

66%

2013: 65%

ENGAGEMENT INDEX

49%

2013: 47%

WORKPLACE CULTURE INDEX

1,607

2013: 1688

ACTUAL RESPONSES

38%

2013: 40%
2% 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	69	0
45.	I would recommend my workplace as a good place to work	60	0

Stay

47.	I have a strong sense of belonging to my workplace	62	0
48.	Overall I am satisfied to be working here at the present time	67	+1

Strive

3.	Working here makes me want to do the best job I can	71	+2
46.	I feel motivated to contribute more than what is normally required at work	65	+2

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>	
50.	There is a positive culture in my workplace	48	-
36.	My workplace enables strong professional leadership	44	-
19.	There is a positive relationship between senior management and staff in my workplace	33	0
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	31	-
22.	My organisation is making the necessary decisions to meet our future challenges	33	-
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	35	0

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 Job	66
Your Line Manager	61
Training and Development Opportunities	60

Questions	% Positive
1. My job makes good use of my skills and abilities	78
15d. My line manager treats me with respect	74
3. Working here makes me want to do the best job I can	71
35. My workplace is proactive in minimising potential violence/abuse from patients or visitors	71
44. Overall I am proud to be a part of this workplace	69

Lowlights

Sections	% Positive
Senior Managers	34
Communication	50
Work Environment	55

Questions	% Positive
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	31
22. My organisation is making the necessary decisions to meet our future challenges	33
19. There is a positive relationship between senior management and staff in my workplace	33
31. I have confidence in the processes that my workplace uses to resolve staff conflict	35
18b. The senior managers at my workplace have a clear direction for the future	35

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
Your Team	59	+3
Your Line Manager	61	+3
Your Job	66	+3

Questions	% Positive	Variance from 2013
16. I receive regular and constructive feedback on my performance	50	+7
11. Morale is good in my team	51	+6
4. The right amount of approvals are required for routine decisions	49	+6
39. My work environment allows me to deliver the best possible services (patient care or support services)	56	+4
51. Overall, I believe the culture at my workplace has improved in the last 12 months	36	+4

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	60	-6
Work Environment	55	-2
Senior Managers	34	0

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	59	-17
27a. I am aware of the strategic objectives and direction of the organisation I work for	50	-2
28. I have received the appropriate training and development to do my job effectively	66	-2
25. I think it is safe to speak up and challenge the way things are done	48	-1
18a. The senior managers at my workplace are aware of the issues I face in my job	38	-1

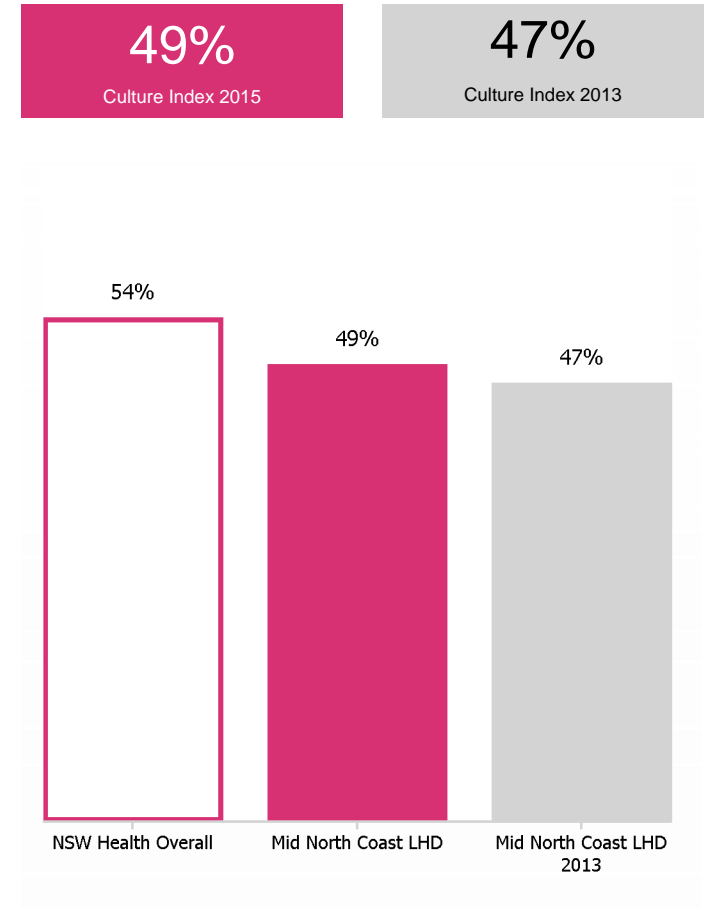
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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		51	18	31	+6
12. I believe I am valued for what I can offer at my workplace		60	16	24	0
13. In my workplace, we recognise our successes and innovations		53	22	25	+2
14. Staff are treated respectfully regardless of their job		59	15	25	+1
17. Overall, I have confidence in the decisions made by my line manager		60	19	20	+2
18b. The senior managers at my workplace have a clear direction for the future		35	37	29	+1
18c. The senior managers at my workplace lead by example in creating a positive workplace		36	28	36	+2
20. Overall, I have confidence in the decisions made by my senior managers		37	29	34	+2
24. I have a say in decisions which affect my work		44	24	32	0
25. I think it is safe to speak up and challenge the way things are done		48	19	33	-1
26. Where I work, we share the lessons learnt when mistakes are made		54	24	22	0
31. I have confidence in the processes that my workplace uses to resolve staff conflict		35	26	39	0
41. My team's objectives/ work plans are clearly outlined		62	23	15	+2
42. Our objectives/work plans help us to deliver a quality service		62	24	14	+2
51. Overall, I believe the culture at my workplace has improved in the last 12 months		36	31	33	+4



Trend Comparison

This section shows comparisons between Mid North Coast LHD and the 2013 survey results for Mid North Coast Local Health District



65% ■ Proportion of questions above 2013 scores by 1 or more percentage points

25% ■ Proportion of questions in line with 2013 scores

10% ■ 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>
16. I receive regular and constructive feedback on my performance	50	■ +7
11. Morale is good in my team	51	■ +6
4. The right amount of approvals are required for routine decisions	49	■ +6
39. My work environment allows me to deliver the best possible services (patient care or support services)	56	■ +4
51. Overall, I believe the culture at my workplace has improved in the last 12 months	36	■ +4
7. The people I work with are willing to help each other even if this means doing something outside their usual job	68	■ +4
43. At my workplace there is a good balance between delivering services and monitoring service delivery	50	■ +4
5. I have sufficient control over my work so I can do my job well	65	■ +3
15a. My line manager recognises and acknowledges when I have done my job well	63	■ +3
8. In my team we generally acknowledge one another's efforts and achievements	68	■ +3
15c. My line manager ensures that when issues are raised in the team, they are addressed	57	■ +3
20. Overall, I have confidence in the decisions made by my senior managers	37	■ +2

Trend Comparison

This section shows comparisons between Mid North Coast LHD and the 2013 survey results for Mid North Coast Local Health District



- 65% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 25% ■ Proportion of questions in line with 2013 scores
- 10% ■ 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>
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	61	+2
42. Our objectives/work plans help us to deliver a quality service	62	+2
3. Working here makes me want to do the best job I can	71	+2
13. In my workplace, we recognise our successes and innovations	53	+2
46. I feel motivated to contribute more than what is normally required at work	65	+2
17. Overall, I have confidence in the decisions made by my line manager	60	+2
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	71	+2
1. My job makes good use of my skills and abilities	78	+2
9. People in my team are honest and open	62	+2
18c. The senior managers at my workplace lead by example in creating a positive workplace	36	+2
41. My team's objectives/ work plans are clearly outlined	62	+2
10. My team resolves conflict quickly when it arises	46	+1
40. In my workplace patient safety is at the centre of all decision making	67	+1

Trend Comparison

This section shows comparisons between Mid North Coast LHD and the 2013 survey results for Mid North Coast Local Health District



65% ■ Proportion of questions above 2013 scores by 1 or more percentage points

25% ■ Proportion of questions in line with 2013 scores

10% ■ 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>
48. Overall I am satisfied to be working here at the present time	67	+1
14. Staff are treated respectfully regardless of their job	59	+1
32. I am able to achieve a healthy work/life balance most of the time	65	+1
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	+1
18b. The senior managers at my workplace have a clear direction for the future	35	+1
30. I am encouraged to take opportunities to learn new skills and have new experiences	54	+1
15d. My line manager treats me with respect	74	+1
15b. My line manager treats all staff in my team fairly	60	+1
45. I would recommend my workplace as a good place to work	60	0
2. I feel I am able to suggest ideas to improve our ways of doing things	69	0
26. Where I work, we share the lessons learnt when mistakes are made	54	0
24. I have a say in decisions which affect my work	44	0
33. There are mechanisms in place to support me if I experience stress or pressure	59	0

Trend Comparison

This section shows comparisons between Mid North Coast LHD and the 2013 survey results for Mid North Coast Local Health District



- 65% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 25% ■ Proportion of questions in line with 2013 scores
- 10% ■ Proportion of questions below 2013 scores by 1 or more percentage points

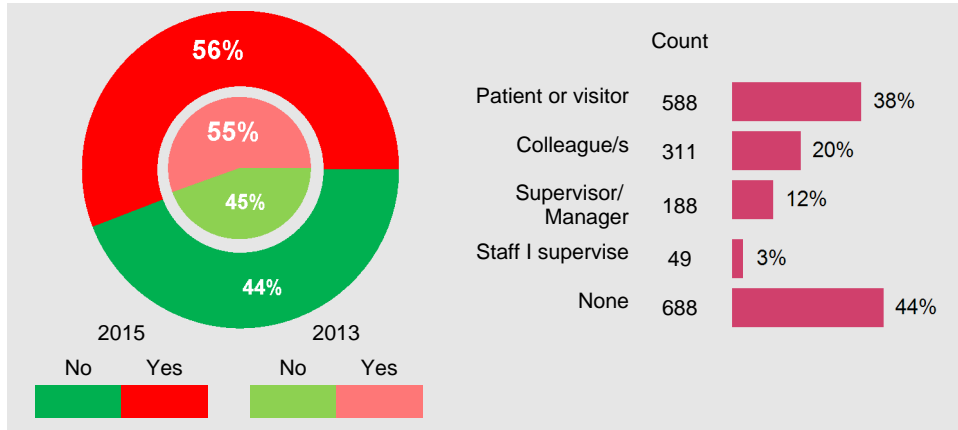
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
12. I believe I am valued for what I can offer at my workplace	60	0
44. Overall I am proud to be a part of this workplace	69	0
23. I am kept well informed about what is happening in my workplace	46	0
47. I have a strong sense of belonging to my workplace	62	0
19. There is a positive relationship between senior management and staff in my workplace	33	0
34. Reasonable expectations are placed on staff according to their position	53	0
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	0
31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	0
18a. The senior managers at my workplace are aware of the issues I face in my job	38	-1
25. I think it is safe to speak up and challenge the way things are done	48	-1
28. I have received the appropriate training and development to do my job effectively	66	-2
27a. I am aware of the strategic objectives and direction of the organisation I work for	50	-2
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	59	-17

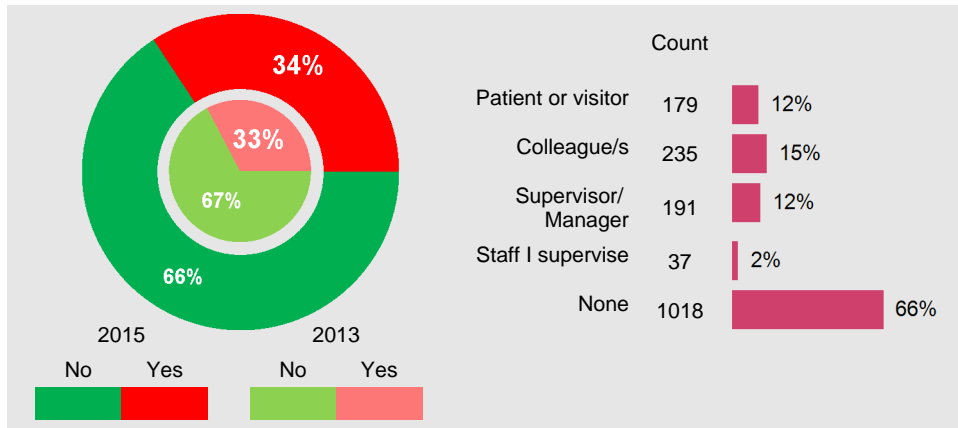
Unacceptable Behaviour

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

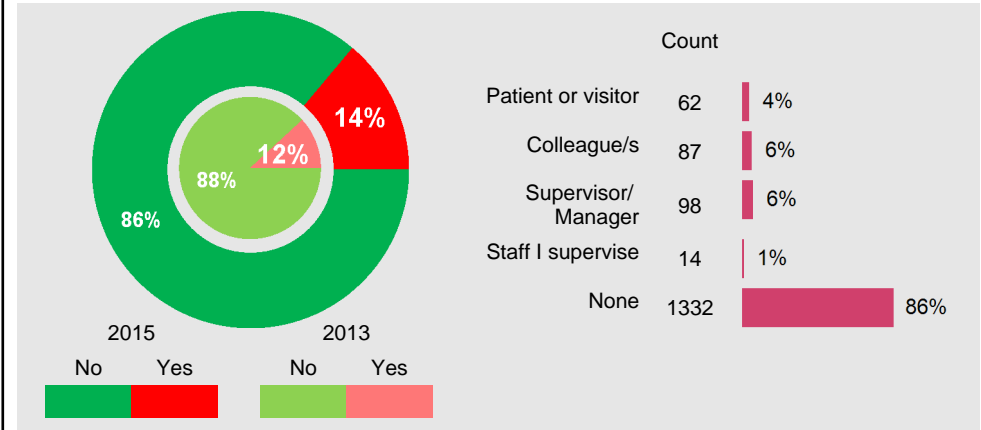
37a. In the last 12 months, I have been verbally abused by a ...



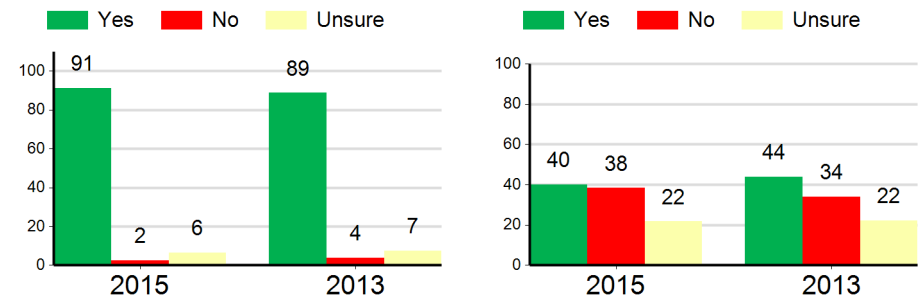
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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 ...



a) know how to report occurrences of these types of behaviour?

b) have confidence that if you report these behaviours they will be responded to appropriately?

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	Mid North Coast Local Health District 2013	Mid North Coast Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	78	9	13	78	77	74	81
2. I feel I am able to suggest ideas to improve our ways of doing things	69	13	18	69	69	61	69
3. Working here makes me want to do the best job I can	71	17	12	71	69	62	72
4. The right amount of approvals are required for routine decisions	49	24	27	49	44	-	52
5. I have sufficient control over my work so I can do my job well	65	17	19	65	61	56	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	61	19	20	61	58	51	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	Mid North Coast Local Health District 2013	Mid North Coast Local Health District 2011	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	68	13	19	68	64	61	69
8. In my team we generally acknowledge one another's efforts and achievements	68	15	17	68	65	64	70
9. People in my team are honest and open	62	20	18	62	60	55	64
10. My team resolves conflict quickly when it arises	46	25	28	46	45	41	53
11. Morale is good in my team	51	18	31	51	45	37	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	Mid North Coast Local Health District 2013	Mid North Coast Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	60	16	24	60	60	54	63
13. In my workplace, we recognise our successes and innovations	53	22	25	53	51	44	57
14. Staff are treated respectfully regardless of their job	59	15	25	59	58	50	62

All Questions

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

Key **K** Key Driver Question

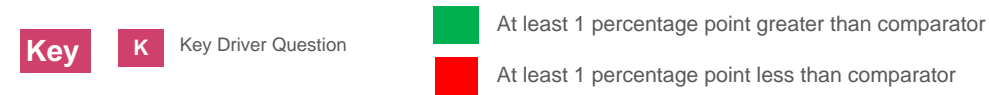
■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Line Manager

	% Positive response	% Neutral response	% Negative response	% Positive	Mid North Coast Local Health District 2013	Mid North Coast Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	63	18	20	63	60	55	65
15b. My line manager treats all staff in my team fairly	60	17	23	60	59	53	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	57	18	25	57	54	50	61
15d. My line manager treats me with respect	74	14	12	74	74	70	76
16. I receive regular and constructive feedback on my performance	50	21	29	50	42	37	52
17. Overall, I have confidence in the decisions made by my line manager	60	19	20	60	59	52	63

All Questions

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



		% Positive response	% Neutral response	% Negative response	% Positive	Mid North Coast Local Health District 2013	Mid North Coast Local Health District 2011	NSW Health Overall
Senior Managers								
	18a. The senior managers at my workplace are aware of the issues I face in my job	38	24	38	38	39	33	46
	18b. The senior managers at my workplace have a clear direction for the future	35	37	29	35	34	24	45
	18c. The senior managers at my workplace lead by example in creating a positive workplace	36	28	36	36	34	25	45
K	19. There is a positive relationship between senior management and staff in my workplace	33	27	41	33	33	26	42
	20. Overall, I have confidence in the decisions made by my senior managers	37	29	34	37	35	28	46
K	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	31	30	39	31	-	-	39
K	22. My organisation is making the necessary decisions to meet our future challenges	33	38	30	33	-	-	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	Mid North Coast Local Health District 2013	Mid North Coast Local Health District 2011	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	46	24	30	46	46	38	50
24. I have a say in decisions which affect my work	44	24	32	44	44	38	46
25. I think it is safe to speak up and challenge the way things are done	48	19	33	48	50	45	51
26. Where I work, we share the lessons learnt when mistakes are made	54	24	22	54	54	49	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	50	25	24	50	52	-	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	25	20	56	56	-	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	Mid North Coast Local Health District 2013	Mid North Coast Local Health District 2011	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	66	19	15	66	67	64	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	59	17	24	59	76	76	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	54	21	26	54	53	47	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

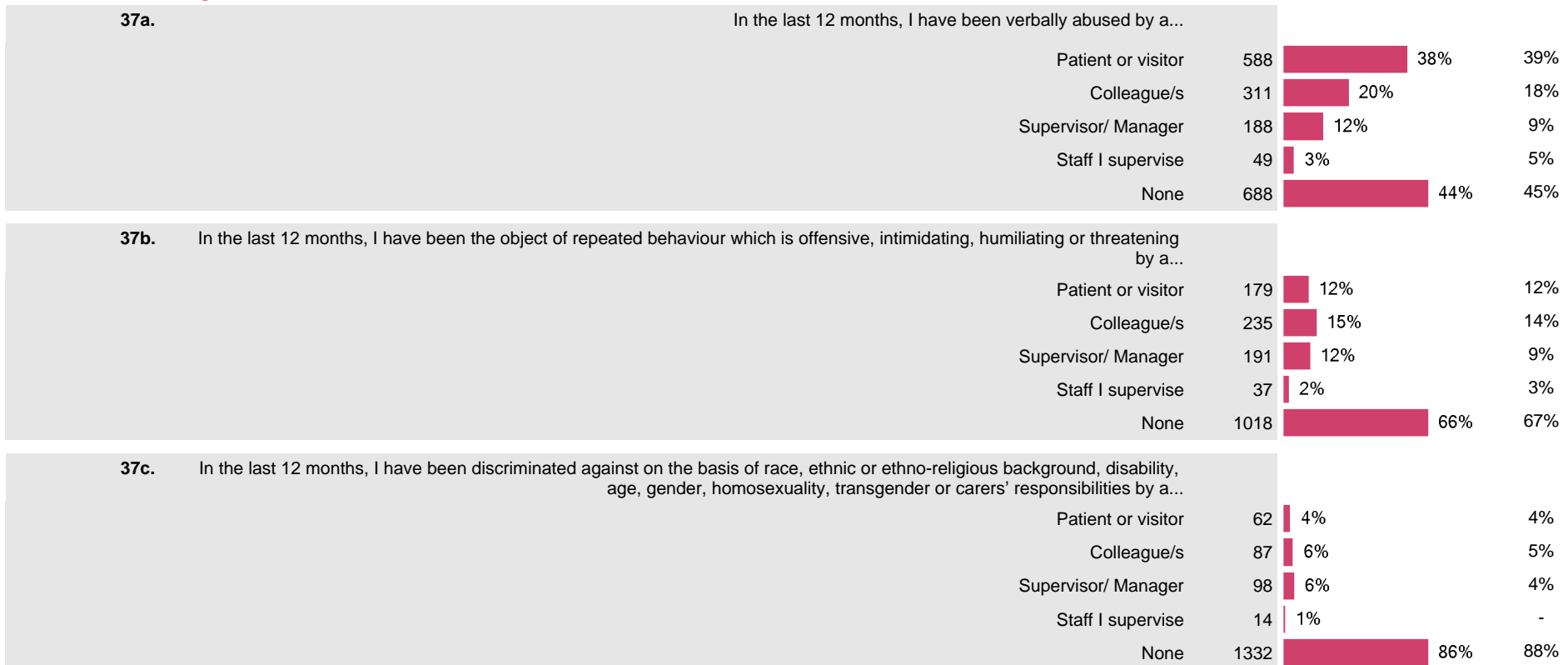
		% Positive response	% Neutral response	% Negative response	% Positive	Mid North Coast Local Health District 2013	Mid North Coast Local Health District 2011	NSW Health Overall	
Work Environment									
K	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	35	26	39	35	35	31	44
	32.	I am able to achieve a healthy work/life balance most of the time	65	18	17	65	64	60	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	59	21	20	59	59	54	56
	34.	Reasonable expectations are placed on staff according to their position	53	21	26	53	53	47	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	71	18	11	71	69	65	69
K	36.	My workplace enables strong professional leadership	44	29	26	44	-	-	52

All Questions

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

Mid North Coast Local Health
District 2013

Unacceptable Behaviour



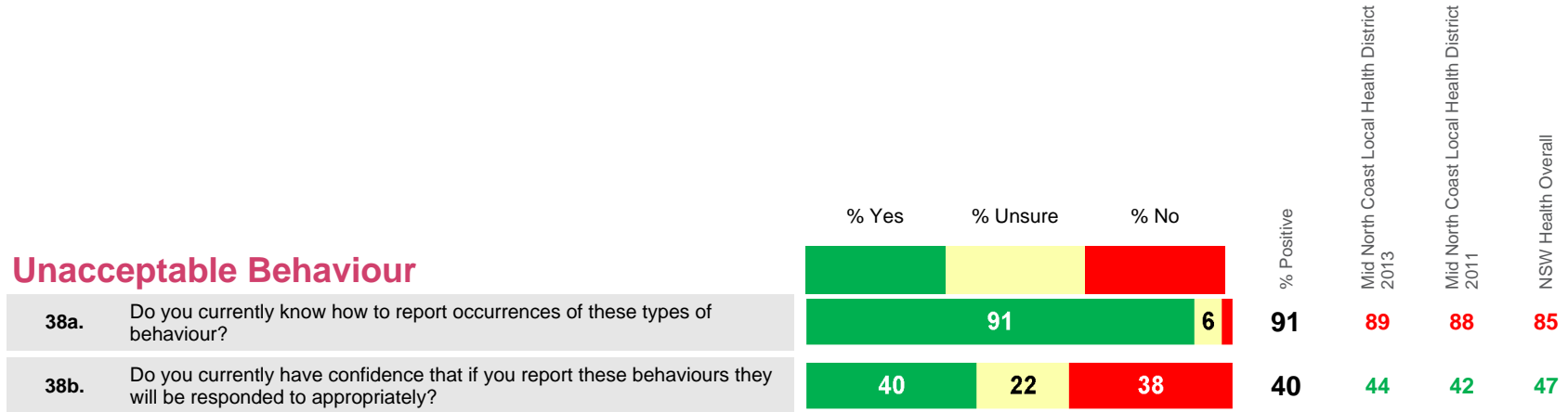
All Questions

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



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	Mid North Coast Local Health District 2013	Mid North Coast Local Health District 2011	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	56	21	22	56	52	48	62
40. In my workplace patient safety is at the centre of all decision making	67	19	14	67	66	61	69
41. My team's objectives/ work plans are clearly outlined	62	23	15	62	60	54	66
42. Our objectives/work plans help us to deliver a quality service	62	24	14	62	60	53	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	50	29	21	50	46	-	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	Mid North Coast Local Health District 2013	Mid North Coast Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	69	18	13	69	69	64	73
45. I would recommend my workplace as a good place to work	60	21	20	60	59	53	64
46. I feel motivated to contribute more than what is normally required at work	65	18	17	65	63	58	67
47. I have a strong sense of belonging to my workplace	62	21	17	62	62	58	65
48. Overall I am satisfied to be working here at the present time	67	17	17	67	65	61	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	25	20	55	54	-	59
K 50. There is a positive culture in my workplace	48	22	30	48	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	36	31	33	36	32	25	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:	Count	Calculation
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	$\frac{7753}{18750 + 7753} \times 1661 = 486$ 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:

$$\frac{7753 + 486}{29474} \times 31493 = 8903 \text{ Estimated Part Time responses}$$

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

$$\frac{21289 + (8903 \times 0.33)}{94882.6} = 25\% \text{ Estimated Response Rate}$$

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?

