

# 2013 YourSay Workplace Survey

## LHD Report



## South Eastern Sydney Local Health District

### This Report

This report provides South Eastern Sydney 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.

### Contents

01	Employee Engagement Index	07	External Comparison
02	Employee Workplace Culture Index	08	Unacceptable Behaviour
03	Drivers of Employee Engagement	09	All Questions
04	Highlights and Lowlights	10	Results by Demographic
05	Most Improved Least Improved since 2011	11	Guide to using this report
06	Trend Comparison		

**1,995**

2011: 1,621

ACTUAL RESPONSES

**17%**

2011: 17%

2% Confidence Interval

ESTIMATED RESPONSE RATE

**65%**

2011: 63%

ENGAGEMENT INDEX

**49%**

2011: 46%

WORKPLACE CULTURE INDEX

# Employee Engagement Index

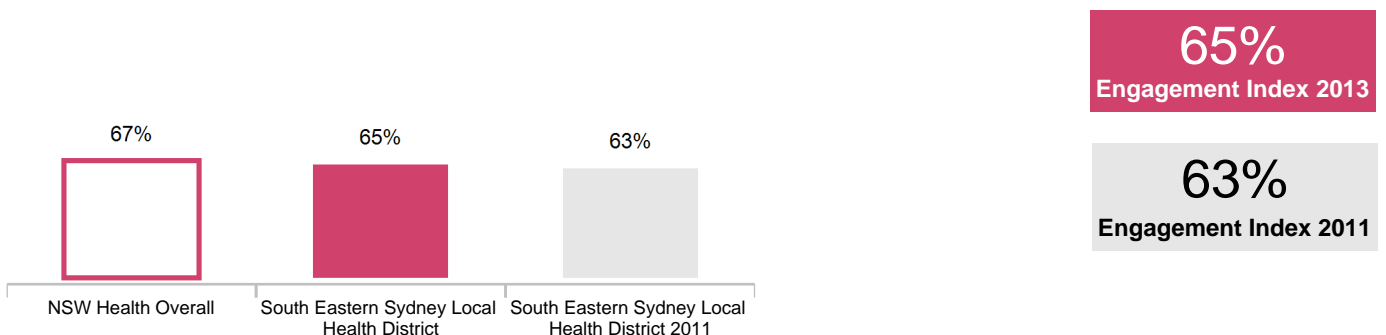
The Engagement Index is a measure of respondents commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

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:

		% Positive response	% Neutral response	% Negative response	Variance from 2011
<b>40.</b>	Overall I am proud to be a part of this workplace	68	19	13	0
<b>41.</b>	I would recommend my workplace as a good place to work	58	22	20	-1
<b>43.</b>	I have a strong sense of belonging to my workplace	62	21	18	+2
<b>44.</b>	Overall I am satisfied to be working here at the present time	66	16	18	+2
<b>3.</b>	Working here makes me want to do the best job I can	70	16	13	+4
<b>42.</b>	I feel motivated to contribute more than what is normally required at work	65	16	18	+5

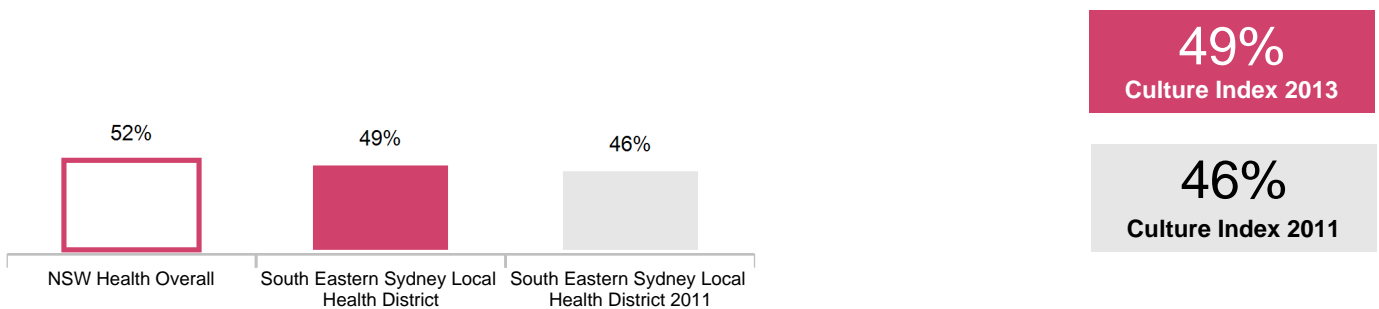


# Employee Workplace Culture Index

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	49	22	29	+2
12. I believe I am valued for what I can offer at my workplace	59	17	24	0
13. In my workplace, we recognise our successes and innovations	54	23	23	+3
14. Staff are treated respectfully regardless of their job	59	18	23	+4
17. Overall, I have confidence in the decisions made by my line manager	59	19	22	+3
18b. The senior managers at my workplace ... have a clear direction for the future	38	32	30	+7
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	28	34	+5
20. Overall, I have confidence in the decisions made by my senior managers	39	28	32	+4
22. I have a say in decisions which affect my work	45	21	33	+4
23. I think it is safe to speak up and challenge the way things are done	47	20	33	+2
24a. Where I work, we share the lessons learnt when mistakes are made	55	22	23	0
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	26	35	+1
37. My team's objectives/work plans are clearly outlined	65	21	15	+4
38. Our objectives/work plans help us to deliver a quality service	64	23	13	+4
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	34	34	+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 South Eastern Sydney Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for South Eastern Sydney 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	South Eastern Sydney Local Health District 2011 % positive score
		<i>Greatest</i>			
46.	Overall, I believe the culture at my workplace has improved in the last 12 months		32	36	25
20.	Overall, I have confidence in the decisions made by my senior managers		39	42	35
19.	There is a positive relationship between senior management and staff in my workplace		37	40	31
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		39	42	38
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		38	41	33
45.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour		53	56	

## Highlights and lowlights

This section shows the three highest scoring sections and five highest scoring questions (Highlights). It also shows the three lowest scoring sections and the five lowest scoring questions (Lowlights).

### Highlights

#### Sections

	% Positive
Training and Development Opportunities	71
Your Job	63
Service Delivery	60

#### Questions

	% Positive
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	82
1. My job makes good use of my skills and abilities	78
15d. My line manager ... treats me with respect	73
25. I have received the appropriate training and development to do my job effectively	72
3. Working here makes me want to do the best job I can	70

### Lowlights

#### Sections

	% Positive
Senior Managers	39
Communication	52
Work Environment	54

#### 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	37
18b. The senior managers at my workplace ... have a clear direction for the future	38
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39

# 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	39	 +5
Communication	52	 +5
Your Line Manager	60	 +3

### Questions


	% Positive	Variance from 2011
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	38	 +7
<b>46.</b> Overall, I believe the culture at my workplace has improved in the last 12 months	32	 +7
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	37	 +6
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	44	 +5
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	38	 +5

## Least improved

### Sections

	% Positive	Variance from 2011
There are no scores below		

### Questions

	% Positive	Variance from 2011
<b>41.</b> I would recommend my workplace as a good place to work	58	 -1

# Trend Comparison

This section shows comparisons between South Eastern Sydney Local Health District and the 2011 survey results for South Eastern Sydney Local Health District.



- 91% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 7% ■ Proportion of questions inline with the 2011 scores
- 2% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	38	<span style="color: green;">■</span> +7
<b>46.</b> Overall, I believe the culture at my workplace has improved in the last 12 months	32	<span style="color: green;">■</span> +7
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	37	<span style="color: green;">■</span> +6
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	44	<span style="color: green;">■</span> +5
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	38	<span style="color: green;">■</span> +5
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	82	<span style="color: green;">■</span> +5
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	60	<span style="color: green;">■</span> +5
<b>35.</b> My work environment allows me to deliver the best possible services (patient care or support services)	57	<span style="color: green;">■</span> +5
<b>42.</b> I feel motivated to contribute more than what is normally required at work	65	<span style="color: green;">■</span> +5
<b>3.</b> Working here makes me want to do the best job I can	70	<span style="color: green;">■</span> +4
<b>14.</b> Staff are treated respectfully regardless of their job	59	<span style="color: green;">■</span> +4
<b>16.</b> I receive regular and constructive feedback on my performance	46	<span style="color: green;">■</span> +4
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	39	<span style="color: green;">■</span> +4
<b>21.</b> I am kept well informed about what is happening in my workplace	50	<span style="color: green;">■</span> +4
<b>22.</b> I have a say in decisions which affect my work	45	<span style="color: green;">■</span> +4
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	50	<span style="color: green;">■</span> +4

## Trend Comparison

This section shows comparisons between South Eastern Sydney Local Health District and the 2011 survey results for South Eastern Sydney Local Health District.



- 91% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 7% ■ Proportion of questions inline with the 2011 scores
- 2% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
37. My team's objectives/work plans are clearly outlined	65	+4
38. Our objectives/work plans help us to deliver a quality service	64	+4
13. In my workplace, we recognise our successes and innovations	54	+3
15a. My line manager ... recognises and acknowledges when I have done my job well	63	+3
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	+3
17. Overall, I have confidence in the decisions made by my line manager	59	+3
31. Reasonable expectations are placed on staff according to their position	52	+3
36. In my workplace patient safety is at the centre of all decision making	67	+3
1. My job makes good use of my skills and abilities	78	+2
5. I have sufficient control over my work so I can do my job well	60	+2
7. The people I work with are willing to help each other even if this means doing something outside their usual job	65	+2
10. My team resolves conflict quickly when it arises	49	+2
11. Morale is good in my team	49	+2
15b. My line manager ... treats all staff in my team fairly	59	+2
23. I think it is safe to speak up and challenge the way things are done	47	+2
29. I am able to achieve a healthy work/life balance most of the time	62	+2



# Trend Comparison

This section shows comparisons between South Eastern Sydney Local Health District and the 2011 survey results for South Eastern Sydney Local Health District.



- 91% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 7% ■ Proportion of questions inline with the 2011 scores
- 2% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	+2
43. I have a strong sense of belonging to my workplace	62	+2
44. Overall I am satisfied to be working here at the present time	66	+2
2. I feel I am able to suggest ideas to improve our ways of doing things	67	+1
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	57	+1
8. In my team we generally acknowledge one another's efforts and achievements	66	+1
9. People in my team are honest and open	62	+1
15d. My line manager ... treats me with respect	73	+1
25. I have received the appropriate training and development to do my job effectively	72	+1
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	+1
12. I believe I am valued for what I can offer at my workplace	59	0
24a. Where I work, we share the lessons learnt when mistakes are made	55	0
40. Overall I am proud to be a part of this workplace	68	0
41. I would recommend my workplace as a good place to work	58	-1

## External Comparison

This section shows comparisons between South Eastern Sydney 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.



- 14% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 6% ■ Proportion of questions inline with the benchmark
- 80% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	82	+5
22. I have a say in decisions which affect my work	45	+3
15a. My line manager ... recognises and acknowledges when I have done my job well	63	+1
15b. My line manager ... treats all staff in my team fairly	59	+1
19. There is a positive relationship between senior management and staff in my workplace	37	+1
21. I am kept well informed about what is happening in my workplace	50	+1
42. I feel motivated to contribute more than what is normally required at work	65	+1
17. Overall, I have confidence in the decisions made by my line manager	59	0
18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	0
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	0
15d. My line manager ... treats me with respect	73	-1
20. Overall, I have confidence in the decisions made by my senior managers	39	-1
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	-2
7. The people I work with are willing to help each other even if this means doing something outside their usual job	65	-3
16. I receive regular and constructive feedback on my performance	46	-3
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	-3
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	-3

## External Comparison

This section shows comparisons between South Eastern Sydney 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.



- 14% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 6% ■ Proportion of questions inline with the benchmark
- 80% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
14. Staff are treated respectfully regardless of their job	59	-4 <span style="color: red;">■</span>
24b. I am aware of the strategic objectives and direction of the organisation I work for	57	-4 <span style="color: red;">■</span>
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	-4 <span style="color: red;">■</span>
43. I have a strong sense of belonging to my workplace	62	-4 <span style="color: red;">■</span>
1. My job makes good use of my skills and abilities	78	-5 <span style="color: red;">■</span>
9. People in my team are honest and open	62	-5 <span style="color: red;">■</span>
13. In my workplace, we recognise our successes and innovations	54	-5 <span style="color: red;">■</span>
24a. Where I work, we share the lessons learnt when mistakes are made	55	-5 <span style="color: red;">■</span>
40. Overall I am proud to be a part of this workplace	68	-5 <span style="color: red;">■</span>
41. I would recommend my workplace as a good place to work	58	-5 <span style="color: red;">■</span>
44. Overall I am satisfied to be working here at the present time	66	-5 <span style="color: red;">■</span>
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	-5 <span style="color: red;">■</span>
2. I feel I am able to suggest ideas to improve our ways of doing things	67	-6 <span style="color: red;">■</span>
18b. The senior managers at my workplace ... have a clear direction for the future	38	-6 <span style="color: red;">■</span>
23. I think it is safe to speak up and challenge the way things are done	47	-6 <span style="color: red;">■</span>
25. I have received the appropriate training and development to do my job effectively	72	-6 <span style="color: red;">■</span>
29. I am able to achieve a healthy work/life balance most of the time	62	-6 <span style="color: red;">■</span>

## External Comparison

This section shows comparisons between South Eastern Sydney 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.



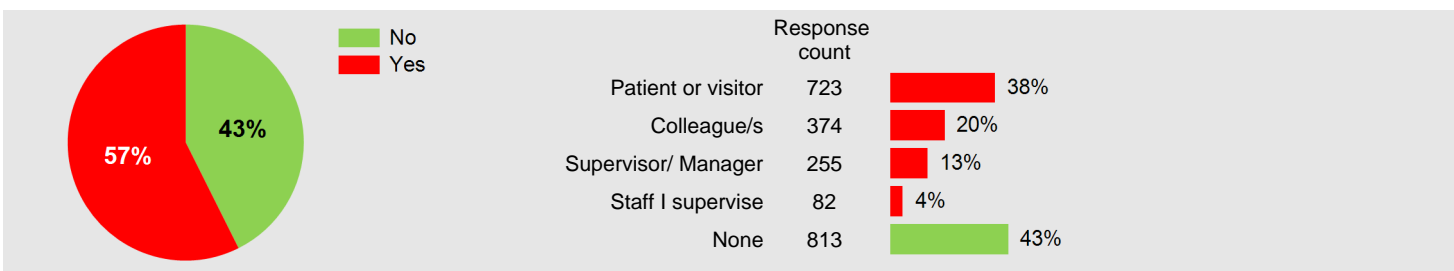
- 14% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 6% ■ Proportion of questions inline with the benchmark
- 80% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
36. In my workplace patient safety is at the centre of all decision making	67	-6 <span style="color: red;">■</span>
37. My team's objectives/work plans are clearly outlined	65	-6 <span style="color: red;">■</span>
38. Our objectives/work plans help us to deliver a quality service	64	-6 <span style="color: red;">■</span>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	-6 <span style="color: red;">■</span>
10. My team resolves conflict quickly when it arises	49	-7 <span style="color: red;">■</span>
11. Morale is good in my team	49	-7 <span style="color: red;">■</span>
12. I believe I am valued for what I can offer at my workplace	59	-7 <span style="color: red;">■</span>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	-7 <span style="color: red;">■</span>
3. Working here makes me want to do the best job I can	70	-8 <span style="color: red;">■</span>
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	57	-8 <span style="color: red;">■</span>
8. In my team we generally acknowledge one another's efforts and achievements	66	-8 <span style="color: red;">■</span>
39. At my workplace there is a good balance between delivering services and monitoring service delivery	50	-8 <span style="color: red;">■</span>
30. There are mechanisms in place to support me if I experience stress or pressure	50	-9 <span style="color: red;">■</span>
31. Reasonable expectations are placed on staff according to their position	52	-9 <span style="color: red;">■</span>
35. My work environment allows me to deliver the best possible services (patient care or support services)	57	-9 <span style="color: red;">■</span>
4. The right amount of approvals are required for routine decisions	45	-12 <span style="color: red;">■</span>
5. I have sufficient control over my work so I can do my job well	60	-12 <span style="color: red;">■</span>

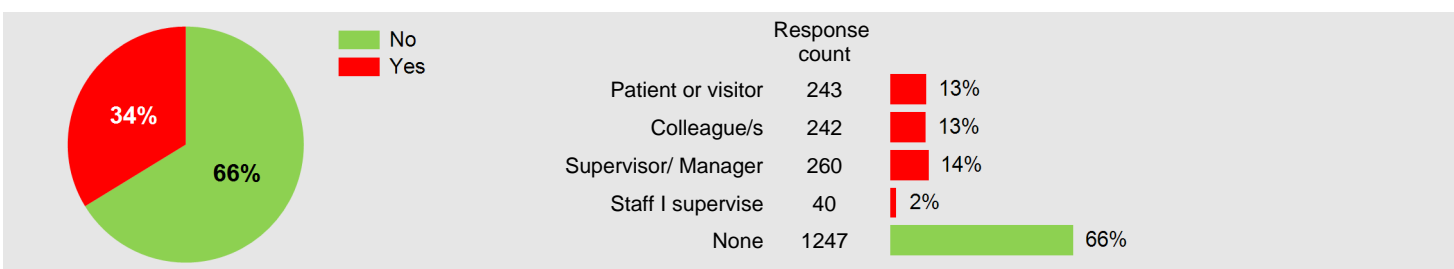
# Unacceptable Behaviour

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

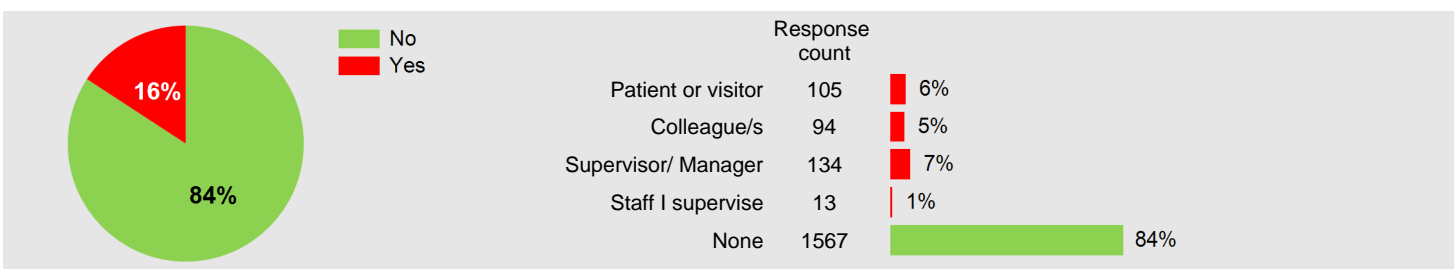
## 33a. In the last 12 months, I have been verbally abused by a ...



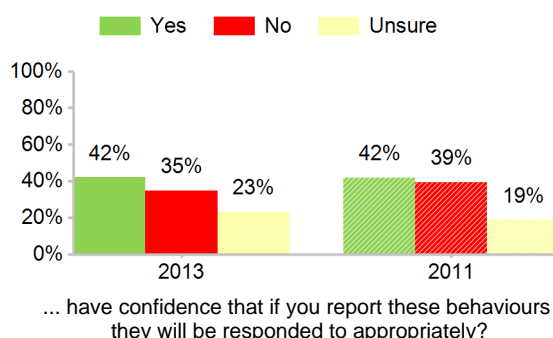
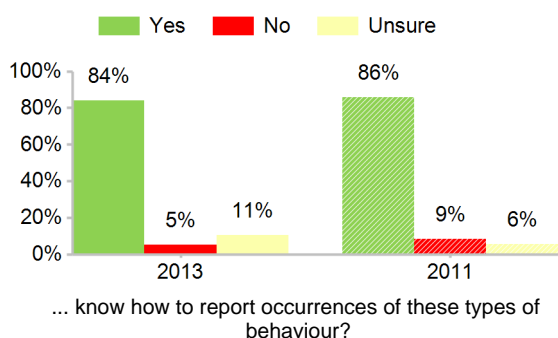
## 33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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



## 34. Do you currently ...



# All Questions

This section shows the breakdown of responses to each question

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

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator

At least 1% less than comparator

## Your Job

				% Positive Score	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	78	10	12	78	76	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	67	13	19	67	66	68	73
3. Working here makes me want to do the best job I can	70	16	13	70	66	71	78
4. The right amount of approvals are required for routine decisions *	45	24	31	45		48	57
5. I have sufficient control over my work so I can do my job well	60	15	25	60	58	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	57	19	24	57	56	60	65

# All Questions

This section shows the breakdown of responses to each question

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

## Your Team

Question	% positive response	% neutral response	% negative response	% Positive Score	South Eastern Sydney 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	65	16	19	65	63	68	68
8. In my team we generally acknowledge one another's efforts and achievements	66	16	18	66	65	69	74
9. People in my team are honest and open	62	21	17	62	61	63	67
10. My team resolves conflict quickly when it arises	49	24	27	49	47	51	56
11. Morale is good in my team	49	22	29	49	47	51	56

# All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% positive response	% neutral response	% negative response				
<b>Key</b> A question identified as being a key driver of employee engagement							
<b>Being valued</b>				<b>57</b>	<b>55</b>	<b>59</b>	<b>63</b>
12. I believe I am valued for what I can offer at my workplace	59	17	24	59	59	61	66
13. In my workplace, we recognise our successes and innovations	54	23	23	54	51	55	59
14. Staff are treated respectfully regardless of their job	59	18	23	59	55	60	63



# All Questions

This section shows the breakdown of responses to each question

				% Positive Score	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% positive response	% neutral response	% negative response				
<b>Key</b> A question identified as being a key driver of employee engagement							
					At least 1% greater than comparator		At least 1% less than comparator
<b>Your Line Manager</b>				<b>60</b>	<b>57</b>	<b>62</b>	<b>60</b>
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	63	17	20	<b>63</b>	<b>60</b>	<b>64</b>	<b>62</b>
<b>15b.</b> My line manager ... treats all staff in my team fairly	59	16	24	<b>59</b>	<b>57</b>	<b>62</b>	<b>58</b>
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	58	18	24	<b>58</b>	<b>55</b>	<b>60</b>	<b>60</b>
<b>15d.</b> My line manager ... treats me with respect	73	13	14	<b>73</b>	<b>72</b>	<b>75</b>	<b>74</b>
<b>16.</b> I receive regular and constructive feedback on my performance	46	23	30	<b>46</b>	<b>42</b>	<b>49</b>	<b>49</b>
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	59	19	22	<b>59</b>	<b>56</b>	<b>62</b>	<b>59</b>

# All Questions

This section shows the breakdown of responses to each question

		% positive response	% neutral response	% negative response				
<b>Key</b>	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	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>Senior Managers</b>					<b>39</b>	<b>34</b>	<b>42</b>	<b>40</b>
	<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job				<b>44</b>	<b>39</b>	<b>46</b>	<b>44</b>
	<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future				<b>38</b>	<b>31</b>	<b>40</b>	<b>44</b>
<b>K</b>	<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace				<b>38</b>	<b>33</b>	<b>41</b>	<b>38</b>
<b>K</b>	<b>19.</b> There is a positive relationship between senior management and staff in my workplace				<b>37</b>	<b>31</b>	<b>40</b>	<b>36</b>
<b>K</b>	<b>20.</b> Overall, I have confidence in the decisions made by my senior managers				<b>39</b>	<b>35</b>	<b>42</b>	<b>40</b>

# All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Comparators		
	% positive response	% neutral response	% negative response		South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>Key</b> A question identified as being a key driver of employee engagement							
<b>Communication</b>							
21. I am kept well informed about what is happening in my workplace	50	21	29	50	46	50	49
22. I have a say in decisions which affect my work	45	21	33	45	41	46	42
23. I think it is safe to speak up and challenge the way things are done	47	20	33	47	45	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	55	22	23	55	55	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	57	21	22	57		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	21	19	59		59	63

# All Questions

This section shows the breakdown of responses to each question

	Key	A question identified as being a key driver of employee engagement	Response Breakdown			% Positive Score	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
			% positive response	% neutral response	% negative response				
<b>Training and Development Opportunities</b>									
25.		I have received the appropriate training and development to do my job effectively	72	15	13	72	71	71	78
26.		I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	82	10	9	82	77	76	77
27.		I am encouraged to take opportunities to learn new skills and have new experiences	60	20	20	60	55	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	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>K</b>	28. I have confidence in the processes that my workplace uses to resolve staff conflict		39	51	61
	29. I am able to achieve a healthy work/life balance most of the time		62	60	68
	30. There are mechanisms in place to support me if I experience stress or pressure		50	46	59
	31. Reasonable expectations are placed on staff according to their position		52	49	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		66	64	69

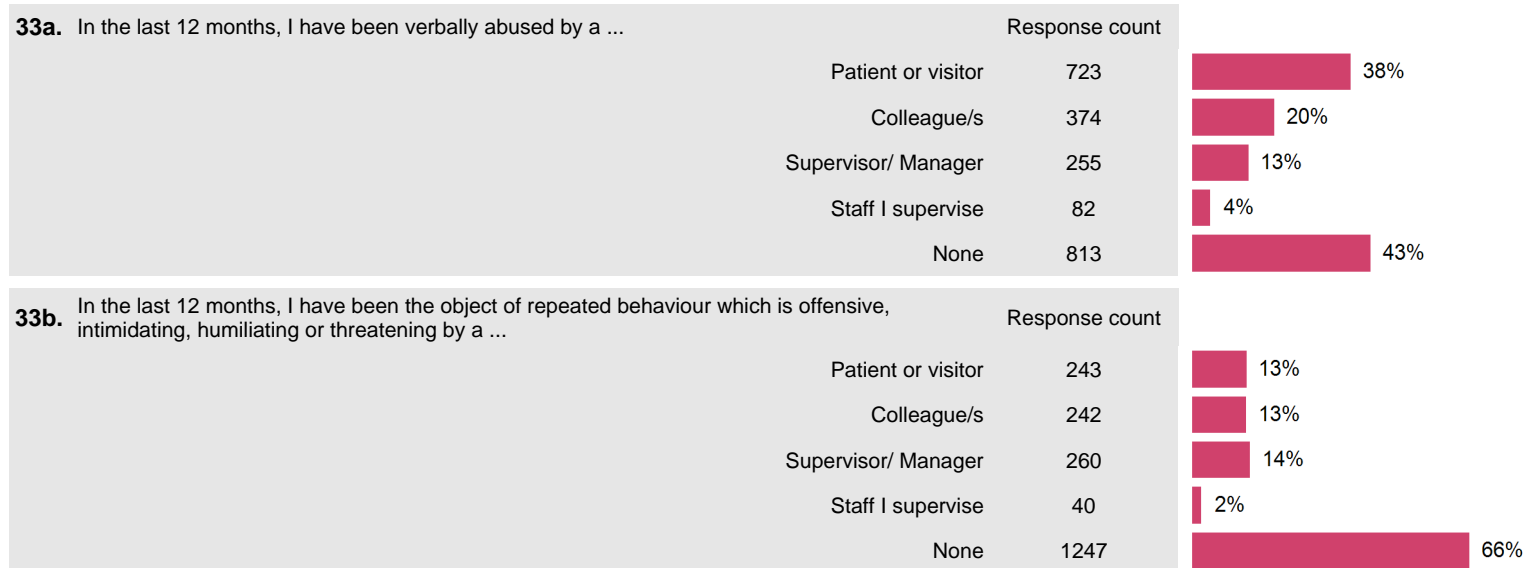
# All Questions

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

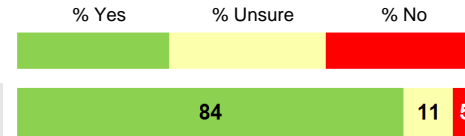
## Unacceptable Behaviour

**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 ...

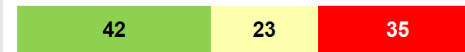
Response	Response count
Patient or visitor	105
Colleague/s	94
Supervisor/ Manager	134
Staff I supervise	13
None	1567



**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  
South Eastern Sydney Local Health District 2011  
NSW Health Overall 2013  
Australian Health Sector Benchmark

<b>84</b>	<b>86</b>	<b>83</b>	<b>88</b>
<b>42</b>	<b>42</b>	<b>45</b>	<b>52</b>

# 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	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>35.</b> My work environment allows me to deliver the best possible services (patient care or support services)	57	21	22	57	52	59	66
<b>36.</b> In my workplace patient safety is at the centre of all decision making	67	20	13	67	64	67	73
<b>37.</b> My team's objectives/work plans are clearly outlined	65	21	15	65	61	65	71
<b>38.</b> Our objectives/work plans help us to deliver a quality service	64	23	13	64	60	64	70
<b>39.</b> At my workplace there is a good balance between delivering services and monitoring service delivery *	50	29	21	50		52	58



# All Questions

This section shows the breakdown of responses to each question

	Key	A question identified as being a key driver of employee engagement	Response Breakdown			% Positive Score	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
			% positive response	% neutral response	% negative response				
<b>Your Workplace</b>						<b>58</b>	<b>56</b>	<b>60</b>	<b>62</b>
40.		Overall I am proud to be a part of this workplace	68	19	13	68	68	71	73
41.		I would recommend my workplace as a good place to work	58	22	20	58	59	62	63
42.		I feel motivated to contribute more than what is normally required at work	65	16	18	65	60	65	64
43.		I have a strong sense of belonging to my workplace	62	21	18	62	60	64	66
44.		Overall I am satisfied to be working here at the present time	66	16	18	66	64	67	71
45.		Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	26	21	53		56	58
<b>K</b>		46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	34	34	32	25	36	38

# Guide to using this report

## Methodology

The YourSay survey was delivered as an online and paper based survey to meet the operational needs of a workforce that operates 24 hours a day, 7 days a week.

### Questionnaire design

The questionnaire was designed by ORC International in conjunction with the NSW Health workplace culture project team, the Department of Health Workplace Culture Survey Reference Group and Chief Executives of all NSW Health organisations. The questionnaire was designed to be succinct and provide actionable results to help inform the organisation and highlight areas for improvement.

### Data collection

The survey used an online methodology with all staff invited to participate however, paper copies of the survey were also made available.

All staff were given the opportunity to complete the survey between 25th March to the 29th April, 2013. Paper surveys were accepted until the 3rd of May, 2013.

ORC International set up and hosted the online survey. Respondents were asked to put in a user name and password unique to them in order to enable the respondent to leave and return the survey.

## Estimated Response Rate Calculation

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 2nd April 2013. This figure does not include contractors, agency staff and volunteers, nor does it account for staff on secondment or extended leave, hence the estimated response rate is not accurate.

The final estimated response rates have been weighted to account for our part-time and temporary staff. The proportion of Full time and Part time staff have been taken from those who responded to "Q5. Which of the following best describes your current employment status?" A Part-time respondent has been weighted by 0.33 (i.e. they are assumed to work one in three days).

### Example calculation for NSW Health Overall:

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

	Responses	<i>Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).</i>	
Permanent Full time (1)	18750	$\frac{18750}{18750 + 7753}$	× 1661 = 1175 Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661	$\frac{7753}{18750 + 7753}$	× 1661 = 486 Part time
Agency (4)	132		
Casual (5)	975		
Contractor (6)	203		
TOTAL answering Q51	29474		
TOTAL number of respondents to the survey	31493		

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

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

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

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

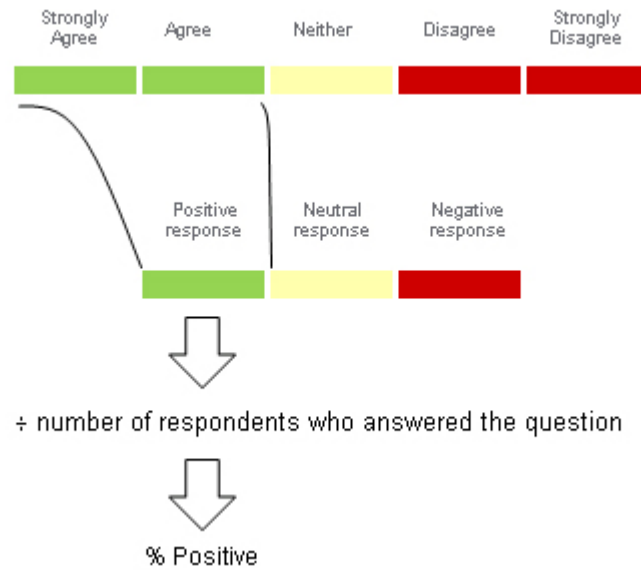
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

# Guide to using this report

## % Positive

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses ("Strongly Agree" + "Agree") and dividing by the number of respondents which answered the question.



## Index and Section Scores

Index and Section scores are calculated as the sum of positive responses given to all questions in that Index or Section divided by the number of answers to all questions in the group.

## Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
Number of Responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Rounded Percentage	25%	27%	29%	16%	4%	101%
Number of positive responses	(151	+	166)	=	317	
% Positive	317	÷	613	=	52%	

## Trend data

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

## Benchmark data

ORC International facilitates a benchmarking programme which allows organisations to benchmark their results against the results of other organisations in their sector. In this report, the external benchmark data is the average % positive score achieved from a recent surveys of a random sample of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.