

83%

2013: 73%

ENGAGEMENT INDEX

74%

2013: 65%

WORKPLACE CULTURE INDEX

117

2013: 110

ACTUAL RESPONSES

99%

2013: 91%
1% Confidence Interval

ESTIMATED RESPONSE RATE

Employee Engagement Index

Say

% Positive *Variance from 2013*

44.	Overall I am proud to be a part of this workplace	88	+9
45.	I would recommend my workplace as a good place to work	85	+12

Stay

47.	I have a strong sense of belonging to my workplace	74	+18
48.	Overall I am satisfied to be working here at the present time	86	+12

Strive

3.	Working here makes me want to do the best job I can	82	+5
46.	I feel motivated to contribute more than what is normally required at work	82	+7

Key Questions to focus on

Questions which have been identified by statistical analysis as the most important for your team

	<i>% Positive</i>	<i>Variance from 2013</i>
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	51 +9
18b.	The senior managers at my workplace have a clear direction for the future	68 0
26.	Where I work, we share the lessons learnt when mistakes are made	59 +8
19.	There is a positive relationship between senior management and staff in my workplace	74 +3
33.	There are mechanisms in place to support me if I experience stress or pressure	62 +15
40.	In my workplace patient safety is at the centre of all decision making	63 +9

In this report

HEADLINES

A top line summary of key insights

COMPARISONS

Score summary against selected comparators

ALL QUESTIONS

Detailed results for the entire question set

GUIDE

A guide on how to interpret the results

ACTION

Initiatives for maintaining and improving engagement

Highlights and lowlights

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

Highlights

Sections	% Positive
Your Team	84
Your Line Manager	81
Being Valued	80

Questions	% Positive
8. In my team we generally acknowledge one another's efforts and achievements	91
7. The people I work with are willing to help each other even if this means doing something outside their usual job	90
15d. My line manager treats me with respect	90
27a. I am aware of the strategic objectives and direction of the organisation I work for	90
41. My team's objectives/ work plans are clearly outlined	88

Lowlights

Sections	% Positive
Work Environment	67
Senior Managers	69
Communication	75

Questions	% Positive
31. I have confidence in the processes that my workplace uses to resolve staff conflict	51
18a. The senior managers at my workplace are aware of the issues I face in my job	54
26. Where I work, we share the lessons learnt when mistakes are made	59
51. Overall, I believe the culture at my workplace has improved in the last 12 months	60
33. There are mechanisms in place to support me if I experience stress or pressure	62

Most Improved and Least Improved since 2013

This section shows the three most improved sections and five most improved questions since 2013. It also shows the three sections and five questions that have least improved since 2013.

Most improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	80	+19
Work Environment	67	+14
Your Job	79	+14

Questions	% Positive	Variance from 2013
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	77	+30
4. The right amount of approvals are required for routine decisions	67	+26
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	70	+25
11. Morale is good in my team	81	+21
5. I have sufficient control over my work so I can do my job well	81	+20

Least improved

Sections	% Positive	Variance from 2013
Senior Managers	69	+5
Communication	75	+6
Being Valued	80	+6

Questions	% Positive	Variance from 2013
15a. My line manager recognises and acknowledges when I have done my job well	80	-1
18b. The senior managers at my workplace have a clear direction for the future	68	0
18a. The senior managers at my workplace are aware of the issues I face in my job	54	+2
19. There is a positive relationship between senior management and staff in my workplace	74	+3
8. In my team we generally acknowledge one another's efforts and achievements	91	+3

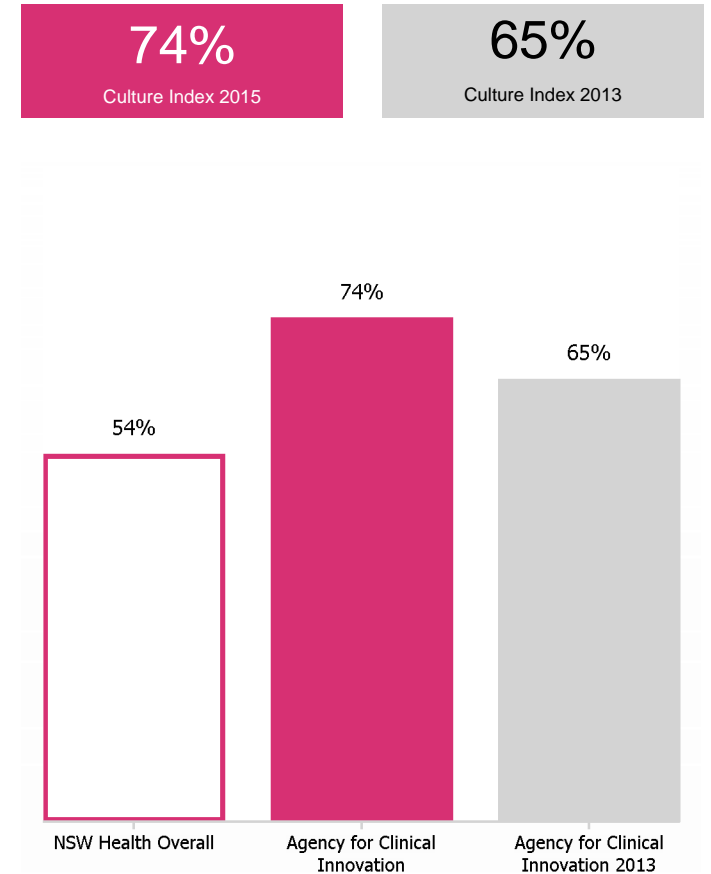
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

Employee Workplace Culture Index

The Workplace Culture Index is a measure statistically constructed based on the NSW Health Workplace Culture Framework.

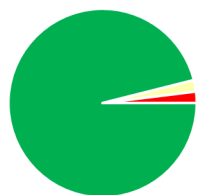
The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture is an average of the following scores:

	KEY	% Positive response	% Neutral response	% Negative response	Variance from 2013
11. Morale is good in my team		81	11	8	+21
12. I believe I am valued for what I can offer at my workplace		81	9	9	+10
13. In my workplace, we recognise our successes and innovations		79	9	11	+4
14. Staff are treated respectfully regardless of their job		80	11	9	+5
17. Overall, I have confidence in the decisions made by my line manager		83	12	5	+11
18b. The senior managers at my workplace have a clear direction for the future		68	19	13	0
18c. The senior managers at my workplace lead by example in creating a positive workplace		73	16	11	+5
20. Overall, I have confidence in the decisions made by my senior managers		73	17	10	+10
24. I have a say in decisions which affect my work		70	17	13	+8
25. I think it is safe to speak up and challenge the way things are done		74	10	16	+6
26. Where I work, we share the lessons learnt when mistakes are made		59	22	18	+8
31. I have confidence in the processes that my workplace uses to resolve staff conflict		51	29	20	+9
41. My team's objectives/ work plans are clearly outlined		88	6	6	+7
42. Our objectives/work plans help us to deliver a quality service		84	9	7	+13
51. Overall, I believe the culture at my workplace has improved in the last 12 months		60	33	7	+8



Trend Comparison

This section shows comparisons between Agency for Clinical Innovation and the 2013 survey results for Agency for Clinical Innovation



96% ■ Proportion of questions above 2013 scores by 1 or more percentage points

2% ■ Proportion of questions in line with 2013 scores

2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

		<i>% Positive</i>	<i>Variance from 2013</i>
29.	I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	77	+30
4.	The right amount of approvals are required for routine decisions	67	+26
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	70	+25
11.	Morale is good in my team	81	+21
5.	I have sufficient control over my work so I can do my job well	81	+20
47.	I have a strong sense of belonging to my workplace	74	+18
30.	I am encouraged to take opportunities to learn new skills and have new experiences	86	+16
39.	My work environment allows me to deliver the best possible services (patient care or support services)	74	+16
33.	There are mechanisms in place to support me if I experience stress or pressure	62	+15
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	66	+15
16.	I receive regular and constructive feedback on my performance	73	+14
6.	At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	77	+14

Trend Comparison

This section shows comparisons between Agency for Clinical Innovation and the 2013 survey results for Agency for Clinical Innovation



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2% ■ Proportion of questions in line with 2013 scores

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NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>
10. My team resolves conflict quickly when it arises	73	■ +14
42. Our objectives/work plans help us to deliver a quality service	84	■ +13
45. I would recommend my workplace as a good place to work	85	■ +12
48. Overall I am satisfied to be working here at the present time	86	■ +12
9. People in my team are honest and open	87	■ +12
28. I have received the appropriate training and development to do my job effectively	77	■ +11
17. Overall, I have confidence in the decisions made by my line manager	83	■ +11
12. I believe I am valued for what I can offer at my workplace	81	■ +10
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	72	■ +10
1. My job makes good use of my skills and abilities	85	■ +10
20. Overall, I have confidence in the decisions made by my senior managers	73	■ +10
44. Overall I am proud to be a part of this workplace	88	■ +9
40. In my workplace patient safety is at the centre of all decision making	63	■ +9

Trend Comparison

This section shows comparisons between Agency for Clinical Innovation and the 2013 survey results for Agency for Clinical Innovation



96% ■ Proportion of questions above 2013 scores by 1 or more percentage points

2% ■ Proportion of questions in line with 2013 scores

2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>
31. I have confidence in the processes that my workplace uses to resolve staff conflict	51	■ +9
32. I am able to achieve a healthy work/life balance most of the time	72	■ +8
24. I have a say in decisions which affect my work	70	■ +8
26. Where I work, we share the lessons learnt when mistakes are made	59	■ +8
51. Overall, I believe the culture at my workplace has improved in the last 12 months	60	■ +8
41. My team's objectives/ work plans are clearly outlined	88	■ +7
34. Reasonable expectations are placed on staff according to their position	74	■ +7
7. The people I work with are willing to help each other even if this means doing something outside their usual job	90	■ +7
46. I feel motivated to contribute more than what is normally required at work	82	■ +7
2. I feel I am able to suggest ideas to improve our ways of doing things	85	■ +6
25. I think it is safe to speak up and challenge the way things are done	74	■ +6
15b. My line manager treats all staff in my team fairly	85	■ +6
18c. The senior managers at my workplace lead by example in creating a positive workplace	73	■ +5

Trend Comparison

This section shows comparisons between Agency for Clinical Innovation and the 2013 survey results for Agency for Clinical Innovation



96% ■ Proportion of questions above 2013 scores by 1 or more percentage points

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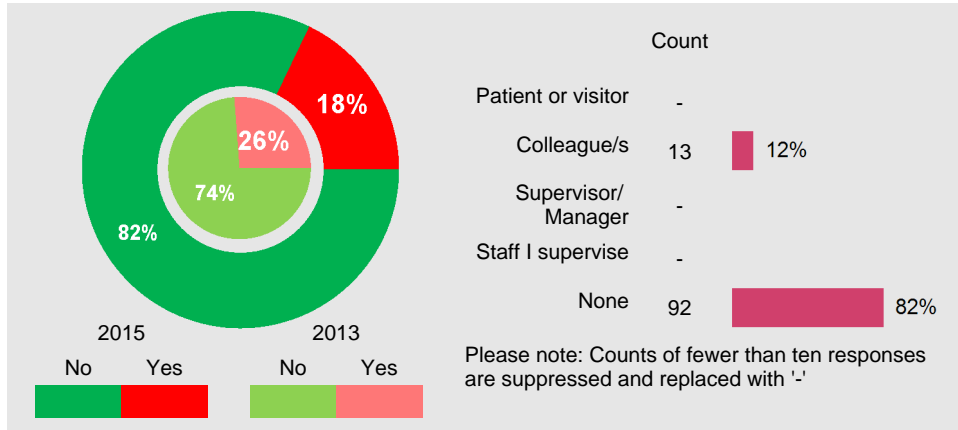
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
14. Staff are treated respectfully regardless of their job	80	■ +5
3. Working here makes me want to do the best job I can	82	■ +5
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	79	■ +5
23. I am kept well informed about what is happening in my workplace	78	■ +5
15d. My line manager treats me with respect	90	■ +4
27a. I am aware of the strategic objectives and direction of the organisation I work for	90	■ +4
15c. My line manager ensures that when issues are raised in the team, they are addressed	77	■ +4
13. In my workplace, we recognise our successes and innovations	79	■ +4
8. In my team we generally acknowledge one another's efforts and achievements	91	■ +3
19. There is a positive relationship between senior management and staff in my workplace	74	■ +3
18a. The senior managers at my workplace are aware of the issues I face in my job	54	■ +2
18b. The senior managers at my workplace have a clear direction for the future	68	0
15a. My line manager recognises and acknowledges when I have done my job well	80	-1 ■

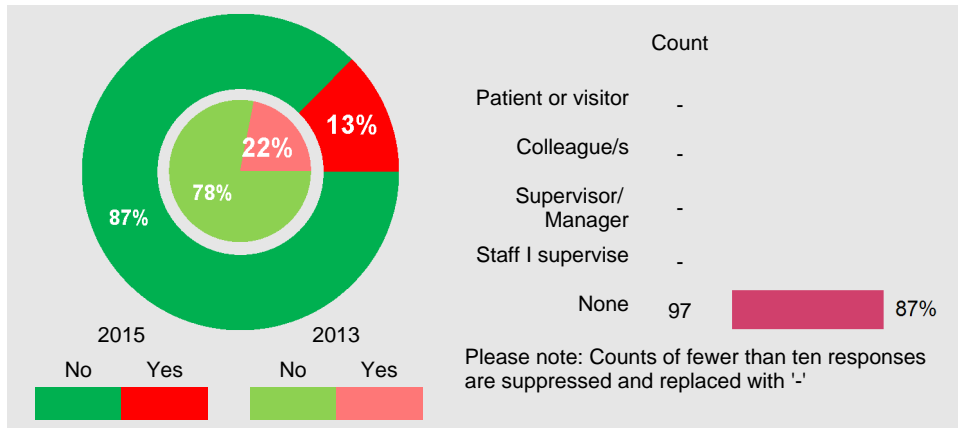
Unacceptable Behaviour

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

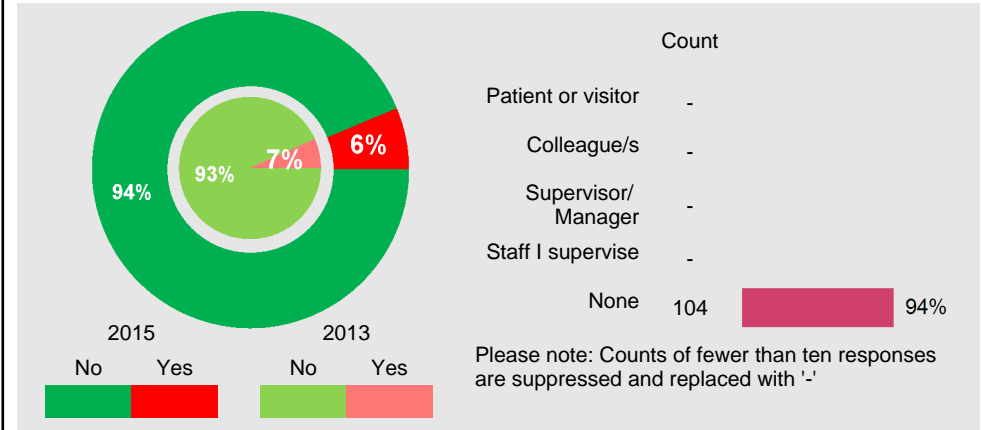
37a. In the last 12 months, I have been verbally abused by a ...



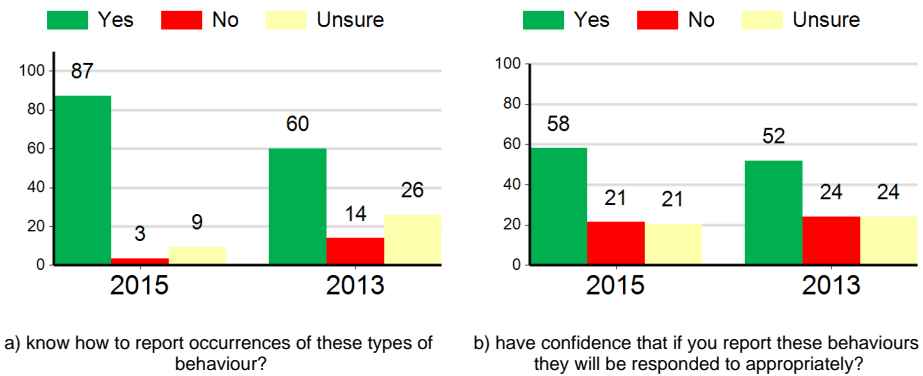
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



37c. 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 ...



38. Do you currently ...



All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Job

	% Positive response	% Neutral response	% Negative response	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
1. My job makes good use of my skills and abilities	85	4	10	85	75	81
2. I feel I am able to suggest ideas to improve our ways of doing things	85	9	7	85	78	69
3. Working here makes me want to do the best job I can	82	13	5	82	77	72
4. The right amount of approvals are required for routine decisions	67	15	18	67	41	52
5. I have sufficient control over my work so I can do my job well	81	9	10	81	61	65
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	77	12	11	77	63	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Team

		% Positive response	% Neutral response	% Negative response	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
7.	The people I work with are willing to help each other even if this means doing something outside their usual job	90	6	4	90	83	69
8.	In my team we generally acknowledge one another's efforts and achievements	91	6	3	91	87	70
9.	People in my team are honest and open	87	9	4	87	75	64
10.	My team resolves conflict quickly when it arises	73	22	5	73	59	53
11.	Morale is good in my team	81	11	8	81	60	53

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Being Valued

	% Positive response	% Neutral response	% Negative response	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	81	9	9	81	71	63
13. In my workplace, we recognise our successes and innovations	79	9	11	79	75	57
14. Staff are treated respectfully regardless of their job	80	11	9	80	75	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Line Manager

		% Positive response	% Neutral response	% Negative response	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
15a.	My line manager recognises and acknowledges when I have done my job well	80	14	6	80	81	65
15b.	My line manager treats all staff in my team fairly	85	4	11	85	79	62
15c.	My line manager ensures that when issues are raised in the team, they are addressed	77	13	10	77	73	61
15d.	My line manager treats me with respect	90	6	4	90	85	76
16.	I receive regular and constructive feedback on my performance	73	15	13	73	58	52
17.	Overall, I have confidence in the decisions made by my line manager	83	12	5	83	72	63

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Senior Managers

		% Positive response	% Neutral response	% Negative response	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
	18a. The senior managers at my workplace are aware of the issues I face in my job	54	23	23	54	52	46
K	18b. The senior managers at my workplace have a clear direction for the future	68	19	13	68	68	45
	18c. The senior managers at my workplace lead by example in creating a positive workplace	73	16	11	73	67	45
K	19. There is a positive relationship between senior management and staff in my workplace	74	12	15	74	71	42
	20. Overall, I have confidence in the decisions made by my senior managers	73	17	10	73	63	46
	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	66	18	16	66	-	39
	22. My organisation is making the necessary decisions to meet our future challenges	75	17	8	75	-	43

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Communication

		% Positive response	% Neutral response	% Negative response	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
	23.				78	74	50
	24.				70	62	46
	25.				74	68	51
K	26.				59	52	59
	27a.				90	85	58
	27b.				79	74	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Training and Development Opportunities

		% Positive response	% Neutral response	% Negative response	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	77	17	6	77	65	73
29.	I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of	77	16	7	77	47	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	86	7	7	86	70	60

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Work Environment

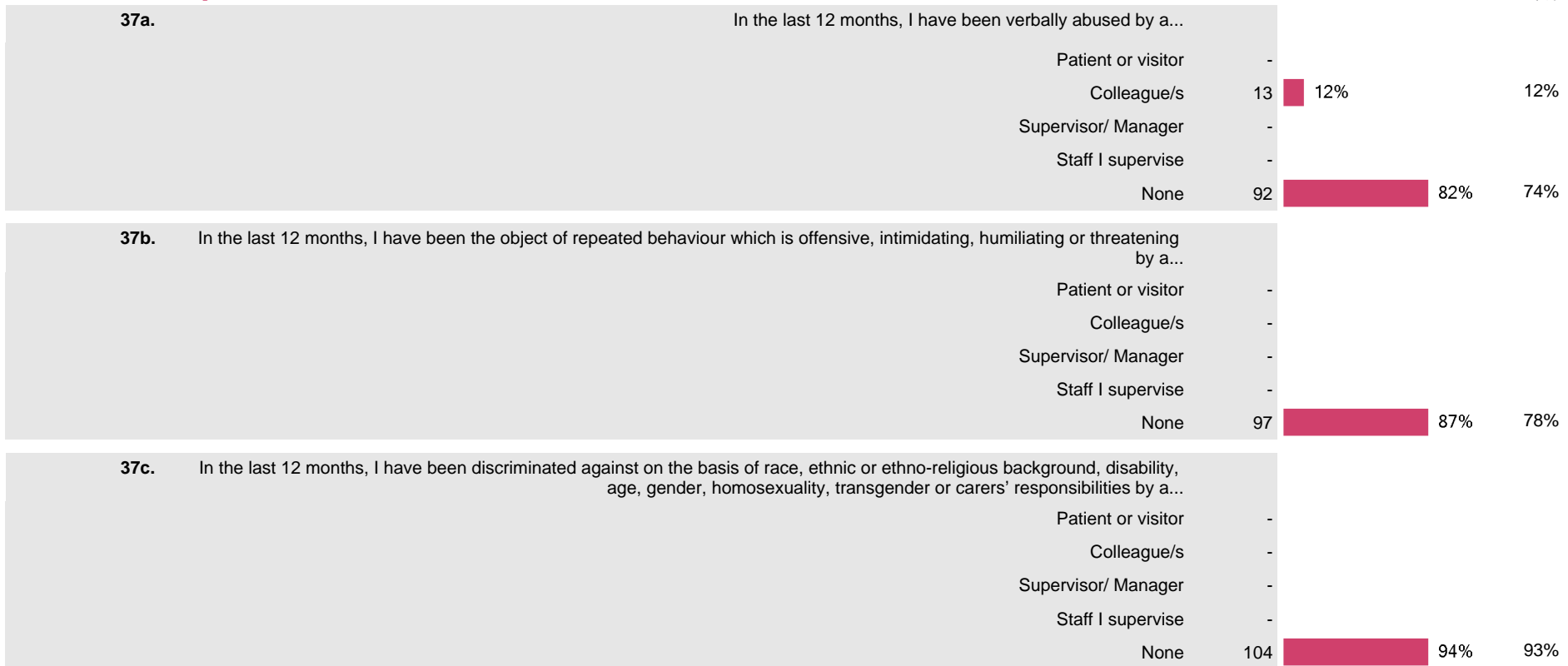
			% Positive response	% Neutral response	% Negative response	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
K	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	51	29	20	51	43	44
	32.	I am able to achieve a healthy work/life balance most of the time	72	15	14	72	64	65
K	33.	There are mechanisms in place to support me if I experience stress or pressure	62	26	13	62	46	56
	34.	Reasonable expectations are placed on staff according to their position	74	14	13	74	66	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	70	27		70	45	69
	36.	My workplace enables strong professional leadership	74	17	9	74	-	52

All Questions

This section shows the breakdown of the responses to each question.

Unacceptable Behaviour

Agency for Clinical Innovation
2013



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

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Unacceptable Behaviour

	% Yes	% Unsure	% No	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	87	9	3	87	60	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	58	21	21	58	52	47

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Service Delivery

		% Positive response	% Neutral response	% Negative response	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
	39.	74	15	11	74	59	62
K	40.	63	30	7	63	54	69
	41.	88	6	6	88	81	66
	42.	84	9	7	84	71	66
	43.	66	25	9	66	52	54

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Workplace

	% Positive response	% Neutral response	% Negative response	% Positive	Agency for Clinical Innovation 2013	NSW Health Overall
44. Overall I am proud to be a part of this workplace	88	9		88	79	73
45. I would recommend my workplace as a good place to work	85	10	4	85	73	64
46. I feel motivated to contribute more than what is normally required at work	82	13	5	82	75	67
47. I have a strong sense of belonging to my workplace	74	15	11	74	56	65
48. Overall I am satisfied to be working here at the present time	86	7	7	86	75	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	72	19	9	72	62	59
50. There is a positive culture in my workplace	80	13	7	80	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	60	33	7	60	53	39

Guide to 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 30th March to 24th April 2015. Paper surveys were accepted until the 1st of May 2015. 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.

Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2013 Workplace Survey.

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%.

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 fifty respondents from each demographic.

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.

Rounding

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at April 2015. 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).

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

Responses:	Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).
Permanent Full time (1)	18750
Permanent Part time (2)	7753
Fixed term or temporary contract (3)	1661
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.

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

Action Planning

Asking our employees for their feedback is the first step towards improving the employee experience. The next step is to implement changes. Please use the information in this report to help decide what you and your team need to change.

This simple form is one way you can record the actions and changes you plan to make within your team.

Top 3 areas to focus on

Celebrate!

What three things are working well?

1. _____ _____
2. _____ _____
3. _____ _____

What needs to be improved?

How will this be achieved?

Who is going to make this happen?

When will this be achieved?

