	77	76	75	73	75	79	77	79	74	74	75	75	74	79	80	66
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	82	78	76	73	77	74	83	75	74	76	74	77	74	79	80	58
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	76	67	61	56	58	60	78	65	62	59	60	59	58	61	61	41

Results by Demographic

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	Hunter New England Local Health District	Role													
		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	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119	
Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	45	38	41	47	46	47	36	42	(r)	58	21	51	47
29. I am able to achieve a healthy work/life balance most of the time	69	52	66	74	70	76	77	69	73	(r)	73	42	84	66
30. There are mechanisms in place to support me if I experience stress or pressure	58	44	55	55	61	64	75	48	49	(r)	76	37	67	61
31. Reasonable expectations are placed on staff according to their position	56	55	53	57	57	63	67	57	51	(r)	65	34	70	54
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	73	71	69	74	72	84	79	70	73	(r)	82	51	76	72

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		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	5610	1181	4354	682	329	139	15	2996	1843	485	(r)	224	38	879	4571	122
Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	48	40	42	55	64	93	42	38	51	(r)	50	32	46	42	17
29. I am able to achieve a healthy work/life balance most of the time	69	61	71	64	61	51	53	64	74	74	(r)	81	53	65	70	37
30. There are mechanisms in place to support me if I experience stress or pressure	58	58	57	55	64	57	73	57	57	64	(r)	64	38	58	58	24
31. Reasonable expectations are placed on staff according to their position	56	57	56	55	57	62	73	55	55	65	(r)	65	53	59	57	22
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	73	76	72	71	81	82	100	72	73	78	(r)	77	58	71	74	44

Results by Demographic

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	Hunter New England Local Health District	Length of Service at NSW Health						Age Group									
		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	5610	369	370	811	1079	1443	1504	235	498	494	545	744	719	931	791	452	146
Employee Engagement Index	69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	59	50	45	37	40	39	56	46	40	43	40	42	38	43	45	20
29. I am able to achieve a healthy work/life balance most of the time	69	77	70	70	69	69	66	70	73	68	74	69	67	65	69	75	44
30. There are mechanisms in place to support me if I experience stress or pressure	58	65	61	60	54	59	55	62	60	53	61	59	56	56	60	62	36
31. Reasonable expectations are placed on staff according to their position	56	71	66	60	54	54	53	69	60	57	61	59	53	52	54	63	28
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	73	81	75	74	71	72	71	81	75	72	74	72	74	71	72	76	52

Results by Demographic

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	Hunter New England Local Health District	Role													
		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	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119	
Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66	

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	88	69	91	87	90	89	85	71	86	(r)	88	78	77	86
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	48	38	46	46	52	54	54	39	44	(r)	62	24	55	51

Results by Demographic

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	Hunter New England Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		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	5610	1181	4354	682	329	139	15	2996	1843	485	(r)	224	38	879	4571	122
Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	88	92	87	91	94	92	100	89	88	85	(r)	84	62	83	89	82
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	48	53	47	46	63	58	100	48	45	54	(r)	56	35	48	49	14

Results by Demographic

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		Hunter New England Local Health District	Length of Service at NSW Health						Age Group									
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Respondents		5610	369	370	811	1079	1443	1504	235	498	494	545	744	719	931	791	452	146
Employee Engagement Index		69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40
Unacceptable Behaviour																		
34a.	Do you currently ... know how to report occurrences of these types of behaviour?	88	78	84	88	88	89	90	82	83	84	87	88	89	90	91	91	87
34b.	Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	48	62	55	51	44	44	48	57	53	47	49	45	46	48	49	52	26

Results by Demographic

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	Hunter New England Local Health District	Role													
		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	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119	
Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	62	47	59	73	68	60	75	65	70	(r)	80	46	72	62
36. In my workplace patient safety is at the centre of all decision making	70	60	71	68	68	74	67	66	81	(r)	74	66	85	70
37. My team's objectives/work plans are clearly outlined	68	62	66	66	72	71	82	63	73	(r)	83	47	68	69
38. Our objectives/work plans help us to deliver a quality service	67	58	65	69	71	69	81	62	68	(r)	83	50	70	67
39. At my workplace there is a good balance between delivering services and monitoring service delivery	54	45	51	60	61	51	68	54	50	(r)	73	44	63	61

Results by Demographic

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	Hunter New England Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		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
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Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	62	63	62	60	66	64	87	62	62	64	(r)	71	37	60	63	32
36. In my workplace patient safety is at the centre of all decision making	70	73	70	73	73	72	93	70	70	72	(r)	80	45	68	72	47
37. My team's objectives/work plans are clearly outlined	68	76	66	72	81	78	100	69	67	70	(r)	72	61	65	70	35
38. Our objectives/work plans help us to deliver a quality service	67	76	65	72	80	80	100	68	66	68	(r)	75	58	63	69	31
39. At my workplace there is a good balance between delivering services and monitoring service delivery	54	59	53	54	66	70	87	54	51	59	(r)	66	39	52	55	23

Results by Demographic

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Employee Engagement Index	69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	62	72	64	63	58	62	63	69	58	55	60	63	65	63	64	71	38
36. In my workplace patient safety is at the centre of all decision making	70	78	74	72	65	69	71	77	70	65	65	71	70	71	73	79	49
37. My team's objectives/work plans are clearly outlined	68	74	74	68	65	68	69	76	69	65	67	69	67	67	72	74	51
38. Our objectives/work plans help us to deliver a quality service	67	75	74	67	62	67	68	80	66	64	65	68	67	66	70	73	43
39. At my workplace there is a good balance between delivering services and monitoring service delivery	54	69	60	56	51	52	52	69	55	51	50	55	54	53	56	60	29

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Role													
		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	5610	230	2441	467	768	913	152	143	89	(r)	114	96	75	119	
Employee Engagement Index	69	67	67	70	70	74	82	68	63	(r)	83	45	75	66	

Your Workplace

40. Overall I am proud to be a part of this workplace	74	72	72	73	76	80	87	72	68	(r)	87	56	80	69
41. I would recommend my workplace as a good place to work	64	61	60	62	66	70	81	61	59	(r)	81	40	71	60
42. I feel motivated to contribute more than what is normally required at work	68	72	65	70	69	72	79	69	58	(r)	82	43	77	68
43. I have a strong sense of belonging to my workplace	66	66	65	66	66	68	74	62	67	(r)	77	37	73	67
44. Overall I am satisfied to be working here at the present time	70	68	67	72	70	77	83	69	67	(r)	85	43	77	62
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	59	57	57	62	67	70	47	65	(r)	76	29	57	62
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	26	38	39	42	37	45	31	37	(r)	45	18	40	42

Results by Demographic

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	Hunter New England Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		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
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Employee Engagement Index	69	74	68	70	78	81	100	69	68	74	(r)	75	65	69	70	29

Your Workplace

40. Overall I am proud to be a part of this workplace	74	79	73	75	84	88	100	74	74	79	(r)	82	71	75	75	28
41. I would recommend my workplace as a good place to work	64	69	62	65	75	77	100	63	62	70	(r)	71	55	65	64	20
42. I feel motivated to contribute more than what is normally required at work	68	73	67	68	77	83	100	68	65	75	(r)	76	66	67	69	30
43. I have a strong sense of belonging to my workplace	66	74	63	70	79	79	100	66	65	64	(r)	63	63	67	66	27
44. Overall I am satisfied to be working here at the present time	70	72	69	69	75	79	100	69	69	76	(r)	77	68	71	71	27
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	64	59	60	65	74	100	59	59	67	(r)	63	50	57	61	30
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	47	36	46	47	49	93	40	35	34	(r)	39	27	37	39	12

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Hunter New England Local Health District	Length of Service at NSW Health						Age Group									
		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	5610	369	370	811	1079	1443	1504	235	498	494	545	744	719	931	791	452	146
Employee Engagement Index	69	79	73	72	65	68	70	78	70	66	66	69	68	71	72	75	40

Your Workplace

40. Overall I am proud to be a part of this workplace	74	84	80	77	71	72	74	83	77	73	71	73	74	77	75	79	45
41. I would recommend my workplace as a good place to work	64	77	68	68	59	61	62	78	65	63	61	65	61	64	66	67	30
42. I feel motivated to contribute more than what is normally required at work	68	81	72	69	62	67	68	77	68	65	63	67	67	70	71	74	40
43. I have a strong sense of belonging to my workplace	66	69	62	65	61	66	70	67	65	61	64	65	65	68	69	74	37
44. Overall I am satisfied to be working here at the present time	70	83	76	73	66	67	69	81	71	70	67	69	68	71	72	78	36
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	72	64	62	55	59	59	70	62	56	59	57	60	59	62	65	39
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	32	41	40	35	40	38	40	35	34	35	39	40	41	37	44	19

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).

Example calculation for NSW Health Overall:

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

	Responses	<i>Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).</i>	
Permanent Full time (1)	18750	$\frac{18750}{18750 + 7753}$	× 1661 = 1175 Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661	$\frac{7753}{18750 + 7753}$	× 1661 = 486 Part time
Agency (4)	132		
Casual (5)	975		
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:

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

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

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

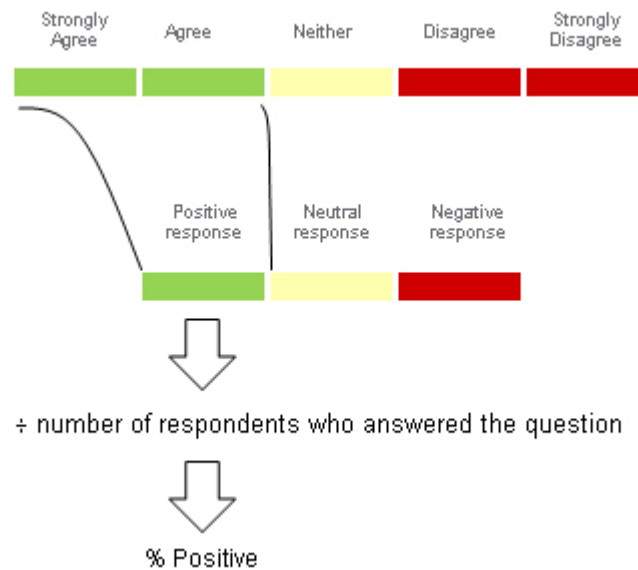
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

$$\frac{21289 + (8803 \times 0.33)}{94882.6} = 25\% \text{ Estimated Response Rate}$$

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.



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%	

Trend data

Comparisons to the previous survey relate to the results from the 2011 YourSay Workplace Survey. Questions 4 and 39 were negatively worded in 2011 and so are not directly comparable to 2013 results. Questions 33a and 33b specifically excluded patients and visitors from the inappropriate behaviour and are not directly comparable to 2013 results. Questions 24b, 24c and 33c were introduced to the survey in 2013 and therefore do not have trend data.

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.