

2013 YourSay Workplace Survey

LHD Report



Mid North Coast Local Health District

This Report

This report provides Mid North Coast 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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1,688

2011: 1,607

ACTUAL RESPONSES

40%

2011: 46%

2% Confidence Interval

ESTIMATED RESPONSE RATE

65%

2011: 59%

ENGAGEMENT INDEX

47%

2011: 41%

WORKPLACE CULTURE INDEX

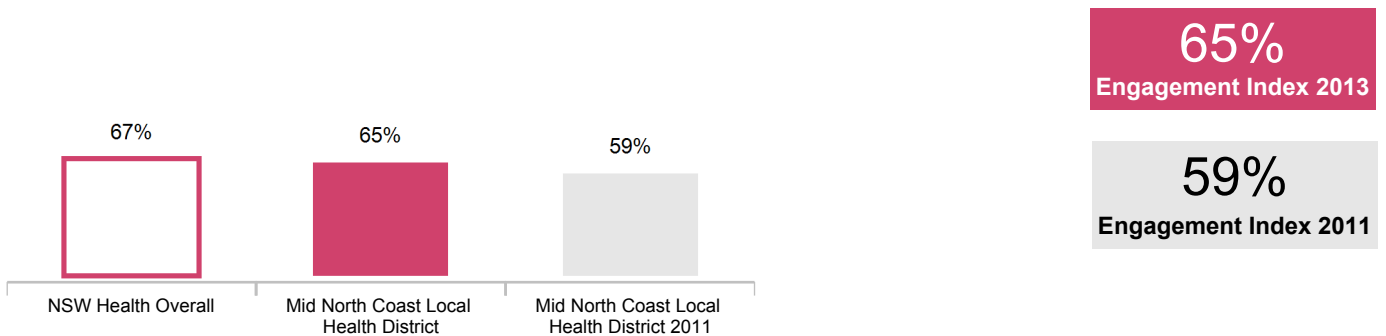
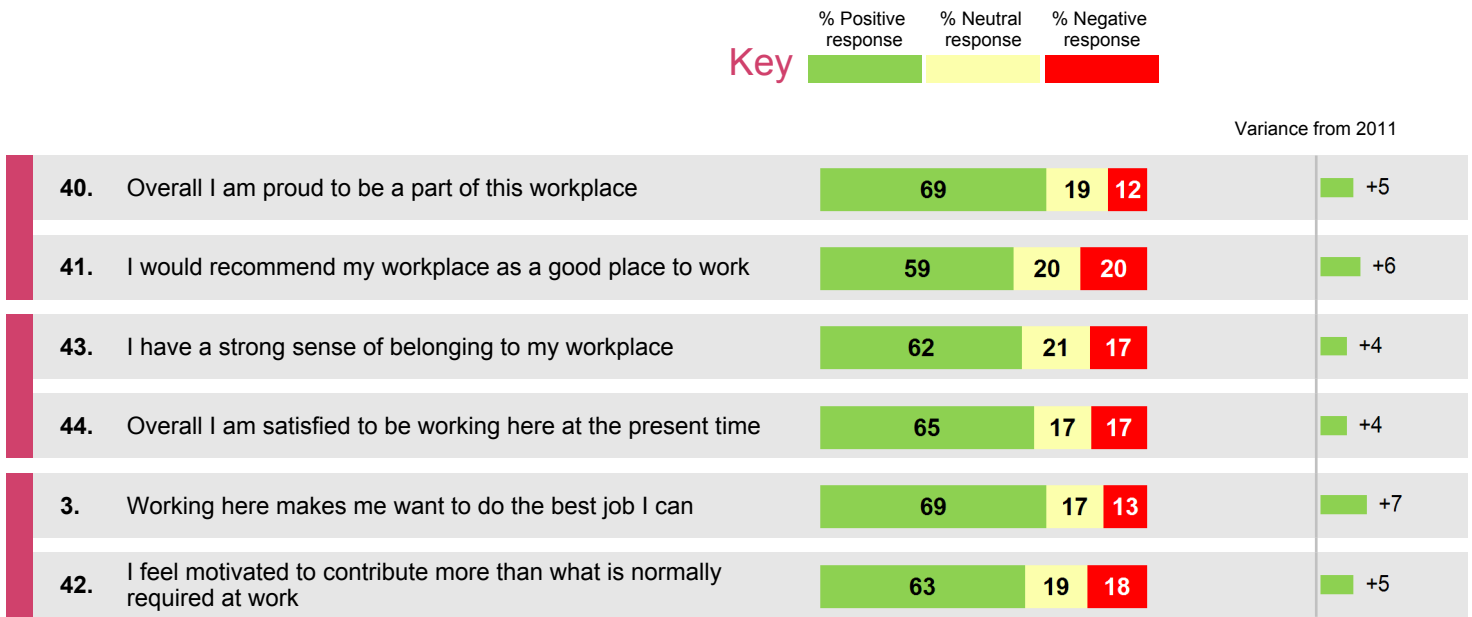
Employee Engagement Index

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:

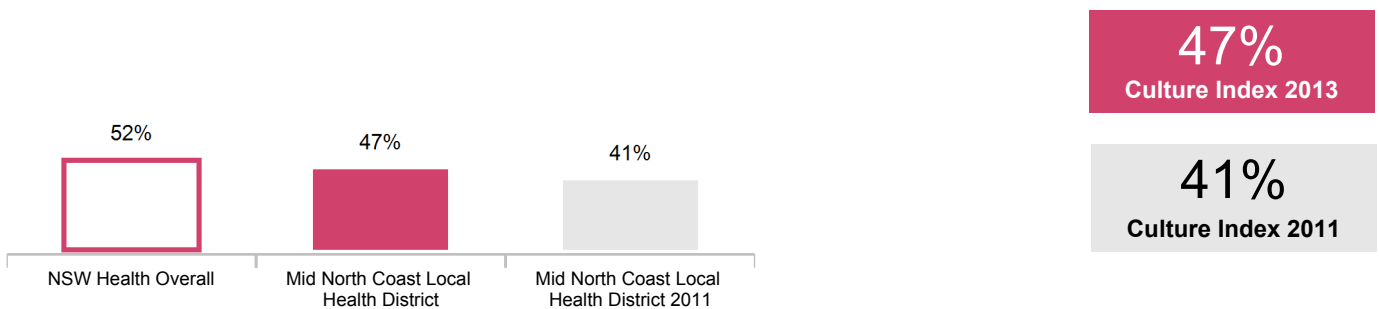


Employee Workplace Culture Index

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	45	22	33	+8
12. I believe I am valued for what I can offer at my workplace	60	19	22	+6
13. In my workplace, we recognise our successes and innovations	51	24	25	+7
14. Staff are treated respectfully regardless of their job	58	17	25	+8
17. Overall, I have confidence in the decisions made by my line manager	59	19	22	+7
18b. The senior managers at my workplace ... have a clear direction for the future	34	35	31	+10
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	34	31	34	+9
20. Overall, I have confidence in the decisions made by my senior managers	35	32	33	+7
22. I have a say in decisions which affect my work	44	24	32	+6
23. I think it is safe to speak up and challenge the way things are done	50	19	31	+5
24a. Where I work, we share the lessons learnt when mistakes are made	54	24	22	+5
28. I have confidence in the processes that my workplace uses to resolve staff conflict	35	28	37	+4
37. My team's objectives/work plans are clearly outlined	60	23	16	+6
38. Our objectives/work plans help us to deliver a quality service	60	26	14	+7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	33	35	+7



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 Mid North Coast Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Mid North Coast 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	Mid North Coast Local Health District 2011 % positive score
		<i>Greatest</i>			
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		35	42	31
46.	Overall, I believe the culture at my workplace has improved in the last 12 months		32	36	25
20.	Overall, I have confidence in the decisions made by my senior managers		35	42	28
19.	There is a positive relationship between senior management and staff in my workplace		33	40	26
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		34	41	25
18b.	The senior managers at my workplace ... have a clear direction for the future		34	40	24

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	65
Your Job	63
Your Line Manager	58

Questions

	% Positive
1. My job makes good use of my skills and abilities	77
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
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	69
40. Overall I am proud to be a part of this workplace	69

Lowlights

Sections

	% Positive
Senior Managers	35
Communication	50
Your Team	56




Questions






	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32
19. There is a positive relationship between senior management and staff in my workplace	33
18b. The senior managers at my workplace ... have a clear direction for the future	34
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	34
20. Overall, I have confidence in the decisions made by my senior managers	35

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	35	 +8
Communication	50	 +8
Being valued	56	 +6

Questions	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	34	 +10
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	34	 +9
2. I feel I am able to suggest ideas to improve our ways of doing things	69	 +8
11. Morale is good in my team	45	 +8
14. Staff are treated respectfully regardless of their job	58	 +8

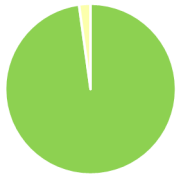
Least improved

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 Mid North Coast Local Health District and the 2011 survey results for Mid North Coast Local Health District.

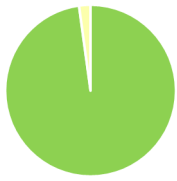


- 98% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 2% ■ Proportion of questions inline with the 2011 scores
- 0% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	34	+10
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	34	+9
2. I feel I am able to suggest ideas to improve our ways of doing things	69	+8
11. Morale is good in my team	45	+8
14. Staff are treated respectfully regardless of their job	58	+8
21. I am kept well informed about what is happening in my workplace	46	+8
3. Working here makes me want to do the best job I can	69	+7
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	58	+7
13. In my workplace, we recognise our successes and innovations	51	+7
17. Overall, I have confidence in the decisions made by my line manager	59	+7
19. There is a positive relationship between senior management and staff in my workplace	33	+7
20. Overall, I have confidence in the decisions made by my senior managers	35	+7
38. Our objectives/work plans help us to deliver a quality service	60	+7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	+7
12. I believe I am valued for what I can offer at my workplace	60	+6
15b. My line manager ... treats all staff in my team fairly	59	+6

Trend Comparison

This section shows comparisons between Mid North Coast Local Health District and the 2011 survey results for Mid North Coast Local Health District.

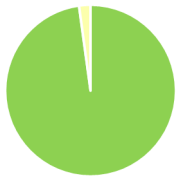


- 98% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 2% ■ Proportion of questions inline with the 2011 scores
- 0% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
18a. The senior managers at my workplace ... are aware of the issues I face in my job	39	+6
22. I have a say in decisions which affect my work	44	+6
27. I am encouraged to take opportunities to learn new skills and have new experiences	53	+6
31. Reasonable expectations are placed on staff according to their position	53	+6
37. My team's objectives/work plans are clearly outlined	60	+6
41. I would recommend my workplace as a good place to work	59	+6
5. I have sufficient control over my work so I can do my job well	61	+5
9. People in my team are honest and open	60	+5
15a. My line manager ... recognises and acknowledges when I have done my job well	60	+5
16. I receive regular and constructive feedback on my performance	42	+5
23. I think it is safe to speak up and challenge the way things are done	50	+5
24a. Where I work, we share the lessons learnt when mistakes are made	54	+5
30. There are mechanisms in place to support me if I experience stress or pressure	59	+5
36. In my workplace patient safety is at the centre of all decision making	66	+5
40. Overall I am proud to be a part of this workplace	69	+5
42. I feel motivated to contribute more than what is normally required at work	63	+5

Trend Comparison

This section shows comparisons between Mid North Coast Local Health District and the 2011 survey results for Mid North Coast Local Health District.



- 98% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 2% ■ 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
10. My team resolves conflict quickly when it arises	45	+4
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	54	+4
15d. My line manager ... treats me with respect	74	+4
28. I have confidence in the processes that my workplace uses to resolve staff conflict	35	+4
29. I am able to achieve a healthy work/life balance most of the time	64	+4
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	69	+4
35. My work environment allows me to deliver the best possible services (patient care or support services)	52	+4
43. I have a strong sense of belonging to my workplace	62	+4
44. Overall I am satisfied to be working here at the present time	65	+4
1. My job makes good use of my skills and abilities	77	+3
7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	+3
25. I have received the appropriate training and development to do my job effectively	67	+3
8. In my team we generally acknowledge one another's efforts and achievements	65	+1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	0

External Comparison

This section shows comparisons between Mid North Coast 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.



- 4% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 88% ■ 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	44	+2
15b. My line manager ... treats all staff in my team fairly	59	+1
15d. My line manager ... treats me with respect	74	0
17. Overall, I have confidence in the decisions made by my line manager	59	0
30. There are mechanisms in place to support me if I experience stress or pressure	59	0
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	69	0
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-1
42. I feel motivated to contribute more than what is normally required at work	63	-1
15a. My line manager ... recognises and acknowledges when I have done my job well	60	-2
19. There is a positive relationship between senior management and staff in my workplace	33	-3
21. I am kept well informed about what is happening in my workplace	46	-3
23. I think it is safe to speak up and challenge the way things are done	50	-3
2. I feel I am able to suggest ideas to improve our ways of doing things	69	-4
7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	-4
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	34	-4
29. I am able to achieve a healthy work/life balance most of the time	64	-4
40. Overall I am proud to be a part of this workplace	69	-4

External Comparison

This section shows comparisons between Mid North Coast 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.



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

	% Positive	Variance from benchmark
41. I would recommend my workplace as a good place to work	59	-4 ■
43. I have a strong sense of belonging to my workplace	62	-4 ■
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	54	-4 ■
14. Staff are treated respectfully regardless of their job	58	-5 ■
18a. The senior managers at my workplace ... are aware of the issues I face in my job	39	-5 ■
20. Overall, I have confidence in the decisions made by my senior managers	35	-5 ■
1. My job makes good use of my skills and abilities	77	-6 ■
12. I believe I am valued for what I can offer at my workplace	60	-6 ■
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	54	-6 ■
24a. Where I work, we share the lessons learnt when mistakes are made	54	-6 ■
44. Overall I am satisfied to be working here at the present time	65	-6 ■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	-6 ■
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	58	-7 ■
9. People in my team are honest and open	60	-7 ■
16. I receive regular and constructive feedback on my performance	42	-7 ■
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	-7 ■
36. In my workplace patient safety is at the centre of all decision making	66	-7 ■

External Comparison

This section shows comparisons between Mid North Coast 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.



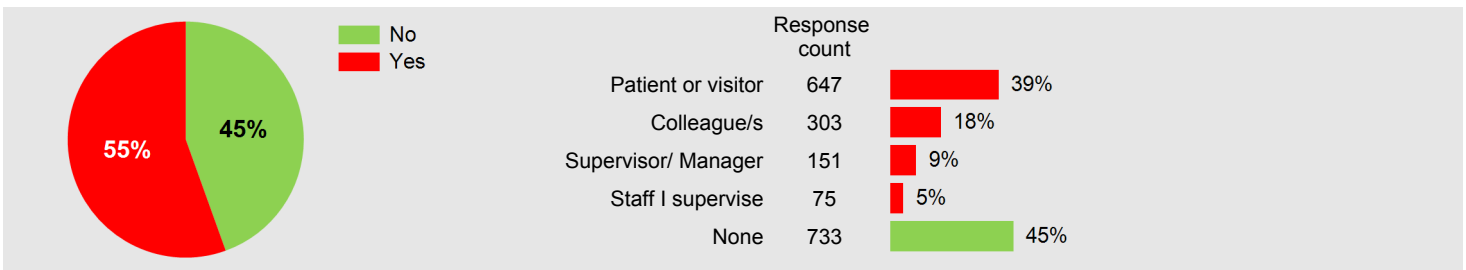
- 4% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 88% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
13. In my workplace, we recognise our successes and innovations	51	-8 ■
31. Reasonable expectations are placed on staff according to their position	53	-8 ■
3. Working here makes me want to do the best job I can	69	-9 ■
8. In my team we generally acknowledge one another's efforts and achievements	65	-9 ■
24b. I am aware of the strategic objectives and direction of the organisation I work for	52	-9 ■
18b. The senior managers at my workplace ... have a clear direction for the future	34	-10 ■
27. I am encouraged to take opportunities to learn new skills and have new experiences	53	-10 ■
38. Our objectives/work plans help us to deliver a quality service	60	-10 ■
5. I have sufficient control over my work so I can do my job well	61	-11 ■
10. My team resolves conflict quickly when it arises	45	-11 ■
11. Morale is good in my team	45	-11 ■
25. I have received the appropriate training and development to do my job effectively	67	-11 ■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	35	-11 ■
37. My team's objectives/work plans are clearly outlined	60	-11 ■
39. At my workplace there is a good balance between delivering services and monitoring service delivery	46	-12 ■
4. The right amount of approvals are required for routine decisions	44	-13 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	52	-14 ■

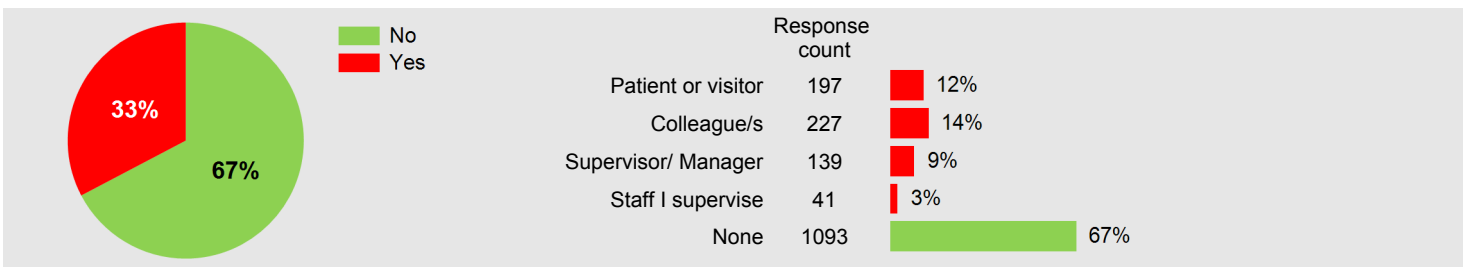
Unacceptable Behaviour

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

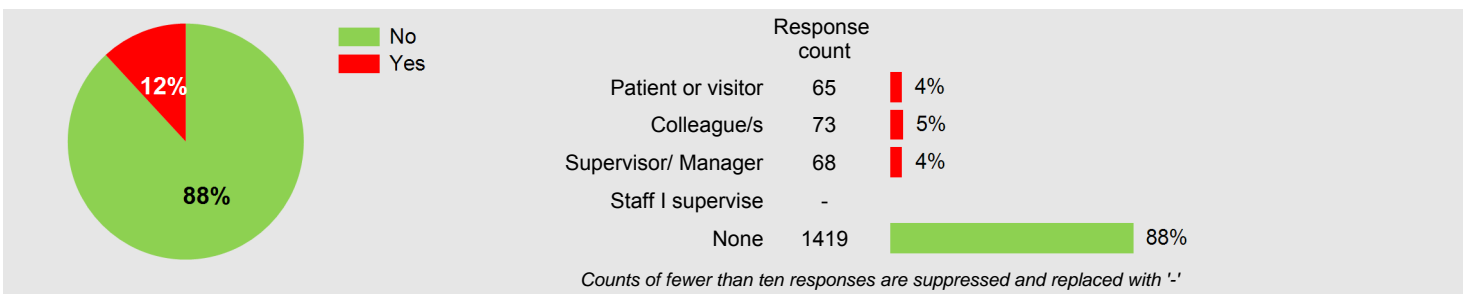
33a. In the last 12 months, I have been verbally abused by a ...



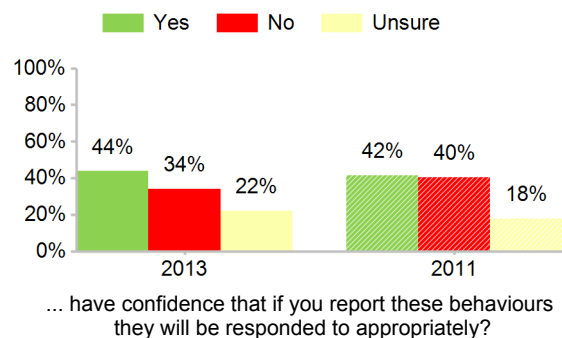
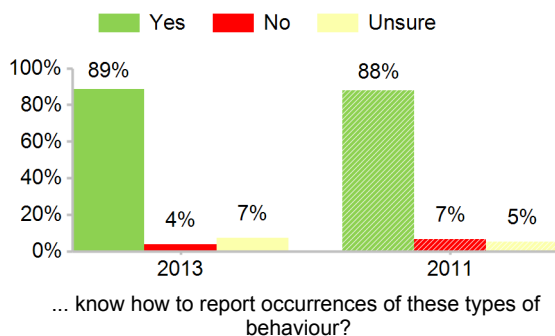
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Mid North Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	77	11	12	77	74	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	69	13	19	69	61	68	73
3. Working here makes me want to do the best job I can	69	17	13	69	62	71	78
4. The right amount of approvals are required for routine decisions *	44	26	31	44		48	57
5. I have sufficient control over my work so I can do my job well	61	16	23	61	56	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	58	19	23	58	51	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	Mid North Coast 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	64	17	19	64	52	60	64
8.	In my team we generally acknowledge one another's efforts and achievements	65	16	18	65	64	69	74
9.	People in my team are honest and open	60	22	17	60	55	63	67
10.	My team resolves conflict quickly when it arises	45	25	29	45	41	51	56
11.	Morale is good in my team	45	22	33	45	37	51	56

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	Mid North Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
		% positive response	% neutral response	% negative response				
Being valued								
12.	I believe I am valued for what I can offer at my workplace	60	19	22	60	54	61	66
13.	In my workplace, we recognise our successes and innovations	51	24	25	51	44	55	59
14.	Staff are treated respectfully regardless of their job	58	17	25	58	50	60	63

All Questions

This section shows the breakdown of responses to each question

	Key	A question identified as being a key driver of employee engagement	Response Breakdown			% Positive Score	Comparators		
			% positive response	% neutral response	% negative response		Mid North Coast Local Health District 2013	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Line Manager						58	53	62	60
15a.		My line manager ... recognises and acknowledges when I have done my job well	60	20	21	60	55	64	62
15b.		My line manager ... treats all staff in my team fairly	59	18	23	59	53	62	58
15c.		My line manager ... ensures that when issues are raised in the team, they are addressed	54	20	25	54	50	60	60
15d.		My line manager ... treats me with respect	74	16	10	74	70	75	74
16.		I receive regular and constructive feedback on my performance	42	26	32	42	37	49	49
17.		Overall, I have confidence in the decisions made by my line manager	59	19	22	59	52	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	
					Senior Managers			
					% Positive Score	Mid North Coast 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	39	24	37	39	33	46	44
	18b. The senior managers at my workplace ... have a clear direction for the future	34	35	31	34	24	40	44
K	18c. The senior managers at my workplace ... lead by example in creating a positive workplace	34	31	34	34	25	41	38
K	19. There is a positive relationship between senior management and staff in my workplace	33	31	37	33	26	40	36
K	20. Overall, I have confidence in the decisions made by my senior managers	35	32	33	35	28	42	40

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Mid North Coast 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							
Communication							
21. I am kept well informed about what is happening in my workplace	46	23	31	46	38	50	49
22. I have a say in decisions which affect my work	44	24	32	44	38	46	42
23. I think it is safe to speak up and challenge the way things are done	50	19	31	50	45	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	54	24	22	54	49	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	52	25	23	52		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	24	20	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	Mid North Coast 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	67	17	15	67	62	69	73
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	76	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	53	23	24	53	47	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	Mid North Coast 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		35	51	61
	29. I am able to achieve a healthy work/life balance most of the time		64	60	68
	30. There are mechanisms in place to support me if I experience stress or pressure		59	54	59
	31. Reasonable expectations are placed on staff according to their position		53	47	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		69	65	69

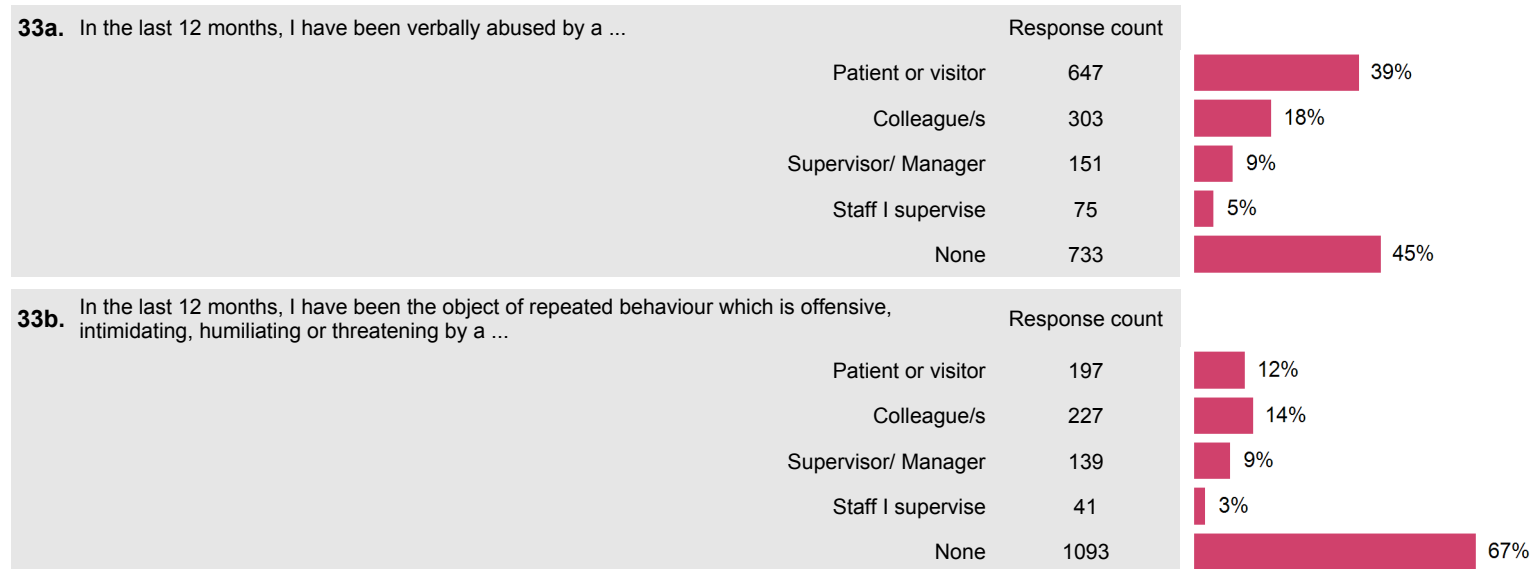
All Questions

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 ...

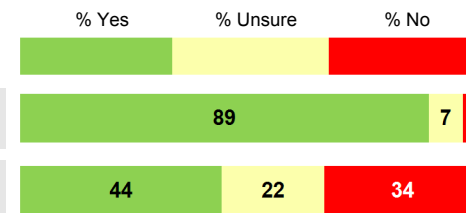
Response	Response count
Patient or visitor	65
Colleague/s	73
Supervisor/ Manager	68
Staff I supervise	-
None	1419

Please note: Counts of fewer than ten responses are suppressed and replaced with '-'



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
Mid North Coast Local Health District 2011
NSW Health Overall 2013
Australian Health Sector Benchmark

89 **88** **83** **88**
44 **42** **45** **52**

All Questions

This section shows the breakdown of responses to each question

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

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator

At least 1% less than comparator

Service Delivery

	% positive response	% neutral response	% negative response	% Positive Score	Mid North Coast 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)	52	22	26	52	48	59	66
36. In my workplace patient safety is at the centre of all decision making	66	20	14	66	61	67	73
37. My team's objectives/work plans are clearly outlined	60	23	16	60	54	65	71
38. Our objectives/work plans help us to deliver a quality service	60	26	14	60	53	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	46	31	23	46		52	58

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response				
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator	
Your Workplace				% Positive Score	Mid North Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
40. Overall I am proud to be a part of this workplace				69	64	71	73
41. I would recommend my workplace as a good place to work				59	53	62	63
42. I feel motivated to contribute more than what is normally required at work				63	58	65	64
43. I have a strong sense of belonging to my workplace				62	58	64	66
44. Overall I am satisfied to be working here at the present time				65	61	67	71
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour				54		56	58
K 46. Overall, I believe the culture at my workplace has improved in the last 12 months				32	25	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

	Mid North Coast 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	1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39
Employee Engagement Index	65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67

Your Job

1. My job makes good use of my skills and abilities	77	83	77	79	74	80	77	83	87	(r)	92	67	(r)	74
2. I feel I am able to suggest ideas to improve our ways of doing things	69	65	67	77	70	71	80	67	67	(r)	83	58	(r)	72
3. Working here makes me want to do the best job I can	69	64	68	74	71	69	70	67	67	(r)	83	64	(r)	77
4. The right amount of approvals are required for routine decisions	44	29	45	45	43	38	50	50	60	(r)	33	45	(r)	55
5. I have sufficient control over my work so I can do my job well	61	49	58	73	65	65	66	63	73	(r)	67	55	(r)	69
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	58	64	60	58	58	59	64	50	47	(r)	71	44	(r)	54

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

	Mid North Coast 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	1688	380	1282	204	121	36	(r)	866	602	105	(r)	95	10	342	1277	48
Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30

Your Job

1. My job makes good use of my skills and abilities	77	82	75	81	80	89	(r)	77	76	82	(r)	73	80	75	79	36
2. I feel I am able to suggest ideas to improve our ways of doing things	69	76	66	71	79	92	(r)	69	69	76	(r)	60	70	68	70	31
3. Working here makes me want to do the best job I can	69	71	69	69	71	80	(r)	68	71	72	(r)	71	60	65	71	38
4. The right amount of approvals are required for routine decisions	44	39	45	38	38	36	(r)	45	42	44	(r)	46	20	36	46	25
5. I have sufficient control over my work so I can do my job well	61	55	63	49	58	61	(r)	61	60	74	(r)	64	40	57	63	38
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	58	70	55	66	69	86	(r)	59	56	66	(r)	57	80	55	61	26

Results by Demographic

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

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

	Mid North Coast 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	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Your Job

1. My job makes good use of my skills and abilities	77	83	81	73	72	81	77	83	76	74	72	78	76	78	81	82	47
2. I feel I am able to suggest ideas to improve our ways of doing things	69	68	74	70	66	68	70	62	55	71	62	69	69	72	72	72	49
3. Working here makes me want to do the best job I can	69	78	82	68	64	71	68	74	56	73	60	73	65	71	71	78	51
4. The right amount of approvals are required for routine decisions	44	59	53	45	43	40	42	57	45	48	36	43	36	46	50	48	24
5. I have sufficient control over my work so I can do my job well	61	73	70	61	59	63	59	74	57	63	60	62	55	60	68	68	43
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	58	67	62	59	57	55	61	70	59	61	53	61	52	62	61	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

	Mid North Coast 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	1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39	
Employee Engagement Index	65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	72	64	64	68	66	73	75	53	(r)	75	39	(r)	62
8. In my team we generally acknowledge one another's efforts and achievements	65	79	66	63	69	64	79	67	53	(r)	75	46	(r)	67
9. People in my team are honest and open	60	79	61	52	62	66	70	54	47	(r)	63	37	(r)	59
10. My team resolves conflict quickly when it arises	45	62	43	46	49	47	51	46	33	(r)	63	30	(r)	59
11. Morale is good in my team	45	66	45	42	44	45	53	50	47	(r)	58	29	(r)	54

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

	Mid North Coast 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	1688	380	1282	204	121	36	(r)	866	602	105	(r)	95	10	342	1277	48
Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	73	61	72	69	92	(r)	64	64	68	(r)	58	60	64	65	49
8. In my team we generally acknowledge one another's efforts and achievements	65	76	63	72	75	92	(r)	65	64	72	(r)	64	90	64	66	52
9. People in my team are honest and open	60	71	57	70	64	92	(r)	60	60	68	(r)	59	80	62	61	44
10. My team resolves conflict quickly when it arises	45	56	42	48	60	81	(r)	45	43	55	(r)	43	60	47	45	28
11. Morale is good in my team	45	53	42	47	53	86	(r)	43	43	61	(r)	48	70	44	46	21

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

	Mid North Coast 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	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	76	62	65	62	62	65	61	62	64	63	66	63	66	64	66	50
8. In my team we generally acknowledge one another's efforts and achievements	65	75	72	63	63	64	68	67	65	60	59	70	65	69	64	70	51
9. People in my team are honest and open	60	73	69	58	61	57	59	67	63	60	53	66	59	61	59	63	45
10. My team resolves conflict quickly when it arises	45	59	49	46	43	43	44	50	46	49	41	47	44	43	48	49	26
11. Morale is good in my team	45	61	51	50	43	39	46	63	53	51	35	46	47	44	46	44	20

Results by Demographic

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

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	Mid North Coast 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	1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39	
Employee Engagement Index	65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67	

Being valued

12. I believe I am valued for what I can offer at my workplace	60	70	57	63	58	63	73	58	67	(r)	71	47	(r)	62
13. In my workplace, we recognise our successes and innovations	51	66	51	53	45	54	72	50	47	(r)	75	34	(r)	56
14. Staff are treated respectfully regardless of their job	58	64	58	58	55	66	70	54	86	(r)	67	35	(r)	54

Results by Demographic

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

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	Mid North Coast 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	1688	380	1282	204	121	36	(r)	866	602	105	(r)	95	10	342	1277	48
Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30

Being valued

12. I believe I am valued for what I can offer at my workplace	60	63	59	57	65	83	(r)	60	59	69	(r)	57	60	62	60	29
13. In my workplace, we recognise our successes and innovations	51	61	48	54	63	81	(r)	51	51	61	(r)	43	60	50	53	19
14. Staff are treated respectfully regardless of their job	58	64	57	59	67	86	(r)	57	56	73	(r)	65	80	57	60	27

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

	Mid North Coast Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Being valued

12. I believe I am valued for what I can offer at my workplace	60	72	67	64	54	60	59	72	56	63	57	59	59	62	59	64	35
13. In my workplace, we recognise our successes and innovations	51	66	66	49	49	48	51	65	54	62	50	58	47	51	49	51	25
14. Staff are treated respectfully regardless of their job	58	82	69	60	53	56	56	80	62	65	54	62	55	62	54	57	33

Results by Demographic

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	Mid North Coast 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	1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39	
Employee Engagement Index	65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	60	67	58	63	64	59	64	54	80	(r)	88	47	(r)	64
15b. My line manager ... treats all staff in my team fairly	59	79	57	57	66	64	66	67	87	(r)	75	36	(r)	62
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	54	63	53	54	58	56	61	50	80	(r)	75	42	(r)	61
15d. My line manager ... treats me with respect	74	85	72	76	76	78	84	75	87	(r)	88	62	(r)	68
16. I receive regular and constructive feedback on my performance	42	48	42	40	43	42	45	46	53	(r)	54	37	(r)	46
17. Overall, I have confidence in the decisions made by my line manager	59	67	56	61	65	62	61	46	87	(r)	88	40	(r)	62

Results by Demographic

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Respondents	1688	380	1282	204	121	36	(r)	866	602	105	(r)	95	10	342	1277	48
Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	60	59	60	57	60	64	(r)	61	56	71	(r)	58	50	60	61	25
15b. My line manager ... treats all staff in my team fairly	59	64	58	59	66	81	(r)	59	57	72	(r)	59	70	63	60	25
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	54	58	53	53	61	67	(r)	54	53	68	(r)	54	30	57	55	25
15d. My line manager ... treats me with respect	74	75	74	70	78	86	(r)	73	72	89	(r)	76	80	74	75	40
16. I receive regular and constructive feedback on my performance	42	43	42	42	40	47	(r)	44	40	50	(r)	39	10	42	43	13
17. Overall, I have confidence in the decisions made by my line manager	59	63	57	57	69	69	(r)	60	54	72	(r)	59	40	61	59	25

Results by Demographic

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	Mid North Coast Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	60	76	73	62	56	58	58	82	66	65	57	64	57	59	59	62	33
15b. My line manager ... treats all staff in my team fairly	59	81	77	59	57	55	58	82	60	63	59	61	59	59	60	59	29
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	54	75	62	54	55	49	54	71	57	57	50	57	52	55	54	60	31
15d. My line manager ... treats me with respect	74	87	87	80	70	69	74	93	75	80	72	75	72	76	75	72	51
16. I receive regular and constructive feedback on my performance	42	61	53	40	37	41	44	62	46	47	38	45	41	44	43	40	16
17. Overall, I have confidence in the decisions made by my line manager	59	80	72	58	55	55	58	76	56	65	59	61	58	59	58	57	35

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

	Mid North Coast 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	1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39	
Employee Engagement Index	65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	39	52	36	41	40	36	41	61	53	(r)	63	38	(r)	51
18b. The senior managers at my workplace ... have a clear direction for the future	34	44	31	40	35	34	36	48	53	(r)	50	26	(r)	46
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	34	42	31	37	40	33	40	52	53	(r)	42	28	(r)	51
19. There is a positive relationship between senior management and staff in my workplace	33	40	30	31	39	33	43	39	40	(r)	42	29	(r)	46
20. Overall, I have confidence in the decisions made by my senior managers	35	40	32	42	40	30	39	39	53	(r)	54	26	(r)	54

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

	Mid North Coast 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	1688	380	1282	204	121	36	(r)	866	602	105	(r)	95	10	342	1277	48
Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	39	44	37	37	40	81	(r)	41	34	46	(r)	39	50	38	40	25
18b. The senior managers at my workplace ... have a clear direction for the future	34	43	31	34	47	67	(r)	36	30	44	(r)	26	40	32	35	23
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	34	43	32	33	47	69	(r)	34	32	50	(r)	30	40	33	35	21
19. There is a positive relationship between senior management and staff in my workplace	33	40	31	31	38	72	(r)	34	29	45	(r)	32	60	31	34	19
20. Overall, I have confidence in the decisions made by my senior managers	35	40	33	30	44	64	(r)	35	32	48	(r)	34	30	34	35	19

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

	Mid North Coast 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	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	39	58	38	43	36	37	38	76	44	40	29	42	36	39	38	42	17
18b. The senior managers at my workplace ... have a clear direction for the future	34	60	42	30	32	32	31	64	39	42	29	37	32	32	33	31	19
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	34	63	39	34	30	32	33	69	39	41	26	35	35	33	34	32	23
19. There is a positive relationship between senior management and staff in my workplace	33	63	38	34	27	29	33	76	37	39	27	36	30	31	32	29	17
20. Overall, I have confidence in the decisions made by my senior managers	35	65	46	33	30	31	34	70	39	44	31	37	33	33	33	29	21

Results by Demographic

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	Mid North Coast 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	1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39	
Employee Engagement Index	65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67	

Communication

21. I am kept well informed about what is happening in my workplace	46	50	46	43	48	52	50	38	33	(r)	54	30	(r)	44
22. I have a say in decisions which affect my work	44	44	43	46	46	39	59	42	53	(r)	63	39	(r)	49
23. I think it is safe to speak up and challenge the way things are done	50	63	48	56	51	46	66	46	53	(r)	58	37	(r)	51
24a. Where I work, we share the lessons learnt when mistakes are made	54	71	54	50	53	53	63	58	60	(r)	75	35	(r)	56
24b. I am aware of the strategic objectives and direction of the organisation I work for	52	52	49	57	56	51	73	54	67	(r)	96	41	(r)	67
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	65	50	63	65	52	80	54	67	(r)	92	55	(r)	69

Results by Demographic

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	Mid North Coast 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	1688	380	1282	204	121	36	(r)	866	602	105	(r)	95	10	342	1277	48
Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30

Communication

21. I am kept well informed about what is happening in my workplace	46	51	44	46	50	69	(r)	45	46	52	(r)	46	30	42	48	23
22. I have a say in decisions which affect my work	44	54	41	48	55	75	(r)	45	42	53	(r)	37	40	41	46	21
23. I think it is safe to speak up and challenge the way things are done	50	58	47	52	60	83	(r)	49	49	60	(r)	48	70	51	51	15
24a. Where I work, we share the lessons learnt when mistakes are made	54	63	51	62	60	74	(r)	53	53	61	(r)	53	60	53	55	27
24b. I am aware of the strategic objectives and direction of the organisation I work for	52	60	50	49	70	86	(r)	55	48	60	(r)	45	50	51	54	29
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	64	54	52	74	89	(r)	59	51	62	(r)	51	50	56	57	29

Results by Demographic

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

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

	Mid North Coast 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	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Communication

21. I am kept well informed about what is happening in my workplace	46	67	59	44	42	44	44	67	44	54	44	49	47	46	42	43	21
22. I have a say in decisions which affect my work	44	54	46	45	38	46	45	51	42	53	39	47	42	47	45	41	25
23. I think it is safe to speak up and challenge the way things are done	50	63	53	50	46	50	50	53	44	57	45	55	50	51	48	54	18
24a. Where I work, we share the lessons learnt when mistakes are made	54	65	66	54	49	53	54	76	60	59	50	57	52	55	53	51	25
24b. I am aware of the strategic objectives and direction of the organisation I work for	52	71	58	47	48	50	57	73	42	59	48	52	48	55	54	55	27
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	77	60	49	50	55	61	76	48	60	51	53	51	60	56	63	31

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

	Mid North Coast 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	1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39	
Employee Engagement Index	65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67	

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	67	77	70	63	54	71	73	67	80	(r)	71	62	(r)	64
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	63	69	78	84	87	98	75	93	(r)	96	77	(r)	85
27. I am encouraged to take opportunities to learn new skills and have new experiences	53	73	56	43	43	54	72	38	73	(r)	75	38	(r)	51

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

	Mid North Coast 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	1688	380	1282	204	121	36	(r)	866	602	105	(r)	95	10	342	1277	48
Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	67	65	68	63	61	86	(r)	65	71	67	(r)	66	70	60	70	52
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	76	76	69	85	81	(r)	78	74	82	(r)	67	50	75	76	63
27. I am encouraged to take opportunities to learn new skills and have new experiences	53	60	51	54	63	81	(r)	53	51	62	(r)	46	70	50	54	27

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

	Mid North Coast 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	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	67	67	73	66	65	65	71	89	63	68	66	69	63	64	71	73	58
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	73	78	78	74	75	77	87	71	69	78	77	71	75	78	82	73
27. I am encouraged to take opportunities to learn new skills and have new experiences	53	72	63	60	49	47	54	78	56	57	54	60	50	49	52	55	31

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

	Mid North Coast 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	1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39	
Employee Engagement Index	65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	35	54	34	34	35	38	41	25	20	(r)	33	28	(r)	54
29. I am able to achieve a healthy work/life balance most of the time	64	58	63	69	58	71	70	67	67	(r)	75	60	(r)	74
30. There are mechanisms in place to support me if I experience stress or pressure	59	44	58	64	59	61	75	38	60	(r)	67	60	(r)	54
31. Reasonable expectations are placed on staff according to their position	53	63	52	52	44	58	75	54	73	(r)	58	45	(r)	59
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	69	75	65	76	72	79	81	71	87	(r)	75	63	(r)	69

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

	Mid North Coast 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	1688	380	1282	204	121	36	(r)	866	602	105	(r)	95	10	342	1277	48
Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	35	40	34	34	40	64	(r)	35	34	43	(r)	35	50	37	35	15
29. I am able to achieve a healthy work/life balance most of the time	64	59	66	57	64	58	(r)	60	70	70	(r)	66	60	59	66	46
30. There are mechanisms in place to support me if I experience stress or pressure	59	60	58	56	66	56	(r)	60	59	54	(r)	55	30	52	61	35
31. Reasonable expectations are placed on staff according to their position	53	54	53	49	55	67	(r)	50	55	66	(r)	54	60	50	55	31
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	69	74	68	71	75	78	(r)	68	69	79	(r)	72	80	63	72	48

Results by Demographic

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	Mid North Coast Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	35	58	46	35	31	34	32	58	31	43	33	37	34	36	33	35	17
29. I am able to achieve a healthy work/life balance most of the time	64	75	66	70	63	60	65	65	73	68	69	66	57	65	62	73	46
30. There are mechanisms in place to support me if I experience stress or pressure	59	60	59	58	54	62	61	58	56	57	58	54	55	64	59	65	60
31. Reasonable expectations are placed on staff according to their position	53	73	63	55	49	53	50	74	48	57	54	57	49	53	52	55	40
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	69	80	78	70	68	66	71	86	69	70	72	73	60	70	72	73	62

Results by Demographic

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		Mid North Coast 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		1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39
Employee Engagement Index		65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67

Unacceptable Behaviour

34a.	Do you currently ... know how to report occurrences of these types of behaviour?	89	65	92	88	88	86	86	75	67	(r)	96	90	(r)	84
34b.	Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	44	49	42	45	49	43	52	33	60	(r)	46	37	(r)	53

Results by Demographic

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Respondents	1688	380	1282	204	121	36	(r)	866	602	105	(r)	95	10	342	1277	48
Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30
Unacceptable Behaviour																
34a. Do you currently ... know how to report occurrences of these types of behaviour?	89	91	88	91	94	78	(r)	90	89	82	(r)	87	80	85	90	79
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	44	50	42	44	50	69	(r)	43	42	55	(r)	44	40	41	45	23

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Respondents	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	89	77	80	89	88	89	94	77	80	87	84	88	86	93	92	94	77
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	44	59	56	49	39	41	42	56	48	46	38	44	45	44	44	44	25

Results by Demographic

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		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	1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39	
Employee Engagement Index	65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	52	51	48	63	58	47	61	50	87	(r)	63	60	(r)	61
36. In my workplace patient safety is at the centre of all decision making	66	78	64	67	68	68	68	58	73	(r)	67	68	(r)	76
37. My team's objectives/work plans are clearly outlined	60	65	59	64	54	62	82	63	53	(r)	75	60	(r)	68
38. Our objectives/work plans help us to deliver a quality service	60	69	56	65	57	62	77	67	73	(r)	79	57	(r)	66
39. At my workplace there is a good balance between delivering services and monitoring service delivery	46	45	43	54	49	45	66	58	60	(r)	63	39	(r)	55

Results by Demographic

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Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	52	52	52	43	54	78	(r)	54	48	62	(r)	60	60	50	54	23
36. In my workplace patient safety is at the centre of all decision making	66	71	64	69	69	81	(r)	67	64	65	(r)	72	70	62	68	38
37. My team's objectives/work plans are clearly outlined	60	69	58	64	68	92	(r)	60	60	65	(r)	66	50	57	63	27
38. Our objectives/work plans help us to deliver a quality service	60	66	58	59	69	86	(r)	60	57	66	(r)	67	70	55	62	38
39. At my workplace there is a good balance between delivering services and monitoring service delivery	46	50	45	44	51	69	(r)	45	44	60	(r)	48	50	43	48	17

Results by Demographic

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Respondents	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	52	67	58	48	50	53	52	79	33	60	40	56	50	54	55	60	23
36. In my workplace patient safety is at the centre of all decision making	66	79	73	65	65	64	65	77	62	65	59	69	64	67	66	75	44
37. My team's objectives/work plans are clearly outlined	60	70	71	64	58	58	61	88	54	68	51	58	60	63	59	66	37
38. Our objectives/work plans help us to deliver a quality service	60	73	73	60	55	58	61	84	56	70	45	58	60	63	59	63	43
39. At my workplace there is a good balance between delivering services and monitoring service delivery	46	65	60	47	41	45	45	70	39	58	39	46	44	48	46	52	18

Results by Demographic

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

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	Mid North Coast 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	1688	53	828	149	174	219	44	24	15	(r)	24	99	(r)	39	
Employee Engagement Index	65	71	63	70	65	65	75	67	70	(r)	77	56	(r)	67	

Your Workplace

40. Overall I am proud to be a part of this workplace	69	80	66	78	72	65	82	79	80	(r)	83	62	(r)	71
41. I would recommend my workplace as a good place to work	59	69	57	66	60	60	73	54	73	(r)	71	41	(r)	66
42. I feel motivated to contribute more than what is normally required at work	63	73	60	67	64	64	75	67	73	(r)	79	56	(r)	63
43. I have a strong sense of belonging to my workplace	62	71	61	63	58	64	73	71	60	(r)	79	51	(r)	58
44. Overall I am satisfied to be working here at the present time	65	70	64	72	61	68	75	63	67	(r)	67	62	(r)	66
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	54	65	54	57	53	58	73	54	53	(r)	58	36	(r)	53
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	39	35	34	33	24	34	29	20	(r)	33	23	(r)	24

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

	Mid North Coast 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	1688	380	1282	204	121	36	(r)	866	602	105	(r)	95	10	342	1277	48
Employee Engagement Index	65	68	64	63	68	85	(r)	64	64	72	(r)	65	70	62	67	30

Your Workplace

40. Overall I am proud to be a part of this workplace	69	74	68	69	74	86	(r)	68	70	75	(r)	70	80	68	71	33
41. I would recommend my workplace as a good place to work	59	63	58	56	67	81	(r)	59	57	70	(r)	63	60	59	61	25
42. I feel motivated to contribute more than what is normally required at work	63	69	61	65	66	92	(r)	63	61	72	(r)	62	80	60	65	27
43. I have a strong sense of belonging to my workplace	62	67	60	62	68	83	(r)	63	60	63	(r)	58	70	59	64	33
44. Overall I am satisfied to be working here at the present time	65	65	66	59	65	86	(r)	64	66	77	(r)	64	70	61	68	23
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	54	60	53	57	60	71	(r)	51	57	67	(r)	55	60	50	56	28
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	39	30	36	35	58	(r)	33	31	36	(r)	25	30	30	33	17

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

	Mid North Coast 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	1688	102	98	212	394	468	392	47	63	84	135	226	260	377	238	165	52	
Employee Engagement Index	65	79	75	68	59	65	62	80	61	70	56	66	63	66	65	70	42	

Your Workplace

40. Overall I am proud to be a part of this workplace	69	85	79	73	66	70	65	86	64	72	62	71	67	72	70	72	46
41. I would recommend my workplace as a good place to work	59	82	75	65	54	58	54	80	61	72	53	63	57	61	56	60	35
42. I feel motivated to contribute more than what is normally required at work	63	83	71	64	56	64	60	76	64	68	52	63	62	64	64	71	38
43. I have a strong sense of belonging to my workplace	62	68	64	66	58	61	63	74	64	67	49	62	62	63	64	66	46
44. Overall I am satisfied to be working here at the present time	65	80	80	71	58	66	63	90	61	71	58	65	65	67	63	74	35
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	54	75	60	58	49	51	57	76	57	63	45	53	49	58	55	58	40
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	34	40	32	33	29	32	38	23	35	21	38	34	36	28	31	16

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:

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

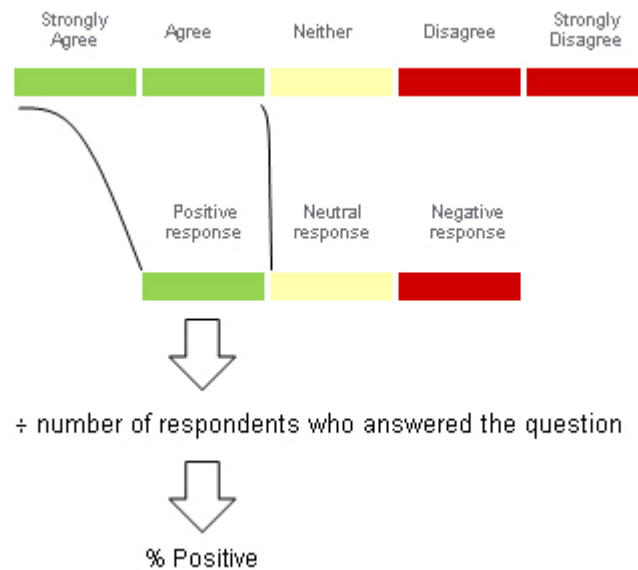
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

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.