



Important note: this particular report should not be interpreted as fully representative of ALL staff at this facility. Why? A minimum number of a facility's workforce had to complete the survey for the results to yield a statistical 'Confidence Interval' of less than 5 per cent. Results obtained for this facility have a Confidence Interval that exceeds 5 percent. That means the results are a summary of the views of only those staff who completed the survey, rather than being representative of the entire workforce at this facility.

YourSay Project Team

2013 YourSay Workplace Survey

Facility Report



NSW Kids and Families

This Report

This report provides NSW Kids and Families 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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28

ACTUAL RESPONSES

49%

ESTIMATED RESPONSE RATE

81%

ENGAGEMENT INDEX

76%

WORKPLACE CULTURE INDEX

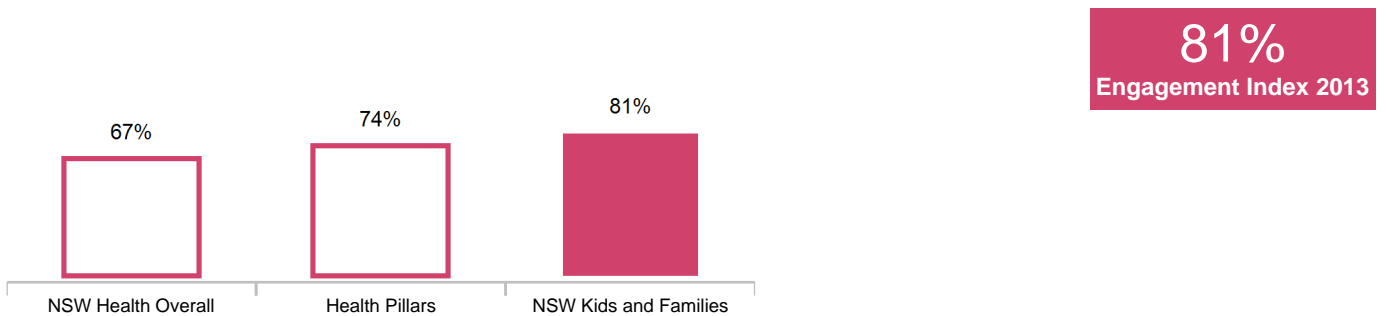
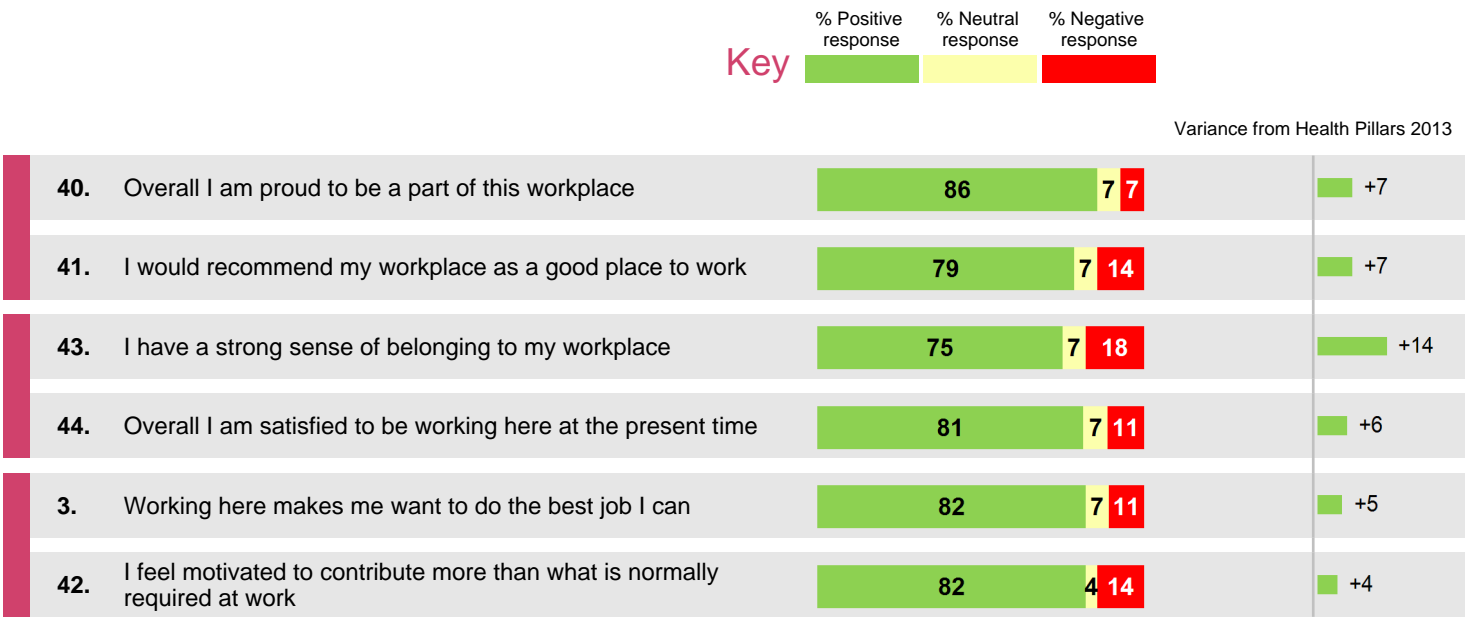
Employee Engagement Index

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:

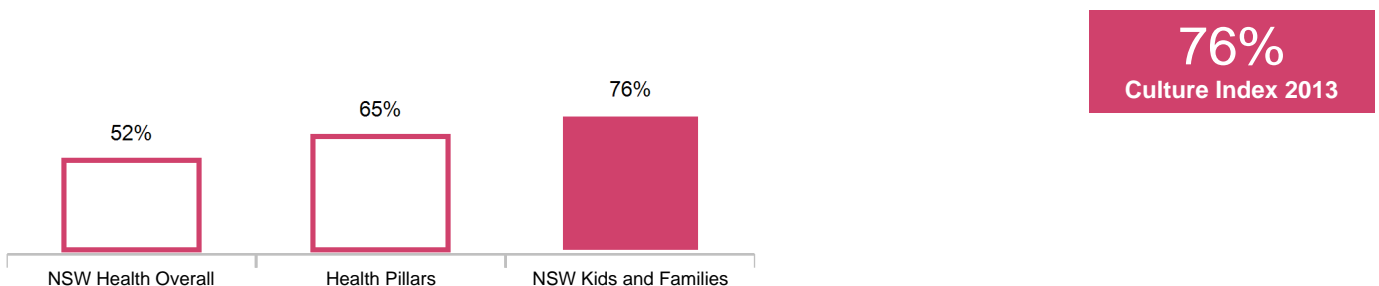


Employee Workplace Culture Index

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 Health Pillars 2013
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	81	11	7	+15
12. I believe I am valued for what I can offer at my workplace	86		14	+12
13. In my workplace, we recognise our successes and innovations	79	11	11	+5
14. Staff are treated respectfully regardless of their job	93		7	+19
17. Overall, I have confidence in the decisions made by my line manager	86	7	7	+10
18b. The senior managers at my workplace ... have a clear direction for the future	71	21	7	+7
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	89		11	+19
20. Overall, I have confidence in the decisions made by my senior managers	89	7	4	+22
22. I have a say in decisions which affect my work	75	18	7	+14
23. I think it is safe to speak up and challenge the way things are done	79	11	11	+12
24a. Where I work, we share the lessons learnt when mistakes are made	68	18	14	+11
28. I have confidence in the processes that my workplace uses to resolve staff conflict	64	32	4	+25
37. My team's objectives/work plans are clearly outlined	68	21	11	-5
38. Our objectives/work plans help us to deliver a quality service	64	29	7	-7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	50	39	11	+1



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 NSW Kids and Families. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for NSW Kids and Families 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.

This analysis can only be conducted on groups of 50 or more. Therefore the drivers shown below are for Health Pillars.

Drivers of Employee Engagement

	Impact (on Employee Engagement)	% Positive	Health Pillars % positive score	NSW Health Overall % positive score
	<i>Greatest</i>			
28. I have confidence in the processes that my workplace uses to resolve staff conflict		64	39	42
22. I have a say in decisions which affect my work		75	61	46
24a. Where I work, we share the lessons learnt when mistakes are made		68	57	58
4. The right amount of approvals are required for routine decisions		61	52	48
35. My work environment allows me to deliver the best possible services (patient care or support services)		64	63	59
39. At my workplace there is a good balance between delivering services and monitoring service delivery		54	55	52

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
Senior Managers	86
Being valued	86
Your Team	85

Questions

	% Positive
7. The people I work with are willing to help each other even if this means doing something outside their usual job	100
19. There is a positive relationship between senior management and staff in my workplace	96
14. Staff are treated respectfully regardless of their job	93
8. In my team we generally acknowledge one another's efforts and achievements	89
15d. My line manager ... treats me with respect	89

Lowlights

Sections

	% Positive
Service Delivery	64
Training and Development Opportunities	65
Work Environment	73

Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	50
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	54
39. At my workplace there is a good balance between delivering services and monitoring service delivery	54
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	57
4. The right amount of approvals are required for routine decisions	61

External Comparison

This section shows comparisons between NSW Kids and Families 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.



84% ■ Proportion of questions above the benchmark by 1 or more percentage points
 0% ■ Proportion of questions inline with the benchmark
 16% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
19. There is a positive relationship between senior management and staff in my workplace	96	+60
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	89	+51
20. Overall, I have confidence in the decisions made by my senior managers	89	+49
18a. The senior managers at my workplace ... are aware of the issues I face in my job	86	+42
21. I am kept well informed about what is happening in my workplace	86	+37
22. I have a say in decisions which affect my work	75	+33
7. The people I work with are willing to help each other even if this means doing something outside their usual job	100	+32
14. Staff are treated respectfully regardless of their job	93	+30
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	86	+28
17. Overall, I have confidence in the decisions made by my line manager	86	+27
18b. The senior managers at my workplace ... have a clear direction for the future	71	+27
23. I think it is safe to speak up and challenge the way things are done	79	+26
11. Morale is good in my team	81	+25
31. Reasonable expectations are placed on staff according to their position	86	+25
15a. My line manager ... recognises and acknowledges when I have done my job well	86	+24
15b. My line manager ... treats all staff in my team fairly	82	+24
24b. I am aware of the strategic objectives and direction of the organisation I work for	82	+21

External Comparison

This section shows comparisons between NSW Kids and Families 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.



- 84% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 0% ■ Proportion of questions inline with the benchmark
- 16% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
12. I believe I am valued for what I can offer at my workplace	86	■ +20
13. In my workplace, we recognise our successes and innovations	79	■ +20
30. There are mechanisms in place to support me if I experience stress or pressure	79	■ +20
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	79	■ +19
16. I receive regular and constructive feedback on my performance	68	■ +19
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	82	■ +19
28. I have confidence in the processes that my workplace uses to resolve staff conflict	64	■ +18
42. I feel motivated to contribute more than what is normally required at work	82	■ +18
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	82	■ +17
41. I would recommend my workplace as a good place to work	79	■ +16
8. In my team we generally acknowledge one another's efforts and achievements	89	■ +15
9. People in my team are honest and open	82	■ +15
10. My team resolves conflict quickly when it arises	71	■ +15
15d. My line manager ... treats me with respect	89	■ +15
29. I am able to achieve a healthy work/life balance most of the time	82	■ +14
2. I feel I am able to suggest ideas to improve our ways of doing things	86	■ +13
40. Overall I am proud to be a part of this workplace	86	■ +13

External Comparison

This section shows comparisons between NSW Kids and Families 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.



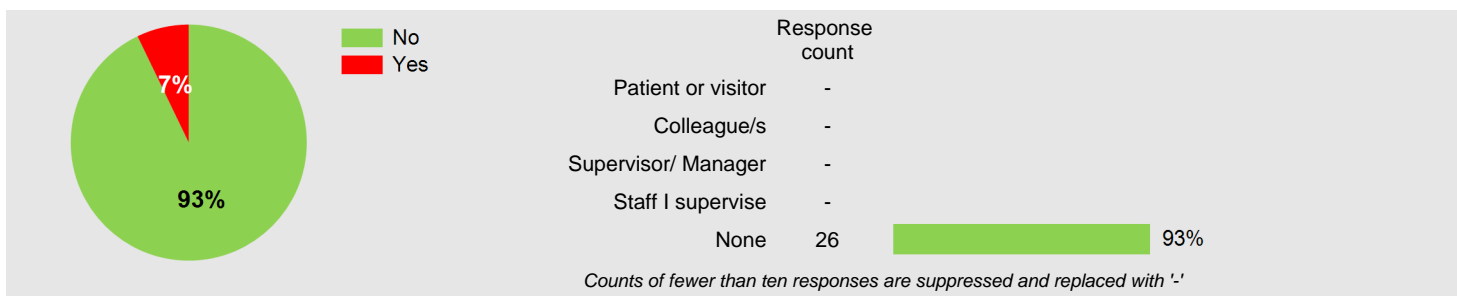
- 84% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 0% ■ Proportion of questions inline with the benchmark
- 16% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
46. Overall, I believe the culture at my workplace has improved in the last 12 months	50	+12
44. Overall I am satisfied to be working here at the present time	81	+10
43. I have a strong sense of belonging to my workplace	75	+9
24a. Where I work, we share the lessons learnt when mistakes are made	68	+8
27. I am encouraged to take opportunities to learn new skills and have new experiences	68	+5
3. Working here makes me want to do the best job I can	82	+4
4. The right amount of approvals are required for routine decisions	61	+4
1. My job makes good use of my skills and abilities	86	+3
5. I have sufficient control over my work so I can do my job well	75	+3
35. My work environment allows me to deliver the best possible services (patient care or support services)	64	-2
37. My team's objectives/work plans are clearly outlined	68	-3
39. At my workplace there is a good balance between delivering services and monitoring service delivery	54	-4
36. In my workplace patient safety is at the centre of all decision making	68	-5
38. Our objectives/work plans help us to deliver a quality service	64	-6
25. I have received the appropriate training and development to do my job effectively	71	-7
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	54	-15
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	57	-20

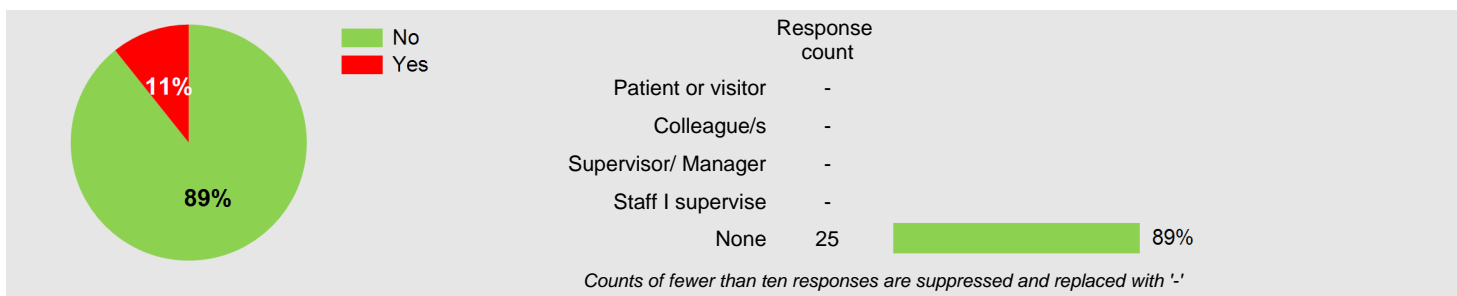
Unacceptable Behaviour

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

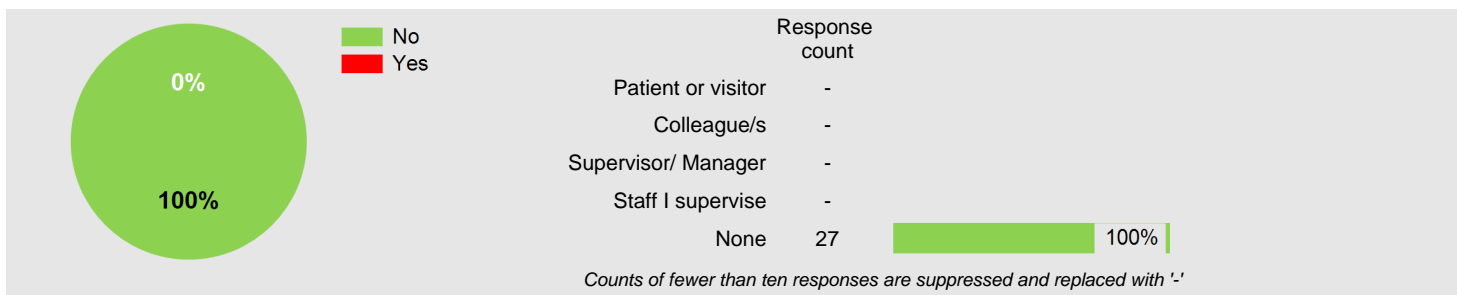
33a. In the last 12 months, I have been verbally abused by a ...



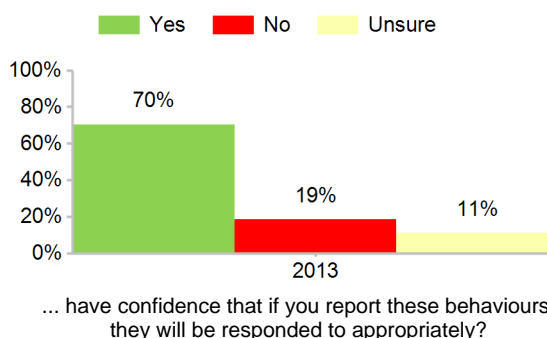
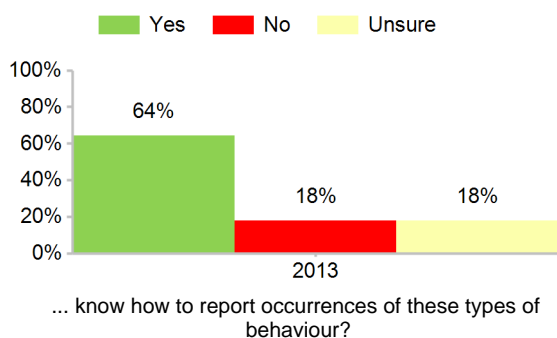
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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

		% 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 Job					79	71	65
	1. My job makes good use of my skills and abilities	86		14	86	79	79
	2. I feel I am able to suggest ideas to improve our ways of doing things	86	4	11	86	80	68
	3. Working here makes me want to do the best job I can	82	7	11	82	77	71
K	4. The right amount of approvals are required for routine decisions	61	4	36	61	52	48
	5. I have sufficient control over my work so I can do my job well	75	11	14	75	69	64
	6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	82	7	11	82	68	60

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	Health Pillars 2013	NSW Health Overall 2013
			85	75	60
7.	The people I work with are willing to help each other even if this means doing something outside their usual job		100	83	68
8.	In my team we generally acknowledge one another's efforts and achievements		89	86	69
9.	People in my team are honest and open		82	79	63
10.	My team resolves conflict quickly when it arises		71	62	51
11.	Morale is good in my team		81	66	51

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Comparators		
	% positive response	% neutral response	% negative response	% Positive Score	Health Pillars 2013	NSW Health Overall 2013
Key A question identified as being a key driver of employee engagement						
Being valued				86	74	59
12. I believe I am valued for what I can offer at my workplace	86		14	86	74	61
13. In my workplace, we recognise our successes and innovations	79	11	11	79	74	55
14. Staff are treated respectfully regardless of their job	93		7	93	74	60

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				
Your Line Manager							
					% Positive Score	Health Pillars 2013	NSW Health Overall 2013
15a. My line manager ... recognises and acknowledges when I have done my job well	86	4	11	Key	86	84	64
15b. My line manager ... treats all staff in my team fairly	82	7	11		82	79	62
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	79	7	14		79	71	60
15d. My line manager ... treats me with respect	89		11		89	87	75
16. I receive regular and constructive feedback on my performance	68	18	14		68	66	49
17. Overall, I have confidence in the decisions made by my line manager	86	7	7		86	76	62

All Questions

This section shows the breakdown of responses to each question


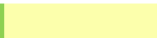







Key	A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response	At least 1% greater than comparator	At least 1% less than comparator

Senior Managers

			% Positive Score	Health Pillars 2013	NSW Health Overall 2013
18a. The senior managers at my workplace ... are aware of the issues I face in my job		86	86	65	42
18b. The senior managers at my workplace ... have a clear direction for the future		71	71	64	40
18c. The senior managers at my workplace ... lead by example in creating a positive workplace		89	89	70	41
19. There is a positive relationship between senior management and staff in my workplace		96	96	68	40
20. Overall, I have confidence in the decisions made by my senior managers		89	89	67	42

All Questions

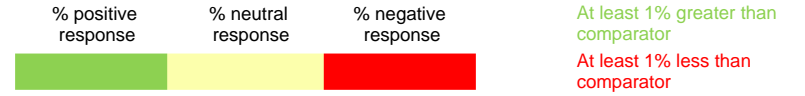
This section shows the breakdown of responses to each question

		% positive response	% neutral response	% negative response			
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator At least 1% less than comparator		
					% Positive Score	Health Pillars 2013	NSW Health Overall 2013
Communication					79	68	53
	21. I am kept well informed about what is happening in my workplace				86	62	50
K	22. I have a say in decisions which affect my work				75	61	46
	23. I think it is safe to speak up and challenge the way things are done				79	67	51
K	24a. Where I work, we share the lessons learnt when mistakes are made				68	57	58
	24b. I am aware of the strategic objectives and direction of the organisation I work for				82	81	56
	24c. I am aware of how my work contributes to the overall strategic objectives of my organisation				82	78	59

All Questions

This section shows the breakdown of responses to each question

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



Training and Development Opportunities

Question	% positive response	% neutral response	% negative response	% Positive Score	Health Pillars 2013	NSW Health Overall 2013
25. I have received the appropriate training and development to do my job effectively	71	21	7	71	65	71
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	57	29	14	57	59	76
27. I am encouraged to take opportunities to learn new skills and have new experiences	68	18	14	68	69	59

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	Health Pillars 2013	NSW Health Overall 2013		
K	28. I have confidence in the processes that my workplace uses to resolve staff conflict		64	32	4	64	39	42
	29. I am able to achieve a healthy work/life balance most of the time		82	11	7	82	71	65
	30. There are mechanisms in place to support me if I experience stress or pressure		79	18	4	79	52	54
	31. Reasonable expectations are placed on staff according to their position		86	14	0	86	67	56
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		54	46	0	54	52	68

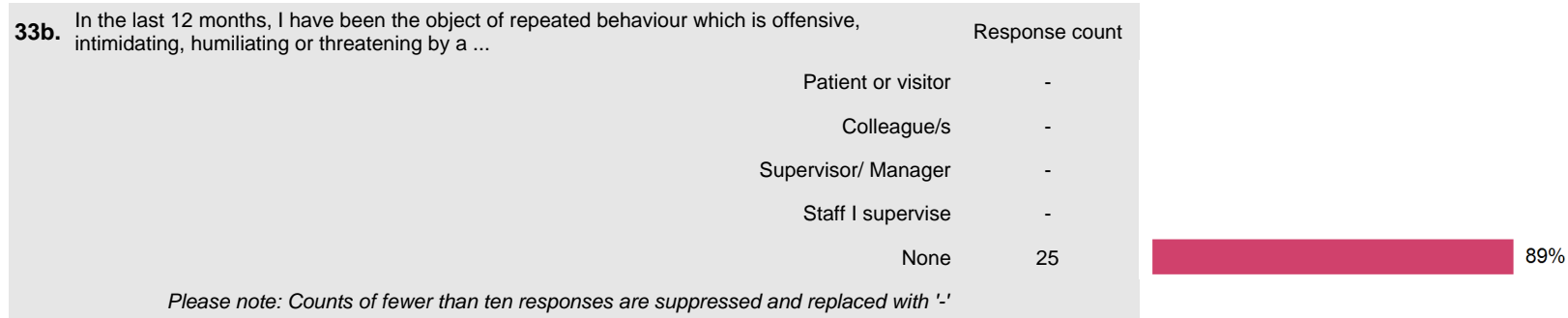
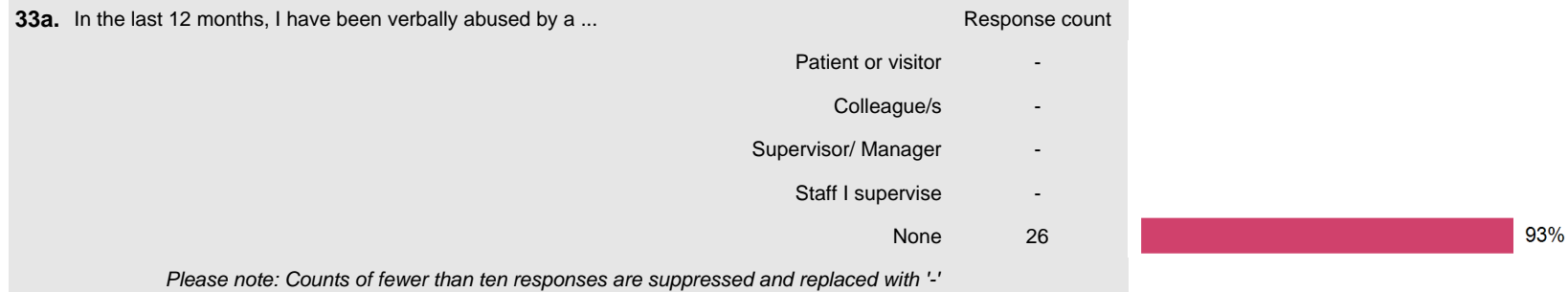
All Questions

This section shows the breakdown of responses to each question

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

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

Unacceptable Behaviour



All Questions

This section shows the breakdown of responses to each question

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

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

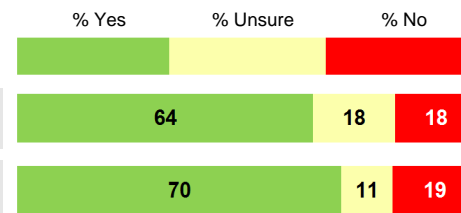
Unacceptable Behaviour

33c.	In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, homosexuality, transgender or carers responsibilities by a ...	Response count
	Patient or visitor	-
	Colleague/s	-
	Supervisor/ Manager	-
	Staff I supervise	-
	None	27

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
Health Pillars 2013
NSW Health Overall 2013

64 70 83
70 58 45

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

Service Delivery

				% Positive Score	Health Pillars 2013	NSW Health Overall 2013	
				64	64	61	
K	35. My work environment allows me to deliver the best possible services (patient care or support services)	64	25	11	64	63	59
	36. In my workplace patient safety is at the centre of all decision making	68	25	7	68	59	67
	37. My team's objectives/work plans are clearly outlined	68	21	11	68	73	65
	38. Our objectives/work plans help us to deliver a quality service	64	29	7	64	71	64
	39. At my workplace there is a good balance between delivering services and monitoring service delivery	54	36	11	54	55	52

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				
Your Workplace					77	69	60
40. Overall I am proud to be a part of this workplace	86	7	7		86	79	71
41. I would recommend my workplace as a good place to work	79	7	14		79	72	62
42. I feel motivated to contribute more than what is normally required at work	82	4	14		82	78	65
43. I have a strong sense of belonging to my workplace	75	7	18		75	61	64
44. Overall I am satisfied to be working here at the present time	81	7	11		81	75	67
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	86	4	11		86	66	56
46. Overall, I believe the culture at my workplace has improved in the last 12 months	50	39	11		50	49	36

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:

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

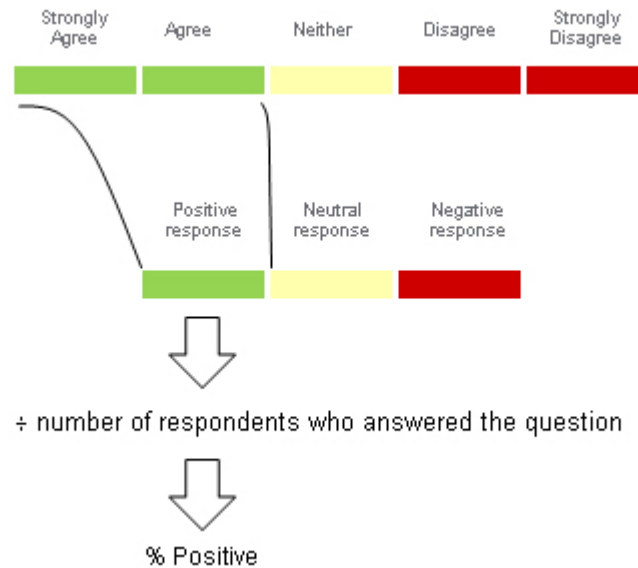
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

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%	

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.