

2013 YourSay Workplace Survey

LHD Report



Illawarra Shoalhaven Local Health District

This Report

This report provides Illawarra Shoalhaven 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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3,057

2011: 623

ACTUAL RESPONSES

46%

2011: 12%

1% Confidence Interval

ESTIMATED RESPONSE RATE

66%

2011: 64%

ENGAGEMENT INDEX

50%

2011: 45%

WORKPLACE CULTURE INDEX

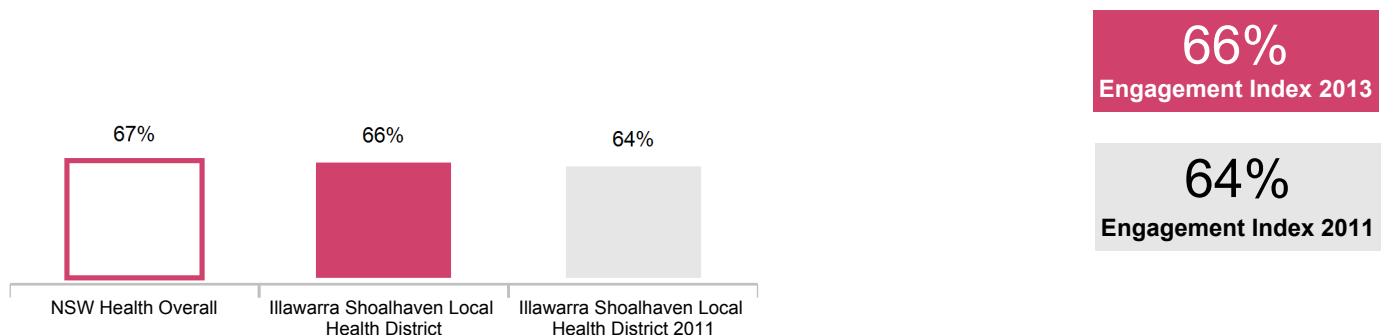
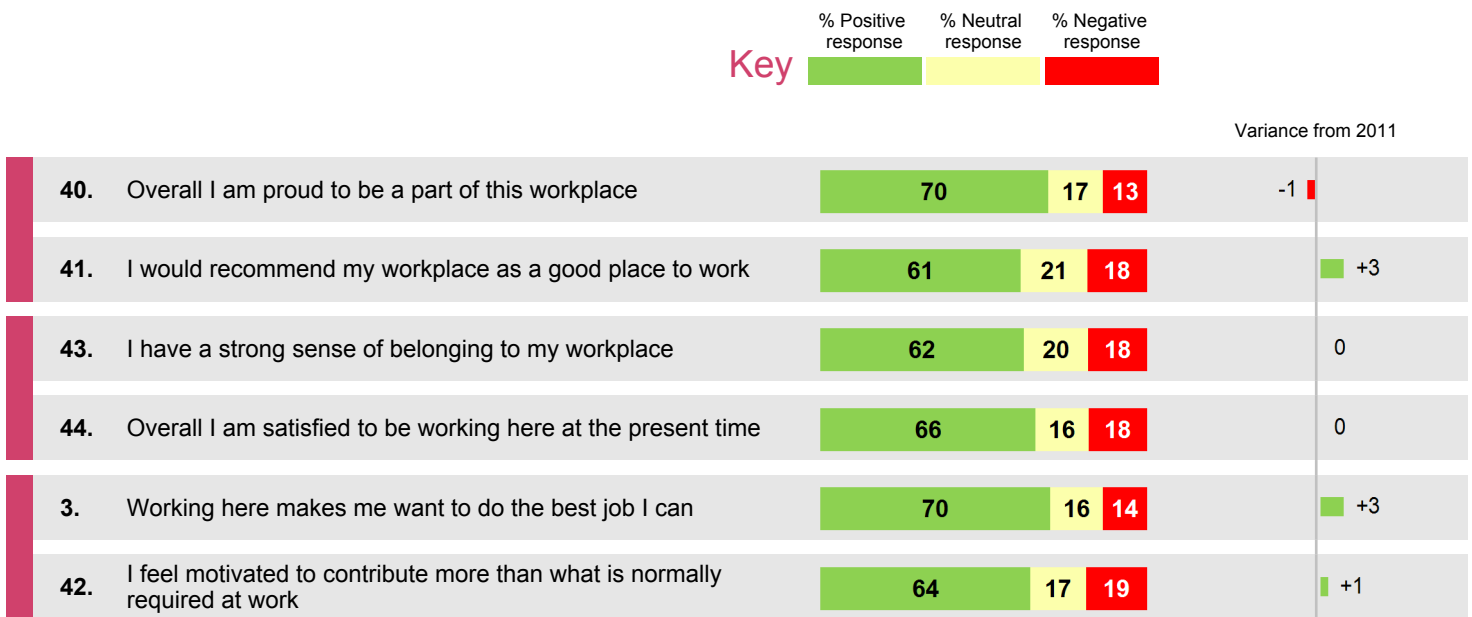
Employee Engagement Index

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:

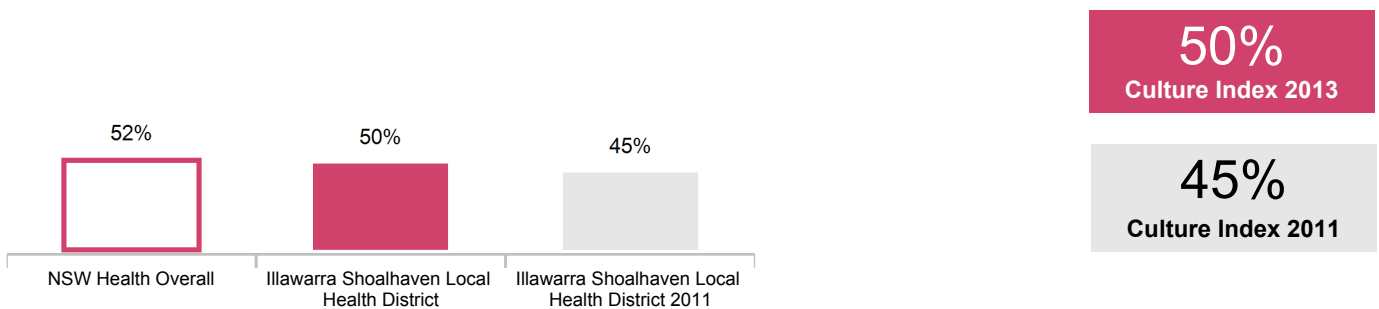


Employee Workplace Culture Index

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	50	21	30	+7
12. I believe I am valued for what I can offer at my workplace	60	16	24	+4
13. In my workplace, we recognise our successes and innovations	53	23	23	+2
14. Staff are treated respectfully regardless of their job	59	16	25	+3
17. Overall, I have confidence in the decisions made by my line manager	61	18	20	+7
18b. The senior managers at my workplace ... have a clear direction for the future	35	33	32	+7
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	26	37	+6
20. Overall, I have confidence in the decisions made by my senior managers	38	27	35	+4
22. I have a say in decisions which affect my work	44	24	33	+2
23. I think it is safe to speak up and challenge the way things are done	47	20	33	+5
24a. Where I work, we share the lessons learnt when mistakes are made	58	22	21	+8
28. I have confidence in the processes that my workplace uses to resolve staff conflict	40	27	32	+3
37. My team's objectives/work plans are clearly outlined	62	23	15	+2
38. Our objectives/work plans help us to deliver a quality service	63	23	14	+3
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	35	30	+4



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 Illawarra Shoalhaven Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Illawarra Shoalhaven 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	Illawarra Shoalhaven 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		35	36	31
19.	There is a positive relationship between senior management and staff in my workplace		35	40	30
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		37	41	31
20.	Overall, I have confidence in the decisions made by my senior managers		38	42	34
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		40	42	37
18b.	The senior managers at my workplace ... have a clear direction for the future		35	40	28

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	68
Your Job	64
Your Line Manager	61

Questions

	% Positive
1. My job makes good use of my skills and abilities	79
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76
15d. My line manager ... treats me with respect	74
3. Working here makes me want to do the best job I can	70
25. I have received the appropriate training and development to do my job effectively	70

Lowlights

Sections

	% Positive
Senior Managers	37
Communication	51
Work Environment	55

Questions

	% Positive
19. There is a positive relationship between senior management and staff in my workplace	35
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35
18b. The senior managers at my workplace ... have a clear direction for the future	35
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37
20. Overall, I have confidence in the decisions made by my senior managers	38

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	51	 +6
Your Line Manager	61	 +5
Senior Managers	37	 +5

Questions






	% Positive	Variance from 2011
24a. Where I work, we share the lessons learnt when mistakes are made	58	 +8
11. Morale is good in my team	50	 +7
16. I receive regular and constructive feedback on my performance	48	 +7
17. Overall, I have confidence in the decisions made by my line manager	61	 +7
18b. The senior managers at my workplace ... have a clear direction for the future	35	 +7

Least improved

Sections

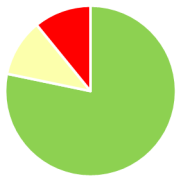
	% Positive	Variance from 2011
There are no scores below		

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	-6 
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	-2 
25. I have received the appropriate training and development to do my job effectively	70	-1 
29. I am able to achieve a healthy work/life balance most of the time	64	-1 
40. Overall I am proud to be a part of this workplace	70	-1 

Trend Comparison

This section shows comparisons between Illawarra Shoalhaven Local Health District and the 2011 survey results for Illawarra Shoalhaven Local Health District.

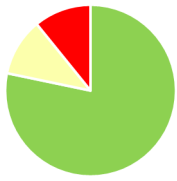


- 78% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 11% ■ Proportion of questions inline with the 2011 scores
- 11% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
24a. Where I work, we share the lessons learnt when mistakes are made	58	■ +8
11. Morale is good in my team	50	■ +7
16. I receive regular and constructive feedback on my performance	48	■ +7
17. Overall, I have confidence in the decisions made by my line manager	61	■ +7
18b. The senior managers at my workplace ... have a clear direction for the future	35	■ +7
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	■ +6
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	■ +6
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	■ +5
18a. The senior managers at my workplace ... are aware of the issues I face in my job	41	■ +5
19. There is a positive relationship between senior management and staff in my workplace	35	■ +5
23. I think it is safe to speak up and challenge the way things are done	47	■ +5
2. I feel I am able to suggest ideas to improve our ways of doing things	68	■ +4
12. I believe I am valued for what I can offer at my workplace	60	■ +4
15a. My line manager ... recognises and acknowledges when I have done my job well	62	■ +4
15b. My line manager ... treats all staff in my team fairly	61	■ +4
20. Overall, I have confidence in the decisions made by my senior managers	38	■ +4

Trend Comparison

This section shows comparisons between Illawarra Shoalhaven Local Health District and the 2011 survey results for Illawarra Shoalhaven Local Health District.

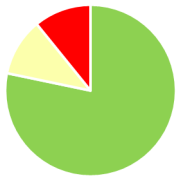


- 78% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 11% ■ Proportion of questions inline with the 2011 scores
- 11% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
21. I am kept well informed about what is happening in my workplace	48	+4
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	+4
1. My job makes good use of my skills and abilities	79	+3
3. Working here makes me want to do the best job I can	70	+3
7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	+3
14. Staff are treated respectfully regardless of their job	59	+3
28. I have confidence in the processes that my workplace uses to resolve staff conflict	40	+3
38. Our objectives/work plans help us to deliver a quality service	63	+3
41. I would recommend my workplace as a good place to work	61	+3
13. In my workplace, we recognise our successes and innovations	53	+2
22. I have a say in decisions which affect my work	44	+2
31. Reasonable expectations are placed on staff according to their position	52	+2
36. In my workplace patient safety is at the centre of all decision making	68	+2
37. My team's objectives/work plans are clearly outlined	62	+2
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	59	+1
8. In my team we generally acknowledge one another's efforts and achievements	69	+1

Trend Comparison

This section shows comparisons between Illawarra Shoalhaven Local Health District and the 2011 survey results for Illawarra Shoalhaven Local Health District.



- 78% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 11% ■ Proportion of questions inline with the 2011 scores
- 11% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
10. My team resolves conflict quickly when it arises	50	+1
15d. My line manager ... treats me with respect	74	+1
30. There are mechanisms in place to support me if I experience stress or pressure	53	+1
42. I feel motivated to contribute more than what is normally required at work	64	+1
5. I have sufficient control over my work so I can do my job well	61	0
9. People in my team are honest and open	62	0
35. My work environment allows me to deliver the best possible services (patient care or support services)	56	0
43. I have a strong sense of belonging to my workplace	62	0
44. Overall I am satisfied to be working here at the present time	66	0
25. I have received the appropriate training and development to do my job effectively	70	-1
29. I am able to achieve a healthy work/life balance most of the time	64	-1
40. Overall I am proud to be a part of this workplace	70	-1
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	-2
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-6

External Comparison

This section shows comparisons between Illawarra Shoalhaven 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.



- 6% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 86% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
15b. My line manager ... treats all staff in my team fairly	61	+3
17. Overall, I have confidence in the decisions made by my line manager	61	+2
22. I have a say in decisions which affect my work	44	+2
15a. My line manager ... recognises and acknowledges when I have done my job well	62	0
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	0
15d. My line manager ... treats me with respect	74	0
42. I feel motivated to contribute more than what is normally required at work	64	0
16. I receive regular and constructive feedback on my performance	48	-1
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	-1
19. There is a positive relationship between senior management and staff in my workplace	35	-1
21. I am kept well informed about what is happening in my workplace	48	-1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-1
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	-1
7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	-2
20. Overall, I have confidence in the decisions made by my senior managers	38	-2
24a. Where I work, we share the lessons learnt when mistakes are made	58	-2
41. I would recommend my workplace as a good place to work	61	-2

External Comparison

This section shows comparisons between Illawarra Shoalhaven 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.



- 6% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 86% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	-2 ■
18a. The senior managers at my workplace ... are aware of the issues I face in my job	41	-3 ■
40. Overall I am proud to be a part of this workplace	70	-3 ■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	-3 ■
1. My job makes good use of my skills and abilities	79	-4 ■
14. Staff are treated respectfully regardless of their job	59	-4 ■
29. I am able to achieve a healthy work/life balance most of the time	64	-4 ■
43. I have a strong sense of belonging to my workplace	62	-4 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	68	-5 ■
8. In my team we generally acknowledge one another's efforts and achievements	69	-5 ■
9. People in my team are honest and open	62	-5 ■
36. In my workplace patient safety is at the centre of all decision making	68	-5 ■
44. Overall I am satisfied to be working here at the present time	66	-5 ■
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	59	-6 ■
10. My team resolves conflict quickly when it arises	50	-6 ■
11. Morale is good in my team	50	-6 ■
12. I believe I am valued for what I can offer at my workplace	60	-6 ■

External Comparison

This section shows comparisons between Illawarra Shoalhaven 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.



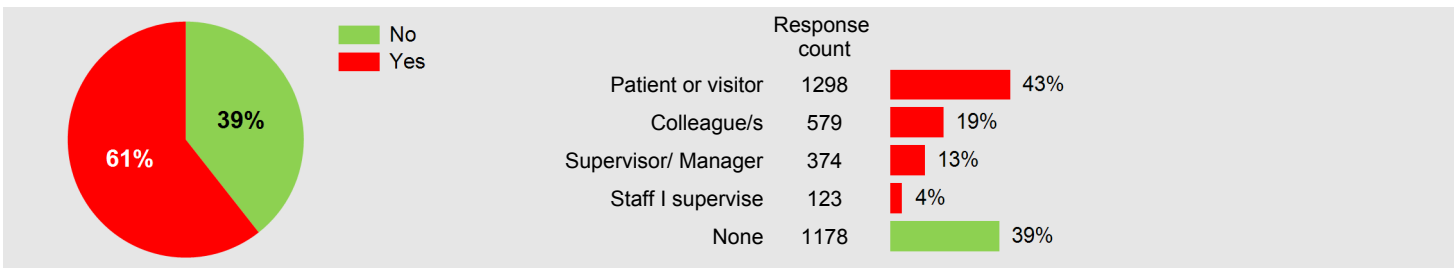
- 6% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 86% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
13. In my workplace, we recognise our successes and innovations	53	-6 ■
23. I think it is safe to speak up and challenge the way things are done	47	-6 ■
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	-6 ■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	40	-6 ■
30. There are mechanisms in place to support me if I experience stress or pressure	53	-6 ■
24b. I am aware of the strategic objectives and direction of the organisation I work for	54	-7 ■
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	-7 ■
38. Our objectives/work plans help us to deliver a quality service	63	-7 ■
3. Working here makes me want to do the best job I can	70	-8 ■
25. I have received the appropriate training and development to do my job effectively	70	-8 ■
18b. The senior managers at my workplace ... have a clear direction for the future	35	-9 ■
31. Reasonable expectations are placed on staff according to their position	52	-9 ■
37. My team's objectives/work plans are clearly outlined	62	-9 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	56	-10 ■
39. At my workplace there is a good balance between delivering services and monitoring service delivery	48	-10 ■
5. I have sufficient control over my work so I can do my job well	61	-11 ■
4. The right amount of approvals are required for routine decisions	44	-13 ■

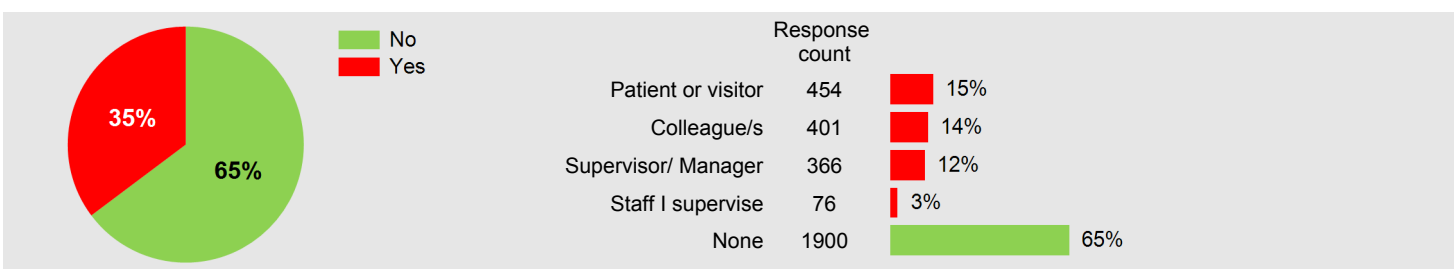
Unacceptable Behaviour

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

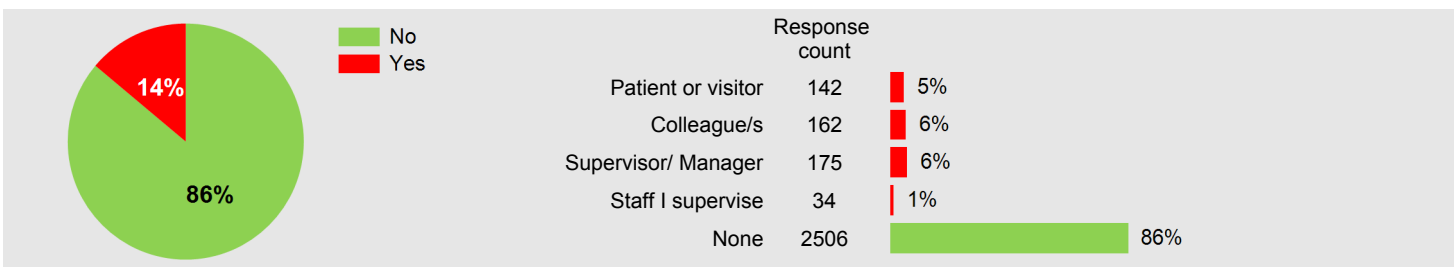
33a. In the last 12 months, I have been verbally abused by a ...



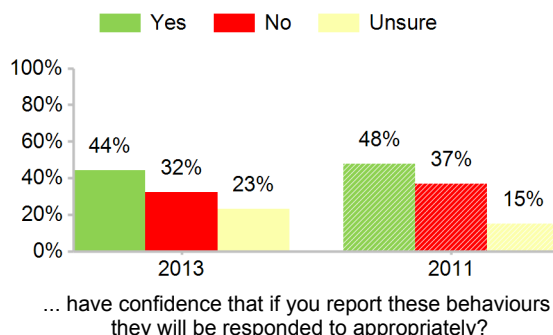
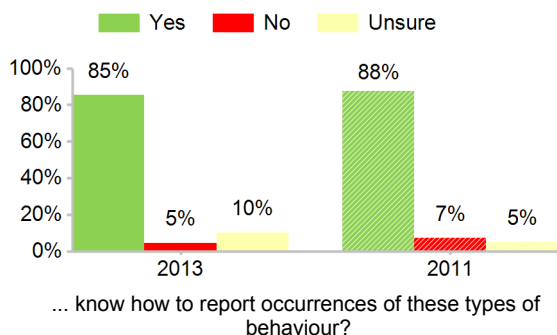
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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 response	% neutral response	% negative response	% Positive Score	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	79	9	12	79	76	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	68	13	19	68	64	68	73
3. Working here makes me want to do the best job I can	70	16	14	70	67	71	78
4. The right amount of approvals are required for routine decisions *	44	26	30	44		48	57
5. I have sufficient control over my work so I can do my job well	61	16	23	61	61	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	59	19	22	59	58	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

				% Positive Score	Illawarra Shoalhaven 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		66	15	19	66	57	60	64
8.	In my team we generally acknowledge one another's efforts and achievements		69	14	18	69	68	69	74
9.	People in my team are honest and open		62	20	18	62	62	63	67
10.	My team resolves conflict quickly when it arises		50	26	24	50	49	51	56
11.	Morale is good in my team		50	21	30	50	43	51	56

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Illawarra Shoalhaven 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							
Being valued							
12. I believe I am valued for what I can offer at my workplace	60	16	24	60	56	61	66
13. In my workplace, we recognise our successes and innovations	53	23	23	53	51	55	59
14. Staff are treated respectfully regardless of their job	59	16	25	59	56	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		Illawarra Shoalhaven 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	62	18	20	62	58	64	62
15b. My line manager ... treats all staff in my team fairly	61	16	24	61	57	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	17	23	60	55	60	60
15d. My line manager ... treats me with respect	74	12	14	74	73	75	74
16. I receive regular and constructive feedback on my performance	48	22	30	48	41	49	49
17. Overall, I have confidence in the decisions made by my line manager	61	18	20	61	54	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	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Senior Managers								
	18a. The senior managers at my workplace ... are aware of the issues I face in my job	41	21	37	41	36	46	44
	18b. The senior managers at my workplace ... have a clear direction for the future	35	33	32	35	28	40	44
K	18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	26	37	37	31	41	38
K	19. There is a positive relationship between senior management and staff in my workplace	35	26	40	35	30	40	36
K	20. Overall, I have confidence in the decisions made by my senior managers	38	27	35	38	34	42	40

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Key	% Positive Score	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% positive response	% neutral response	% negative response					
Communication				A question identified as being a key driver of employee engagement	51	45	53	55
21. I am kept well informed about what is happening in my workplace	48	22	30		48	44	50	49
22. I have a say in decisions which affect my work	44	24	33		44	42	46	42
23. I think it is safe to speak up and challenge the way things are done	47	20	33		47	42	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	58	22	21		58	50	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	54	25	21		54		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	25	19		56		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

Training and Development Opportunities

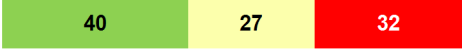




Question	% Positive	% Neutral	% Negative	% Positive Score	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	70	15	15	70	71	71	78
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	11	13	76	82	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	19	24	57	51	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	Illawarra Shoalhaven 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		40	55	61
	29. I am able to achieve a healthy work/life balance most of the time		64	65	68
	30. There are mechanisms in place to support me if I experience stress or pressure		53	54	59
	31. Reasonable expectations are placed on staff according to their position		52	56	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		68	68	69

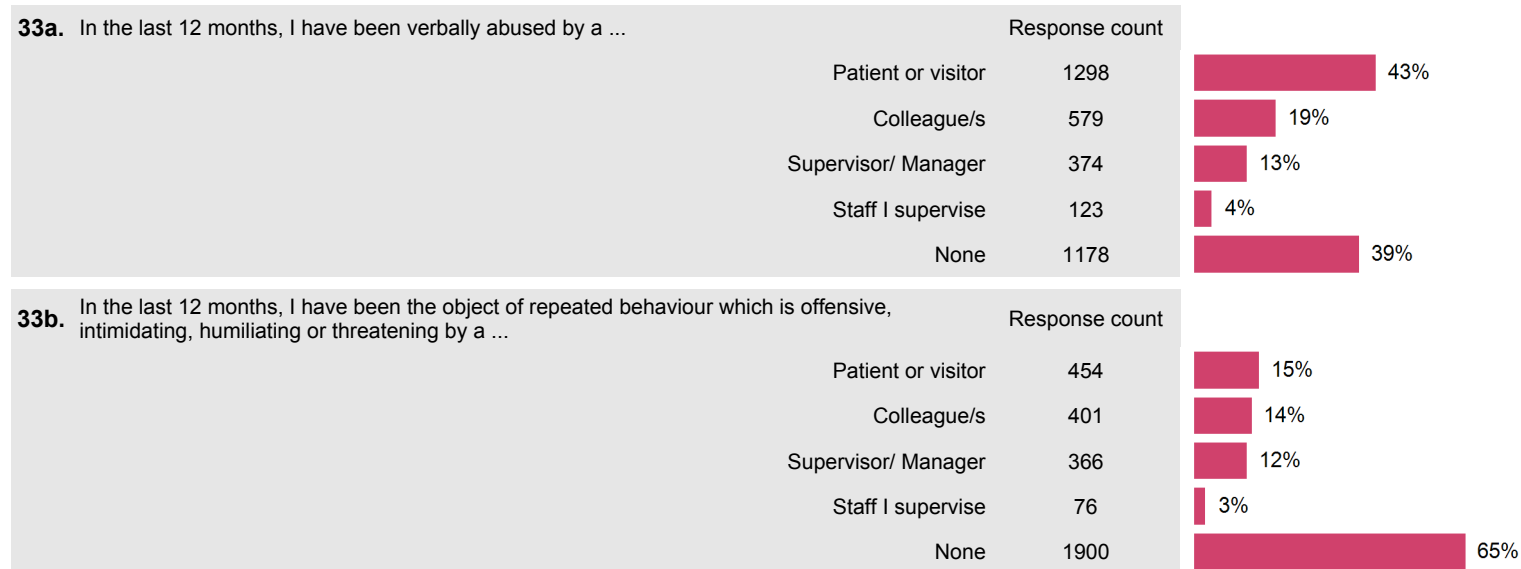
All Questions

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

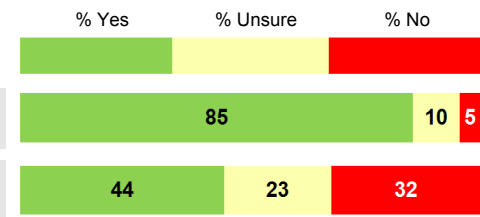
At least 1% greater than comparator
At least 1% less than comparator

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	142
Colleague/s	162
Supervisor/ Manager	175
Staff I supervise	34
None	2506



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
Illawarra Shoalhaven Local Health District 2011
NSW Health Overall 2013
Australian Health Sector Benchmark

85 **88** **83** **88**
44 **48** **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				At least 1% greater than comparator
					At least 1% less than comparator

Service Delivery

				% Positive Score	Illawarra Shoalhaven 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)		56	21	23	56	59	66
36. In my workplace patient safety is at the centre of all decision making		68	19	14	68	67	73
37. My team's objectives/work plans are clearly outlined		62	23	15	62	65	71
38. Our objectives/work plans help us to deliver a quality service		63	23	14	63	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *		48	30	21	48	52	58

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	Illawarra Shoalhaven Local Health District 2013	NSW Health Overall 2013	Australian Health Sector Benchmark
			% positive response	% neutral response	% negative response				
Your Workplace						59	59	60	62
40.		Overall I am proud to be a part of this workplace	70	17	13	70	71	71	73
41.		I would recommend my workplace as a good place to work	61	21	18	61	58	62	63
42.		I feel motivated to contribute more than what is normally required at work	64	17	19	64	63	65	64
43.		I have a strong sense of belonging to my workplace	62	20	18	62	62	64	66
44.		Overall I am satisfied to be working here at the present time	66	16	18	66	66	67	71
45.		Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	25	19	56		56	58
K		46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	35	30	35	31	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													
		Illawarra Shoalhaven 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	3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86	
Employee Engagement Index	66	65	65	65	71	69	77	64	63	(r)	68	53	49	61	

Your Job

1. My job makes good use of my skills and abilities	79	83	80	78	83	83	86	69	70	(r)	85	59	70	75
2. I feel I am able to suggest ideas to improve our ways of doing things	68	68	67	62	79	75	74	72	43	(r)	79	59	50	62
3. Working here makes me want to do the best job I can	70	71	71	72	75	70	81	67	70	(r)	70	58	50	66
4. The right amount of approvals are required for routine decisions	44	46	45	42	49	39	43	42	30	(r)	34	47	40	49
5. I have sufficient control over my work so I can do my job well	61	55	58	63	72	63	72	67	60	(r)	62	62	60	64
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	59	63	59	54	65	65	63	51	60	(r)	64	46	50	56

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

	Illawarra Shoalhaven 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	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Your Job

1. My job makes good use of my skills and abilities	79	83	78	81	88	82	92	78	81	86	(r)	75	74	73	82	56
2. I feel I am able to suggest ideas to improve our ways of doing things	68	78	66	76	79	82	85	68	69	74	(r)	61	65	64	71	43
3. Working here makes me want to do the best job I can	70	73	70	71	75	74	92	68	72	79	(r)	78	74	63	74	42
4. The right amount of approvals are required for routine decisions	44	38	46	38	38	34	46	42	44	53	(r)	57	41	43	46	22
5. I have sufficient control over my work so I can do my job well	61	57	63	57	64	41	77	59	62	74	(r)	71	48	58	64	32
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	59	72	57	68	79	74	85	59	59	71	(r)	56	61	59	62	33

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

	Illawarra Shoalhaven 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	3057	223	205	458	597	786	729	99	292	266	312	385	397	515	386	183	149
Employee Engagement Index	66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Your Job

1. My job makes good use of my skills and abilities	79	84	74	80	79	77	82	89	85	76	79	77	81	79	80	81	67
2. I feel I am able to suggest ideas to improve our ways of doing things	68	71	68	68	70	69	67	62	70	69	68	67	73	72	69	74	43
3. Working here makes me want to do the best job I can	70	83	74	72	69	65	73	77	73	67	68	65	73	73	74	79	51
4. The right amount of approvals are required for routine decisions	44	61	47	45	46	39	42	61	51	40	38	42	44	45	40	55	28
5. I have sufficient control over my work so I can do my job well	61	77	61	67	62	56	58	75	68	60	58	58	64	61	61	66	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	59	68	55	62	60	57	60	67	65	58	56	59	66	58	60	64	36

Results by Demographic

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

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	Illawarra Shoalhaven 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	3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86	
Employee Engagement Index	66	65	65	65	71	69	77	64	63	(r)	68	53	49	61	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	74	67	52	72	72	75	72	67	(r)	83	44	60	59
8. In my team we generally acknowledge one another's efforts and achievements	69	77	69	57	74	75	79	75	77	(r)	83	49	40	64
9. People in my team are honest and open	62	75	65	51	63	68	74	50	70	(r)	70	38	40	56
10. My team resolves conflict quickly when it arises	50	65	48	45	57	56	57	36	50	(r)	63	34	20	44
11. Morale is good in my team	50	61	49	44	54	55	60	33	57	(r)	63	30	40	54

Results by Demographic

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	Illawarra Shoalhaven 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	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	71	65	67	75	77	92	65	66	82	(r)	68	61	65	68	42
8. In my team we generally acknowledge one another's efforts and achievements	69	77	67	75	82	80	85	68	68	82	(r)	68	61	66	71	44
9. People in my team are honest and open	62	72	60	70	75	75	85	62	61	78	(r)	64	65	60	65	40
10. My team resolves conflict quickly when it arises	50	60	48	56	65	62	83	50	48	66	(r)	52	61	51	51	33
11. Morale is good in my team	50	57	48	51	64	66	85	48	48	70	(r)	56	48	49	52	25

Results by Demographic

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	Illawarra Shoalhaven Local Health District	Length of Service at NSW Health						Age Group									
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Respondents	3057	223	205	458	597	786	729	99	292	266	312	385	397	515	386	183	149
Employee Engagement Index	66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	78	69	67	64	63	67	76	69	62	65	65	68	67	69	68	53
8. In my team we generally acknowledge one another's efforts and achievements	69	80	72	72	65	65	70	75	73	66	68	63	72	70	71	73	54
9. People in my team are honest and open	62	77	65	62	61	58	64	79	69	60	61	59	63	64	62	65	52
10. My team resolves conflict quickly when it arises	50	67	49	50	50	45	51	69	55	48	48	47	50	48	52	56	39
11. Morale is good in my team	50	74	55	54	51	41	47	77	57	48	49	47	53	46	49	55	30

Results by Demographic

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	Illawarra Shoalhaven 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	3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86	
Employee Engagement Index	66	65	65	65	71	69	77	64	63	(r)	68	53	49	61	

Being valued

12. I believe I am valued for what I can offer at my workplace	60	69	59	56	65	64	71	56	50	(r)	65	50	40	58
13. In my workplace, we recognise our successes and innovations	53	64	52	45	59	60	75	53	37	(r)	72	33	30	55
14. Staff are treated respectfully regardless of their job	59	65	58	58	69	67	72	47	50	(r)	70	34	50	56

Results by Demographic

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Respondents	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Being valued

12. I believe I am valued for what I can offer at my workplace	60	64	59	60	70	67	85	59	58	76	(r)	71	65	59	62	37
13. In my workplace, we recognise our successes and innovations	53	63	51	59	68	69	92	53	50	73	(r)	56	43	53	55	29
14. Staff are treated respectfully regardless of their job	59	66	58	64	72	60	92	57	60	80	(r)	63	70	55	63	27

Results by Demographic

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Employee Engagement Index	66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Being valued

12. I believe I am valued for what I can offer at my workplace	60	77	64	64	60	56	57	69	66	63	62	58	63	59	60	62	40
13. In my workplace, we recognise our successes and innovations	53	72	56	58	53	50	51	64	61	54	56	49	55	53	55	59	32
14. Staff are treated respectfully regardless of their job	59	78	65	64	58	53	58	77	71	61	59	58	62	58	58	58	38

Results by Demographic

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	Illawarra Shoalhaven Local Health District	Role													
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Respondents	3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86	
Employee Engagement Index	66	65	65	65	71	69	77	64	63	(r)	68	53	49	61	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	62	66	60	57	72	68	74	61	43	(r)	85	45	55	58
15b. My line manager ... treats all staff in my team fairly	61	67	59	57	71	67	71	47	67	(r)	76	41	55	56
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	64	59	58	67	70	65	39	60	(r)	67	44	45	57
15d. My line manager ... treats me with respect	74	77	74	65	79	80	83	64	73	(r)	91	59	73	65
16. I receive regular and constructive feedback on my performance	48	53	49	45	52	47	64	31	27	(r)	63	38	36	52
17. Overall, I have confidence in the decisions made by my line manager	61	66	61	57	68	68	67	39	43	(r)	72	43	45	58

Results by Demographic

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Respondents	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	62	70	61	66	75	70	92	62	59	75	(r)	67	48	61	63	46
15b. My line manager ... treats all staff in my team fairly	61	68	60	62	75	70	100	60	60	75	(r)	67	43	60	63	43
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	67	59	63	75	62	100	60	59	77	(r)	69	35	60	63	40
15d. My line manager ... treats me with respect	74	79	73	76	85	79	100	73	74	85	(r)	82	55	73	76	53
16. I receive regular and constructive feedback on my performance	48	56	46	53	60	47	92	50	43	58	(r)	50	35	48	49	36
17. Overall, I have confidence in the decisions made by my line manager	61	68	60	64	76	62	92	61	59	76	(r)	69	39	58	64	40

Results by Demographic

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Respondents	3057	223	205	458	597	786	729	99	292	266	312	385	397	515	386	183	149
Employee Engagement Index	66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	62	77	68	64	63	59	58	68	70	65	63	63	65	61	56	62	44
15b. My line manager ... treats all staff in my team fairly	61	84	70	60	62	55	58	75	72	62	64	59	62	60	57	62	43
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	81	72	64	61	55	57	76	73	64	60	60	59	58	60	64	38
15d. My line manager ... treats me with respect	74	91	77	76	73	71	73	85	87	78	72	71	76	74	72	74	54
16. I receive regular and constructive feedback on my performance	48	66	49	51	48	44	46	65	55	50	48	47	47	47	49	45	32
17. Overall, I have confidence in the decisions made by my line manager	61	85	71	63	63	55	58	80	77	66	64	57	62	60	57	60	39

Results by Demographic

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		Illawarra Shoalhaven 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		3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86
Employee Engagement Index		66	65	65	65	71	69	77	64	63	(r)	68	53	49	61

Senior Managers

18a.	The senior managers at my workplace ... are aware of the issues I face in my job	41	52	40	38	51	40	40	28	48	(r)	59	38	36	39
18b.	The senior managers at my workplace ... have a clear direction for the future	35	37	33	36	46	36	40	14	27	(r)	48	30	18	40
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace	37	41	34	36	50	38	43	25	30	(r)	50	31	45	41
19.	There is a positive relationship between senior management and staff in my workplace	35	42	31	31	48	36	38	25	23	(r)	54	28	36	46
20.	Overall, I have confidence in the decisions made by my senior managers	38	43	33	37	53	40	44	33	30	(r)	52	30	36	48

Results by Demographic

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		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	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	41	53	39	46	66	57	92	41	39	52	(r)	55	43	43	42	23
18b. The senior managers at my workplace ... have a clear direction for the future	35	43	34	38	50	46	92	35	34	42	(r)	44	39	33	37	15
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	43	36	39	49	51	77	36	34	51	(r)	51	39	36	39	16
19. There is a positive relationship between senior management and staff in my workplace	35	40	34	34	47	44	85	34	31	52	(r)	45	39	36	35	19
20. Overall, I have confidence in the decisions made by my senior managers	38	45	36	39	53	52	85	37	34	53	(r)	53	43	38	39	16

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

	Illawarra Shoalhaven 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	3057	223	205	458	597	786	729	99	292	266	312	385	397	515	386	183	149
Employee Engagement Index	66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	41	63	43	41	44	38	38	57	46	39	45	41	41	43	38	41	24
18b. The senior managers at my workplace ... have a clear direction for the future	35	55	36	36	37	31	33	54	42	34	37	32	35	36	34	38	17
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	64	42	37	38	32	33	63	43	40	36	34	37	38	34	38	17
19. There is a positive relationship between senior management and staff in my workplace	35	63	41	36	35	27	33	63	43	34	34	32	33	36	31	34	15
20. Overall, I have confidence in the decisions made by my senior managers	38	66	43	40	40	30	34	67	48	41	36	36	36	38	33	37	16

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

	Illawarra Shoalhaven 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	3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86	
Employee Engagement Index	66	65	65	65	71	69	77	64	63	(r)	68	53	49	61	

Communication

21. I am kept well informed about what is happening in my workplace	48	45	49	44	48	53	54	39	40	(r)	59	32	18	49
22. I have a say in decisions which affect my work	44	44	43	40	55	43	53	36	37	(r)	54	33	45	47
23. I think it is safe to speak up and challenge the way things are done	47	53	46	43	55	50	54	56	40	(r)	51	36	36	45
24a. Where I work, we share the lessons learnt when mistakes are made	58	61	59	52	63	62	67	53	53	(r)	67	37	18	52
24b. I am aware of the strategic objectives and direction of the organisation I work for	54	54	52	54	63	55	78	53	55	(r)	78	43	18	51
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	55	51	64	69	56	76	53	47	(r)	84	49	36	57

Results by Demographic

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	Illawarra Shoalhaven 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	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Communication

21. I am kept well informed about what is happening in my workplace	48	56	46	52	62	57	77	48	46	61	(r)	52	39	46	50	25
22. I have a say in decisions which affect my work	44	52	42	44	64	57	85	44	40	55	(r)	43	48	43	45	24
23. I think it is safe to speak up and challenge the way things are done	47	56	46	51	64	58	77	46	48	59	(r)	46	57	46	50	23
24a. Where I work, we share the lessons learnt when mistakes are made	58	67	56	63	71	75	77	57	58	70	(r)	56	43	53	61	34
24b. I am aware of the strategic objectives and direction of the organisation I work for	54	66	51	60	77	72	92	54	53	61	(r)	52	43	52	56	30
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	65	54	59	75	77	85	56	56	60	(r)	54	57	55	58	35

Results by Demographic

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	Illawarra Shoalhaven Local Health District	Length of Service at NSW Health						Age Group									
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Respondents	3057	223	205	458	597	786	729	99	292	266	312	385	397	515	386	183	149
Employee Engagement Index	66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Communication

21. I am kept well informed about what is happening in my workplace	48	71	50	49	47	42	47	64	60	46	48	46	47	45	49	48	28
22. I have a say in decisions which affect my work	44	59	45	45	42	40	43	52	51	42	44	42	44	43	43	48	27
23. I think it is safe to speak up and challenge the way things are done	47	63	51	52	48	44	44	53	55	51	51	48	49	48	43	45	29
24a. Where I work, we share the lessons learnt when mistakes are made	58	72	60	62	55	56	56	72	64	57	60	56	61	54	58	61	43
24b. I am aware of the strategic objectives and direction of the organisation I work for	54	65	53	56	53	50	55	63	56	54	51	51	56	57	55	60	36
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	70	51	61	52	54	57	69	55	56	57	53	58	59	57	63	34

Results by Demographic

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	Illawarra Shoalhaven 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	3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86	
Employee Engagement Index	66	65	65	65	71	69	77	64	63	(r)	68	53	49	61	

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	70	82	72	64	66	74	76	64	73	(r)	67	58	82	64
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	71	68	77	84	89	85	69	68	(r)	93	80	100	74
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	62	58	52	65	58	75	56	33	(r)	67	34	27	54

Results by Demographic

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	Illawarra Shoalhaven 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	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	70	71	70	69	76	72	92	69	73	75	(r)	67	78	68	72	49
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	76	76	75	77	80	100	76	75	81	(r)	69	57	77	77	56
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	64	56	60	70	70	85	58	53	75	(r)	55	26	54	59	42

Results by Demographic

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	Illawarra Shoalhaven Local Health District	Length of Service at NSW Health						Age Group									
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Respondents	3057	223	205	458	597	786	729	99	292	266	312	385	397	515	386	183	149
Employee Engagement Index	66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	70	82	74	70	70	67	69	81	79	77	67	67	73	67	68	77	52
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	83	77	80	74	76	72	82	80	82	73	74	78	73	77	81	57
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	79	66	62	54	52	54	76	70	62	56	55	58	53	55	56	35

Results by Demographic

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	Illawarra Shoalhaven 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	3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86	
Employee Engagement Index	66	65	65	65	71	69	77	64	63	(r)	68	53	49	61	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	40	40	41	42	47	39	50	25	33	(r)	35	30	27	42
29. I am able to achieve a healthy work/life balance most of the time	64	63	64	60	70	70	69	67	57	(r)	70	54	55	63
30. There are mechanisms in place to support me if I experience stress or pressure	53	46	53	50	56	55	57	50	37	(r)	63	48	45	60
31. Reasonable expectations are placed on staff according to their position	52	58	51	52	56	54	65	58	43	(r)	54	42	27	54
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	65	64	67	69	81	79	56	63	(r)	78	60	45	63

Results by Demographic

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	Illawarra Shoalhaven 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	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	40	51	38	47	57	48	92	40	38	55	(r)	48	39	37	43	20
29. I am able to achieve a healthy work/life balance most of the time	64	65	65	65	63	61	85	58	72	79	(r)	71	57	61	67	38
30. There are mechanisms in place to support me if I experience stress or pressure	53	54	53	51	56	56	77	51	55	63	(r)	59	30	50	55	27
31. Reasonable expectations are placed on staff according to their position	52	53	52	51	56	50	92	50	51	69	(r)	61	48	50	55	24
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	73	67	69	79	77	100	66	69	76	(r)	73	52	63	71	41

Results by Demographic

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Respondents	3057	223	205	458	597	786	729	99	292	266	312	385	397	515	386	183	149
Employee Engagement Index	66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	40	61	46	43	41	34	38	61	49	40	40	42	40	38	38	41	21
29. I am able to achieve a healthy work/life balance most of the time	64	74	70	69	64	61	63	73	68	66	65	65	67	64	64	68	43
30. There are mechanisms in place to support me if I experience stress or pressure	53	63	56	57	51	51	51	57	59	49	52	53	54	53	56	56	35
31. Reasonable expectations are placed on staff according to their position	52	76	56	55	50	49	48	66	57	49	57	52	55	51	52	52	30
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	80	71	69	64	65	69	78	73	67	66	63	68	67	72	69	54

Results by Demographic

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		Illawarra Shoalhaven Local Health District	Role												
	Respondents		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	3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86
	Employee Engagement Index	66	65	65	65	71	69	77	64	63	(r)	68	53	49	61

Unacceptable Behaviour

34a.	Do you currently ... know how to report occurrences of these types of behaviour?	85	61	89	88	88	85	87	82	80	(r)	89	74	60	83
34b.	Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	44	35	44	41	51	47	47	21	50	(r)	49	41	50	42

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Respondents	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	85	91	84	91	93	92	100	87	87	73	(r)	81	78	81	87	81
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	44	51	43	47	62	44	85	43	46	51	(r)	53	32	41	47	20

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Respondents		3057	223	205	458	597	786	729	99	292	266	312	385	397	515	386	183	149
Employee Engagement Index		66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Unacceptable Behaviour

34a.	Do you currently ... know how to report occurrences of these types of behaviour?	85	68	69	87	84	88	93	73	73	84	83	88	89	89	88	91	86
34b.	Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	44	54	46	49	45	41	42	52	44	46	43	43	48	43	47	45	24

Results by Demographic

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		Illawarra Shoalhaven Local Health District	Role												
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	Respondents	3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86
	Employee Engagement Index	66	65	65	65	71	69	77	64	63	(r)	68	53	49	61

Service Delivery

35.	My work environment allows me to deliver the best possible services (patient care or support services)	56	49	55	61	67	47	68	63	55	(r)	56	55	36	59
36.	In my workplace patient safety is at the centre of all decision making	68	59	69	65	61	69	66	63	76	(r)	78	73	55	67
37.	My team's objectives/work plans are clearly outlined	62	66	61	64	66	69	72	57	48	(r)	80	52	36	54
38.	Our objectives/work plans help us to deliver a quality service	63	66	60	65	70	67	78	51	59	(r)	87	53	27	62
39.	At my workplace there is a good balance between delivering services and monitoring service delivery	48	45	48	51	57	45	57	54	38	(r)	68	41	18	54

Results by Demographic

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Respondents	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	56	55	56	55	57	51	100	56	51	70	(r)	62	48	53	58	34
36. In my workplace patient safety is at the centre of all decision making	68	70	67	70	69	66	92	67	66	78	(r)	74	52	66	69	45
37. My team's objectives/work plans are clearly outlined	62	71	61	67	79	72	92	63	60	77	(r)	65	57	59	65	39
38. Our objectives/work plans help us to deliver a quality service	63	69	62	64	80	77	92	63	61	78	(r)	66	55	59	66	39
39. At my workplace there is a good balance between delivering services and monitoring service delivery	48	54	47	52	58	56	92	49	45	62	(r)	57	35	46	51	26

Results by Demographic

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Respondents	3057	223	205	458	597	786	729	99	292	266	312	385	397	515	386	183	149
Employee Engagement Index	66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	56	73	56	54	57	53	53	62	57	53	54	56	59	58	54	54	38
36. In my workplace patient safety is at the centre of all decision making	68	78	68	67	68	65	67	80	69	67	66	64	70	66	69	74	56
37. My team's objectives/work plans are clearly outlined	62	78	65	62	61	58	64	72	68	63	63	60	64	62	63	64	43
38. Our objectives/work plans help us to deliver a quality service	63	80	62	63	62	60	63	76	68	63	64	60	64	63	64	68	40
39. At my workplace there is a good balance between delivering services and monitoring service delivery	48	65	55	51	48	43	47	65	54	46	48	48	51	47	45	55	33

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

	Illawarra Shoalhaven 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	3057	159	1325	281	300	486	72	36	30	(r)	47	185	11	86	
Employee Engagement Index	66	65	65	65	71	69	77	64	63	(r)	68	53	49	61	

Your Workplace

40. Overall I am proud to be a part of this workplace	70	67	69	72	76	74	82	77	59	(r)	71	55	73	66
41. I would recommend my workplace as a good place to work	61	61	61	59	66	65	73	66	59	(r)	60	49	27	53
42. I feel motivated to contribute more than what is normally required at work	64	65	64	64	72	67	78	49	55	(r)	71	49	55	64
43. I have a strong sense of belonging to my workplace	62	60	64	59	65	65	68	69	69	(r)	67	50	55	55
44. Overall I am satisfied to be working here at the present time	66	69	64	63	73	70	81	60	69	(r)	71	58	36	60
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	55	55	51	61	64	68	49	45	(r)	62	42	45	53
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	34	37	34	38	29	43	41	36	(r)	33	33	0	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

	Illawarra Shoalhaven 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	3057	582	2357	343	151	61	13	1691	927	226	(r)	140	23	582	2275	146
Employee Engagement Index	66	71	65	68	75	71	94	64	67	77	(r)	72	64	61	69	39

Your Workplace

40. Overall I am proud to be a part of this workplace	70	74	69	71	79	73	92	67	71	85	(r)	74	70	65	73	41
41. I would recommend my workplace as a good place to work	61	64	61	61	71	62	92	59	62	77	(r)	68	57	57	65	34
42. I feel motivated to contribute more than what is normally required at work	64	72	63	68	77	74	100	63	63	76	(r)	73	57	59	67	41
43. I have a strong sense of belonging to my workplace	62	71	60	67	77	70	92	62	64	66	(r)	62	65	58	65	38
44. Overall I am satisfied to be working here at the present time	66	70	65	68	71	74	92	63	68	80	(r)	76	61	61	69	38
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	60	55	58	63	61	92	55	55	71	(r)	61	57	53	59	26
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	47	32	43	51	51	92	36	34	31	(r)	38	39	35	37	15

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

	Illawarra Shoalhaven 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	3057	223	205	458	597	786	729	99	292	266	312	385	397	515	386	183	149
Employee Engagement Index	66	81	68	68	65	61	65	75	72	63	66	63	69	65	66	71	44

Your Workplace

40. Overall I am proud to be a part of this workplace	70	86	74	74	69	65	68	79	78	70	72	67	72	70	68	72	47
41. I would recommend my workplace as a good place to work	61	82	67	62	63	57	58	78	71	62	67	59	64	57	59	65	37
42. I feel motivated to contribute more than what is normally required at work	64	80	66	68	63	59	64	75	71	60	64	61	68	63	66	70	44
43. I have a strong sense of belonging to my workplace	62	71	60	63	61	61	64	64	67	54	60	62	69	63	65	67	44
44. Overall I am satisfied to be working here at the present time	66	85	70	70	64	62	63	77	74	64	64	65	68	63	66	75	43
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	74	61	56	54	52	55	67	62	48	56	53	58	57	58	61	37
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	35	31	38	37	34	35	42	34	37	32	37	35	36	38	35	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	}	$\frac{18750}{18750 + 7753} \times 1661 = 1175$ Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661		
Agency (4)	132	}	$\frac{7753}{18750 + 7753} \times 1661 = 486$ Part time
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:

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

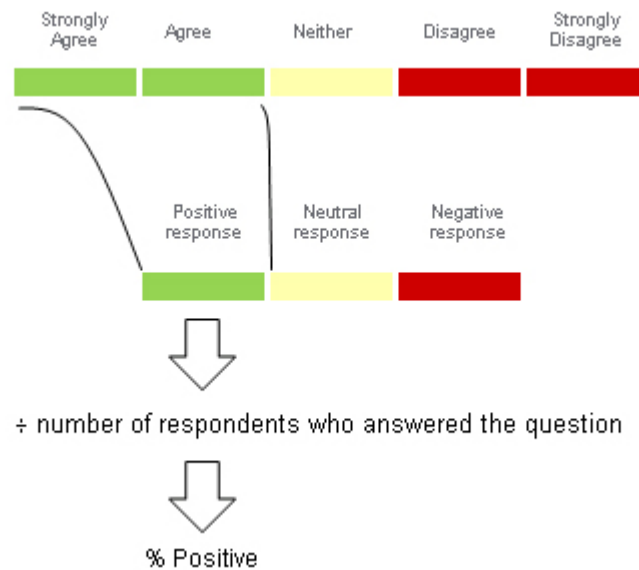
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

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.