

2013 YourSay Workplace Survey

LHD Report



Murrumbidgee Local Health District

This Report

This report provides Murrumbidgee 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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1,601

ACTUAL RESPONSES

41%

2% Confidence Interval

ESTIMATED RESPONSE RATE

74%

2011: 65%

ENGAGEMENT INDEX

60%

2011: 48%

WORKPLACE CULTURE INDEX

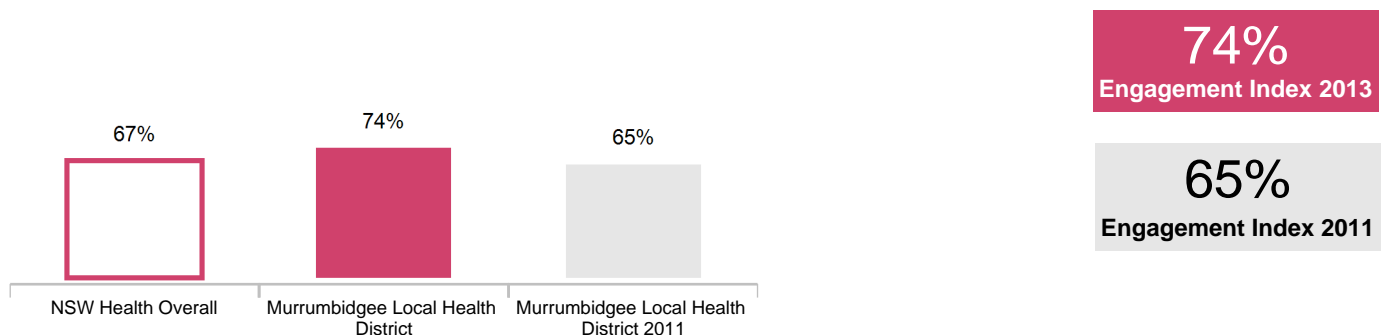
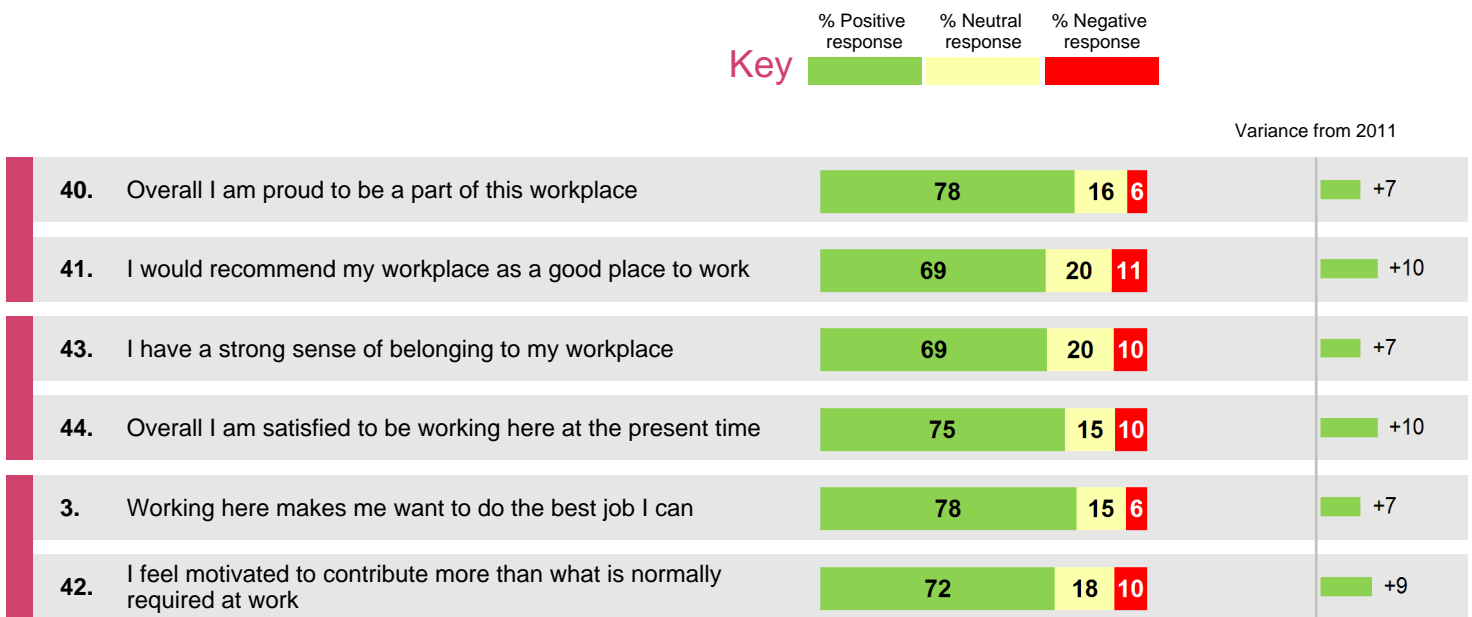
Employee Engagement Index

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:

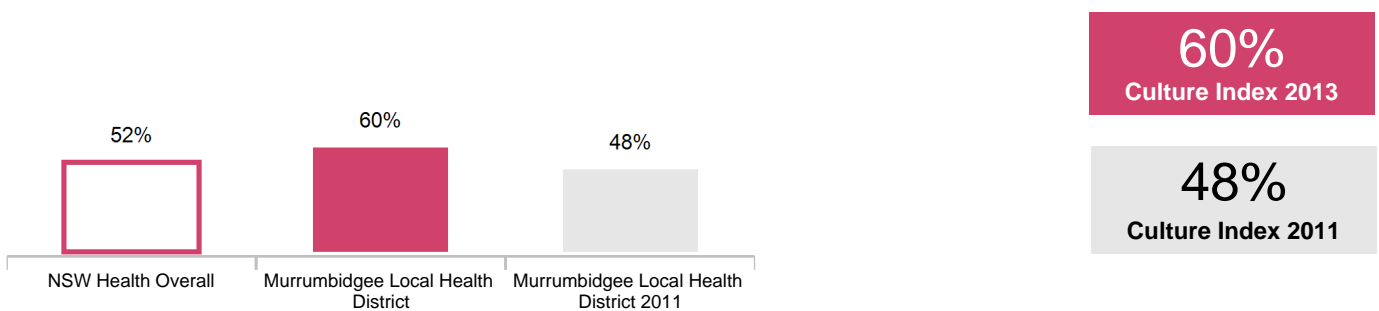


Employee Workplace Culture Index

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	56	22	22	+15
12. I believe I am valued for what I can offer at my workplace	68	17	15	+9
13. In my workplace, we recognise our successes and innovations	61	25	15	+10
14. Staff are treated respectfully regardless of their job	65	18	17	+10
17. Overall, I have confidence in the decisions made by my line manager	69	18	13	+11
18b. The senior managers at my workplace ... have a clear direction for the future	50	31	19	+16
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	26	21	+15
20. Overall, I have confidence in the decisions made by my senior managers	54	25	20	+16
22. I have a say in decisions which affect my work	58	23	19	+13
23. I think it is safe to speak up and challenge the way things are done	60	19	21	+11
24a. Where I work, we share the lessons learnt when mistakes are made	64	21	14	+10
28. I have confidence in the processes that my workplace uses to resolve staff conflict	47	27	25	+10
37. My team's objectives/work plans are clearly outlined	73	20	7	+12
38. Our objectives/work plans help us to deliver a quality service	74	19	6	+12
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41	37	22	+10



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 Murrumbidgee Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Murrumbidgee 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	Murrumbidgee 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		41	36	31
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		47	42	37
19.	There is a positive relationship between senior management and staff in my workplace		49	40	36
18b.	The senior managers at my workplace ... have a clear direction for the future		50	40	34
45.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour		62	56	
20.	Overall, I have confidence in the decisions made by my senior managers		54	42	38

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
Your Job	73
Training and Development Opportunities	73
Service Delivery	71

Questions

	% Positive
1. My job makes good use of my skills and abilities	86
15d. My line manager ... treats me with respect	81
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	79
3. Working here makes me want to do the best job I can	78
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78

Lowlights

Sections

	% Positive
Senior Managers	53
Communication	63
Your Team	64

Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41
28. I have confidence in the processes that my workplace uses to resolve staff conflict	47
19. There is a positive relationship between senior management and staff in my workplace	49
18b. The senior managers at my workplace ... have a clear direction for the future	50
10. My team resolves conflict quickly when it arises	53

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
Senior Managers	53	 +15
Communication	63	 +14
Your Team	64	 +10

Questions

	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	50	 +16
20. Overall, I have confidence in the decisions made by my senior managers	54	 +16
11. Morale is good in my team	56	 +15
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	 +15
21. I am kept well informed about what is happening in my workplace	60	 +14

Least improved

Sections

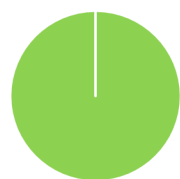
	% Positive	Variance from 2011
There are no scores below		

Questions

	% Positive	Variance from 2011
There are no scores below		

Trend Comparison

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



100% ■ Proportion of questions above 2011 scores by 1 or more percentage points
 0% ■ Proportion of questions inline with the 2011 scores
 0% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	50	+16
20. Overall, I have confidence in the decisions made by my senior managers	54	+16
11. Morale is good in my team	56	+15
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	+15
21. I am kept well informed about what is happening in my workplace	60	+14
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	69	+13
19. There is a positive relationship between senior management and staff in my workplace	49	+13
22. I have a say in decisions which affect my work	58	+13
16. I receive regular and constructive feedback on my performance	54	+12
18a. The senior managers at my workplace ... are aware of the issues I face in my job	57	+12
31. Reasonable expectations are placed on staff according to their position	64	+12
35. My work environment allows me to deliver the best possible services (patient care or support services)	69	+12
37. My team's objectives/work plans are clearly outlined	73	+12
38. Our objectives/work plans help us to deliver a quality service	74	+12
5. I have sufficient control over my work so I can do my job well	71	+11
10. My team resolves conflict quickly when it arises	53	+11

Trend Comparison

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



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- 0% ■ Proportion of questions inline with the 2011 scores
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	% Positive	Variance from 2011
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	63	■ +11
17. Overall, I have confidence in the decisions made by my line manager	69	■ +11
23. I think it is safe to speak up and challenge the way things are done	60	■ +11
2. I feel I am able to suggest ideas to improve our ways of doing things	75	■ +10
8. In my team we generally acknowledge one another's efforts and achievements	76	■ +10
13. In my workplace, we recognise our successes and innovations	61	■ +10
14. Staff are treated respectfully regardless of their job	65	■ +10
15b. My line manager ... treats all staff in my team fairly	67	■ +10
24a. Where I work, we share the lessons learnt when mistakes are made	64	■ +10
28. I have confidence in the processes that my workplace uses to resolve staff conflict	47	■ +10
30. There are mechanisms in place to support me if I experience stress or pressure	65	■ +10
41. I would recommend my workplace as a good place to work	69	■ +10
44. Overall I am satisfied to be working here at the present time	75	■ +10
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41	■ +10
12. I believe I am valued for what I can offer at my workplace	68	■ +9
15a. My line manager ... recognises and acknowledges when I have done my job well	70	■ +9

Trend Comparison

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



100% ■ Proportion of questions above 2011 scores by 1 or more percentage points
 0% ■ Proportion of questions inline with the 2011 scores
 0% ■ 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	72	■ +9
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	■ +8
29. I am able to achieve a healthy work/life balance most of the time	71	■ +8
36. In my workplace patient safety is at the centre of all decision making	78	■ +8
3. Working here makes me want to do the best job I can	78	■ +7
9. People in my team are honest and open	66	■ +7
15d. My line manager ... treats me with respect	81	■ +7
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	79	■ +7
40. Overall I am proud to be a part of this workplace	78	■ +7
43. I have a strong sense of belonging to my workplace	69	■ +7
1. My job makes good use of my skills and abilities	86	■ +6
27. I am encouraged to take opportunities to learn new skills and have new experiences	65	■ +6
25. I have received the appropriate training and development to do my job effectively	75	■ +5
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78	■ +5

External Comparison

This section shows comparisons between Murrumbidgee 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.



- 88% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 4% ■ Proportion of questions inline with the benchmark
- 8% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
22. I have a say in decisions which affect my work	58	+16
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	+15
20. Overall, I have confidence in the decisions made by my senior managers	54	+14
18a. The senior managers at my workplace ... are aware of the issues I face in my job	57	+13
19. There is a positive relationship between senior management and staff in my workplace	49	+13
21. I am kept well informed about what is happening in my workplace	60	+11
17. Overall, I have confidence in the decisions made by my line manager	69	+10
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	79	+10
15b. My line manager ... treats all staff in my team fairly	67	+9
15a. My line manager ... recognises and acknowledges when I have done my job well	70	+8
42. I feel motivated to contribute more than what is normally required at work	72	+8
15d. My line manager ... treats me with respect	81	+7
23. I think it is safe to speak up and challenge the way things are done	60	+7
18b. The senior managers at my workplace ... have a clear direction for the future	50	+6
30. There are mechanisms in place to support me if I experience stress or pressure	65	+6
41. I would recommend my workplace as a good place to work	69	+6
16. I receive regular and constructive feedback on my performance	54	+5

External Comparison

This section shows comparisons between Murrumbidgee 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.



- 88% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 4% ■ Proportion of questions inline with the benchmark
- 8% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
24b. I am aware of the strategic objectives and direction of the organisation I work for	66	■ +5
36. In my workplace patient safety is at the centre of all decision making	78	■ +5
40. Overall I am proud to be a part of this workplace	78	■ +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	69	■ +4
24a. Where I work, we share the lessons learnt when mistakes are made	64	■ +4
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	67	■ +4
38. Our objectives/work plans help us to deliver a quality service	74	■ +4
44. Overall I am satisfied to be working here at the present time	75	■ +4
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	62	■ +4
1. My job makes good use of my skills and abilities	86	■ +3
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	■ +3
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	63	■ +3
29. I am able to achieve a healthy work/life balance most of the time	71	■ +3
31. Reasonable expectations are placed on staff according to their position	64	■ +3
35. My work environment allows me to deliver the best possible services (patient care or support services)	69	■ +3
43. I have a strong sense of belonging to my workplace	69	■ +3
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41	■ +3

External Comparison

This section shows comparisons between Murrumbidgee 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.



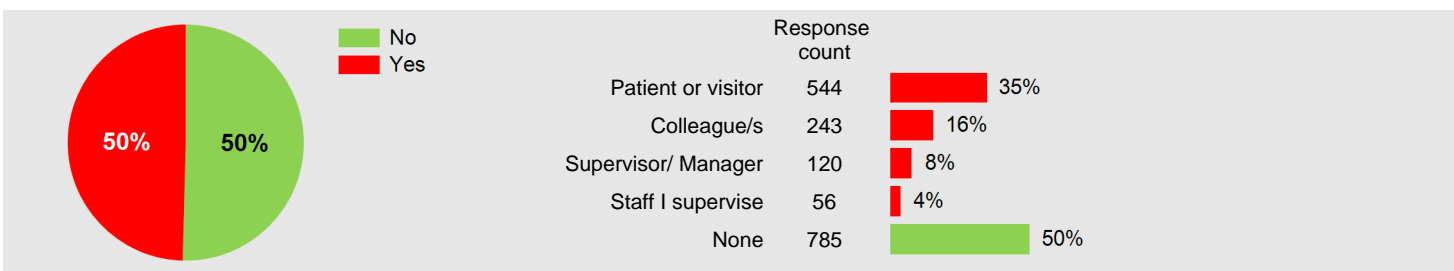
- 88% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 4% ■ Proportion of questions inline with the benchmark
- 8% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
2. I feel I am able to suggest ideas to improve our ways of doing things	75	+2
8. In my team we generally acknowledge one another's efforts and achievements	76	+2
12. I believe I am valued for what I can offer at my workplace	68	+2
13. In my workplace, we recognise our successes and innovations	61	+2
14. Staff are treated respectfully regardless of their job	65	+2
27. I am encouraged to take opportunities to learn new skills and have new experiences	65	+2
37. My team's objectives/work plans are clearly outlined	73	+2
39. At my workplace there is a good balance between delivering services and monitoring service delivery	60	+2
4. The right amount of approvals are required for routine decisions	58	+1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78	+1
28. I have confidence in the processes that my workplace uses to resolve staff conflict	47	+1
3. Working here makes me want to do the best job I can	78	0
11. Morale is good in my team	56	0
5. I have sufficient control over my work so I can do my job well	71	-1
9. People in my team are honest and open	66	-1
10. My team resolves conflict quickly when it arises	53	-3
25. I have received the appropriate training and development to do my job effectively	75	-3

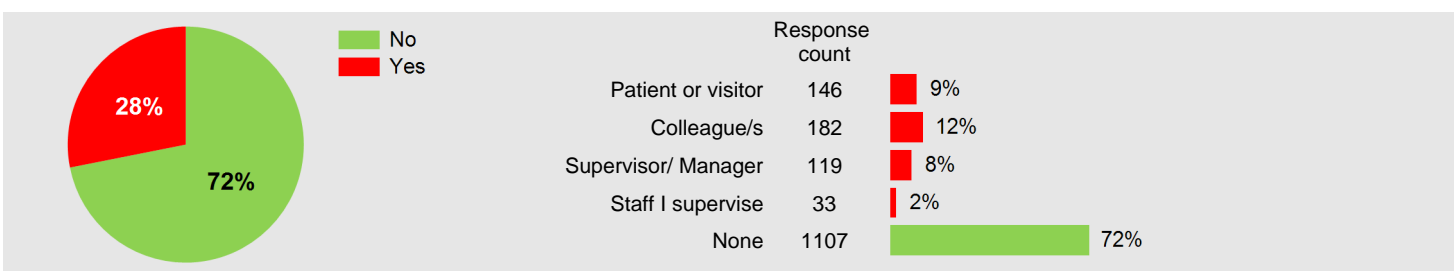
Unacceptable Behaviour

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

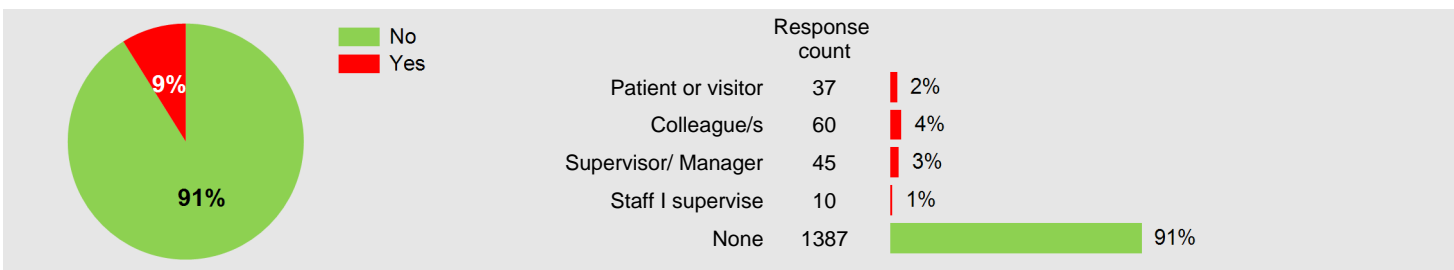
33a. In the last 12 months, I have been verbally abused by a ...



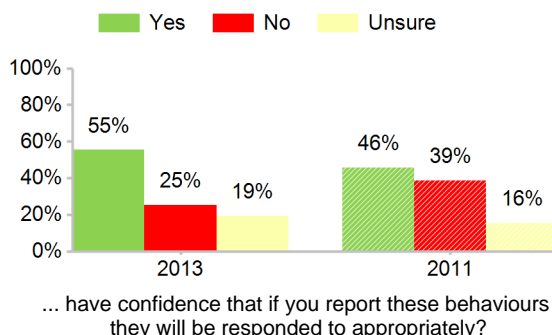
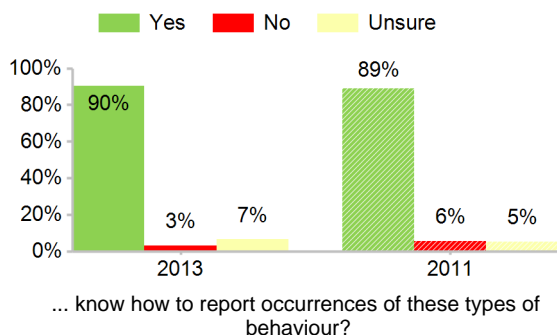
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	86	8	7	86	80	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	75	13	12	75	65	68	73
3. Working here makes me want to do the best job I can	78	15	6	78	71	71	78
4. The right amount of approvals are required for routine decisions *	58	22	20	58		48	57
5. I have sufficient control over my work so I can do my job well	71	16	12	71	60	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	69	19	13	69	56	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	Murrumbidgee 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	16	13	71	63	68	68
8. In my team we generally acknowledge one another's efforts and achievements	76	14	10	76	66	69	74
9. People in my team are honest and open	66	23	12	66	59	63	67
10. My team resolves conflict quickly when it arises	53	26	21	53	42	51	56
11. Morale is good in my team	56	22	22	56	41	51	56

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Key	At least 1% greater than comparator	At least 1% less than comparator	
	% positive response	% neutral response	% negative response				
Being valued							
12. I believe I am valued for what I can offer at my workplace	68	17	15				
13. In my workplace, we recognise our successes and innovations	61	25	15				
14. Staff are treated respectfully regardless of their job	65	18	17				
	% Positive Score				Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	65	55	59	63			

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response	At least 1% greater than comparator	At least 1% less than comparator		
Key A question identified as being a key driver of employee engagement							
Your Line Manager				% Positive Score	Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
15a. My line manager ... recognises and acknowledges when I have done my job well	70	17	13	70	61	64	62
15b. My line manager ... treats all staff in my team fairly	67	17	15	67	57	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	63	21	16	63	52	60	60
15d. My line manager ... treats me with respect	81	12	8	81	74	75	74
16. I receive regular and constructive feedback on my performance	54	25	21	54	42	49	49
17. Overall, I have confidence in the decisions made by my line manager	69	18	13	69	58	62	59

All Questions

This section shows the breakdown of responses to each question

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

Senior Managers

	% positive response	% neutral response	% negative response	% Positive Score	Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
18a. The senior managers at my workplace ... are aware of the issues I face in my job	57	21	22	57	45	46	44
K 18b. The senior managers at my workplace ... have a clear direction for the future	50	31	19	50	34	40	44
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	26	21	53	38	41	38
K 19. There is a positive relationship between senior management and staff in my workplace	49	27	24	49	36	40	36
20. Overall, I have confidence in the decisions made by my senior managers	54	25	20	54	38	42	40

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Key	% Positive Score	Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% positive response	% neutral response	% negative response					
Communication					63	49	53	55
21. I am kept well informed about what is happening in my workplace	60	22	18		60	46	50	49
22. I have a say in decisions which affect my work	58	23	19		58	45	46	42
23. I think it is safe to speak up and challenge the way things are done	60	19	21		60	49	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	64	21	14		64	54	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	66	23	12		66		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	67	23	10		67		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	Murrumbidgee 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	75	15	9	75	70	71	78
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78	11	11	78	73	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	65	19	16	65	59	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	Murrumbidgee 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		47	37	46
	29. I am able to achieve a healthy work/life balance most of the time		71	63	68
	30. There are mechanisms in place to support me if I experience stress or pressure		65	55	59
	31. Reasonable expectations are placed on staff according to their position		64	52	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		79	72	69

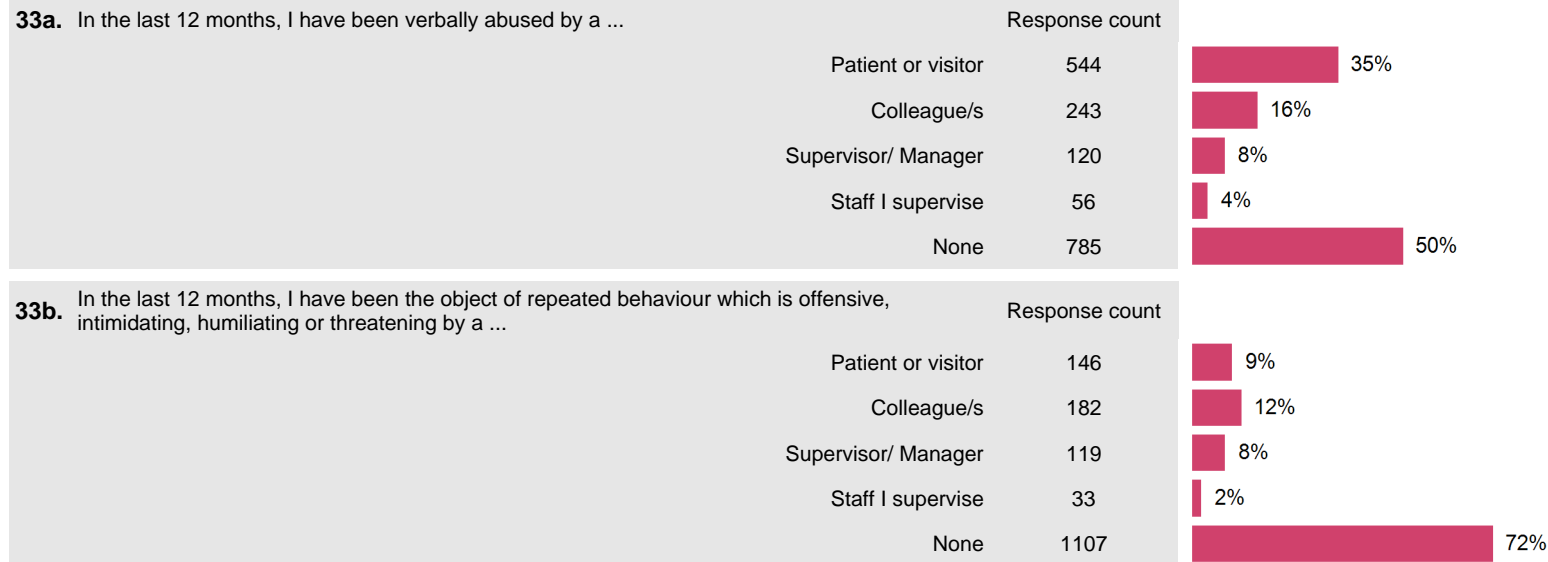
All Questions

This section shows the breakdown of responses to each question

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

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

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

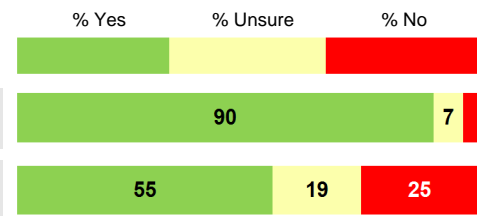
33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, homosexuality, transgender or carers responsibilities by a ...

Response	Response count
Patient or visitor	37
Colleague/s	60
Supervisor/ Manager	45
Staff I supervise	10
None	1387



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
Murrumbidgee Local Health District 2011
NSW Health Overall 2013
Australian Health Sector Benchmark

90 **89** **83** **88**
55 **46** **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 Score	Murrumbidgee 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)	69	17	14	69	57	59	66
36. In my workplace patient safety is at the centre of all decision making	78	15	7	78	70	67	73
37. My team's objectives/work plans are clearly outlined	73	20	7	73	61	65	71
38. Our objectives/work plans help us to deliver a quality service	74	19	6	74	62	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	60	28	13	60		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	Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
			% positive response	% neutral response	% negative response				
Your Workplace						67	58	60	62
40.		Overall I am proud to be a part of this workplace	78	16	6	78	71	71	73
41.		I would recommend my workplace as a good place to work	69	20	11	69	59	62	63
42.		I feel motivated to contribute more than what is normally required at work	72	18	10	72	63	65	64
43.		I have a strong sense of belonging to my workplace	69	20	10	69	62	64	66
44.		Overall I am satisfied to be working here at the present time	75	15	10	75	65	67	71
K		45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	62	26	12	62		56	58
K		46. Overall, I believe the culture at my workplace has improved in the last 12 months	41	37	22	41	31	36	38

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:

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

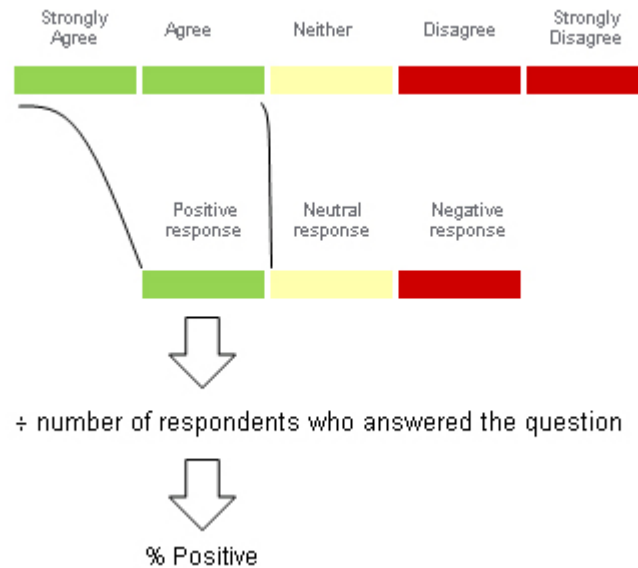
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

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.