

67%

2013: 60%

ENGAGEMENT INDEX

54%

2013: 46%

WORKPLACE CULTURE INDEX

2,362

2013: 1009

ACTUAL RESPONSES

48%

2013: 22%
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	70	+6
45.	I would recommend my workplace as a good place to work	62	+8

Stay

47.	I have a strong sense of belonging to my workplace	65	+7
48.	Overall I am satisfied to be working here at the present time	66	+5

Strive

3.	Working here makes me want to do the best job I can	71	+5
46.	I feel motivated to contribute more than what is normally required at work	65	+6

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>
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	-
50. There is a positive culture in my workplace	53	-
19. There is a positive relationship between senior management and staff in my workplace	41	+10
36. My workplace enables strong professional leadership	54	-
22. My organisation is making the necessary decisions to meet our future challenges	41	-
24. I have a say in decisions which affect my work	48	+6

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
Training and Development Opportunities	69
Your Job	67
Your Line Manager	65

Questions	% Positive
1. My job makes good use of my skills and abilities	81
15d. My line manager treats me with respect	78
28. I have received the appropriate training and development to do my job effectively	76
3. Working here makes me want to do the best job I can	71
44. Overall I am proud to be a part of this workplace	70

Lowlights

Sections	% Positive
Senior Managers	43
Communication	54
Work Environment	57

Questions	% Positive
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39
22. My organisation is making the necessary decisions to meet our future challenges	41
19. There is a positive relationship between senior management and staff in my workplace	41
51. Overall, I believe the culture at my workplace has improved in the last 12 months	42
18c. The senior managers at my workplace lead by example in creating a positive workplace	44

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
Senior Managers	43	+8
Work Environment	57	+7
Service Delivery	63	+6

Questions	% Positive	Variance from 2013
4. The right amount of approvals are required for routine decisions	51	+11
51. Overall, I believe the culture at my workplace has improved in the last 12 months	42	+11
18c. The senior managers at my workplace lead by example in creating a positive workplace	44	+11
20. Overall, I have confidence in the decisions made by my senior managers	45	+10
19. There is a positive relationship between senior management and staff in my workplace	41	+10

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	69	+2
Your Team	62	+3
Being Valued	60	+6

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	68	-6
8. In my team we generally acknowledge one another's efforts and achievements	70	0
7. The people I work with are willing to help each other even if this means doing something outside their usual job	70	+1
9. People in my team are honest and open	66	+2
1. My job makes good use of my skills and abilities	81	+3

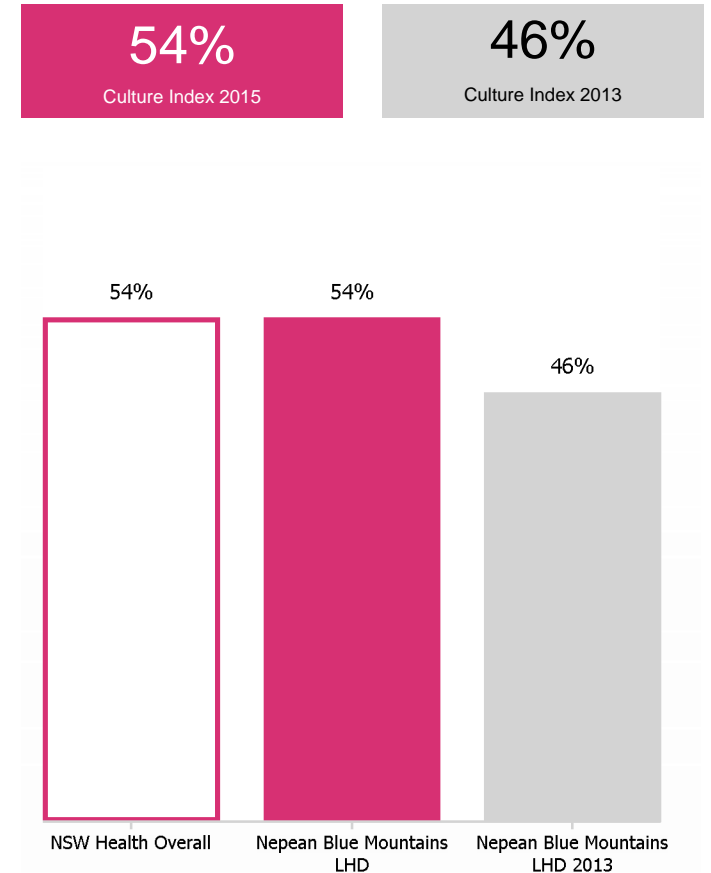
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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		52	18	31	+6
12. I believe I am valued for what I can offer at my workplace		62	16	22	+4
13. In my workplace, we recognise our successes and innovations		56	22	22	+6
14. Staff are treated respectfully regardless of their job		62	17	22	+7
17. Overall, I have confidence in the decisions made by my line manager		65	16	19	+6
18b. The senior managers at my workplace have a clear direction for the future		44	30	26	+10
18c. The senior managers at my workplace lead by example in creating a positive workplace		44	26	31	+11
20. Overall, I have confidence in the decisions made by my senior managers		45	26	30	+10
24. I have a say in decisions which affect my work		48	22	31	+6
25. I think it is safe to speak up and challenge the way things are done		51	19	30	+6
26. Where I work, we share the lessons learnt when mistakes are made		58	21	21	+6
31. I have confidence in the processes that my workplace uses to resolve staff conflict		45	27	28	+8
41. My team's objectives/ work plans are clearly outlined		66	20	14	+6
42. Our objectives/work plans help us to deliver a quality service		65	21	14	+7
51. Overall, I believe the culture at my workplace has improved in the last 12 months		42	28	30	+11



Trend Comparison

This section shows comparisons between Nepean Blue Mountains LHD and the 2013 survey results for Nepean Blue Mountains Local Health District



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>
4. The right amount of approvals are required for routine decisions	51	+11
51. Overall, I believe the culture at my workplace has improved in the last 12 months	42	+11
18c. The senior managers at my workplace lead by example in creating a positive workplace	44	+11
20. Overall, I have confidence in the decisions made by my senior managers	45	+10
19. There is a positive relationship between senior management and staff in my workplace	41	+10
18b. The senior managers at my workplace have a clear direction for the future	44	+10
34. Reasonable expectations are placed on staff according to their position	56	+9
33. There are mechanisms in place to support me if I experience stress or pressure	53	+9
43. At my workplace there is a good balance between delivering services and monitoring service delivery	54	+9
45. I would recommend my workplace as a good place to work	62	+8
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	62	+8
16. I receive regular and constructive feedback on my performance	57	+8

Trend Comparison

This section shows comparisons between Nepean Blue Mountains LHD and the 2013 survey results for Nepean Blue Mountains Local Health District



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

2% ■ Proportion of questions in line with 2013 scores

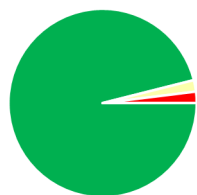
2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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	45	+8
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	+7
42. Our objectives/work plans help us to deliver a quality service	65	+7
47. I have a strong sense of belonging to my workplace	65	+7
30. I am encouraged to take opportunities to learn new skills and have new experiences	64	+7
14. Staff are treated respectfully regardless of their job	62	+7
17. Overall, I have confidence in the decisions made by my line manager	65	+6
32. I am able to achieve a healthy work/life balance most of the time	67	+6
11. Morale is good in my team	52	+6
18a. The senior managers at my workplace are aware of the issues I face in my job	45	+6
44. Overall I am proud to be a part of this workplace	70	+6
27a. I am aware of the strategic objectives and direction of the organisation I work for	56	+6
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	61	+6

Trend Comparison

This section shows comparisons between Nepean Blue Mountains LHD and the 2013 survey results for Nepean Blue Mountains Local Health District



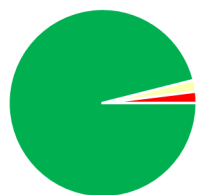
- 96% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 2% ■ Proportion of questions in line with 2013 scores
- 2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	<i>% Positive</i>	<i>Variance from 2013</i>
40. In my workplace patient safety is at the centre of all decision making	70	+6
41. My team's objectives/ work plans are clearly outlined	66	+6
23. I am kept well informed about what is happening in my workplace	52	+6
25. I think it is safe to speak up and challenge the way things are done	51	+6
13. In my workplace, we recognise our successes and innovations	56	+6
15b. My line manager treats all staff in my team fairly	65	+6
24. I have a say in decisions which affect my work	48	+6
46. I feel motivated to contribute more than what is normally required at work	65	+6
26. Where I work, we share the lessons learnt when mistakes are made	58	+6
10. My team resolves conflict quickly when it arises	54	+5
3. Working here makes me want to do the best job I can	71	+5
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	+5
15c. My line manager ensures that when issues are raised in the team, they are addressed	62	+5

Trend Comparison

This section shows comparisons between Nepean Blue Mountains LHD and the 2013 survey results for Nepean Blue Mountains Local Health District



- 96% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 2% ■ Proportion of questions in line with 2013 scores
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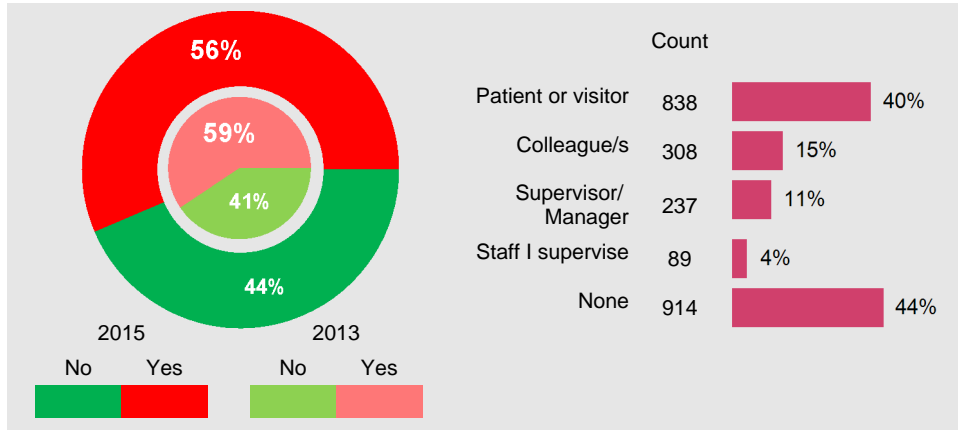
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
28. I have received the appropriate training and development to do my job effectively	76	+5
15d. My line manager treats me with respect	78	+5
5. I have sufficient control over my work so I can do my job well	65	+5
15a. My line manager recognises and acknowledges when I have done my job well	66	+5
48. Overall I am satisfied to be working here at the present time	66	+5
2. I feel I am able to suggest ideas to improve our ways of doing things	69	+4
39. My work environment allows me to deliver the best possible services (patient care or support services)	60	+4
12. I believe I am valued for what I can offer at my workplace	62	+4
1. My job makes good use of my skills and abilities	81	+3
9. People in my team are honest and open	66	+2
7. The people I work with are willing to help each other even if this means doing something outside their usual job	70	+1
8. In my team we generally acknowledge one another's efforts and achievements	70	0
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	68	-6

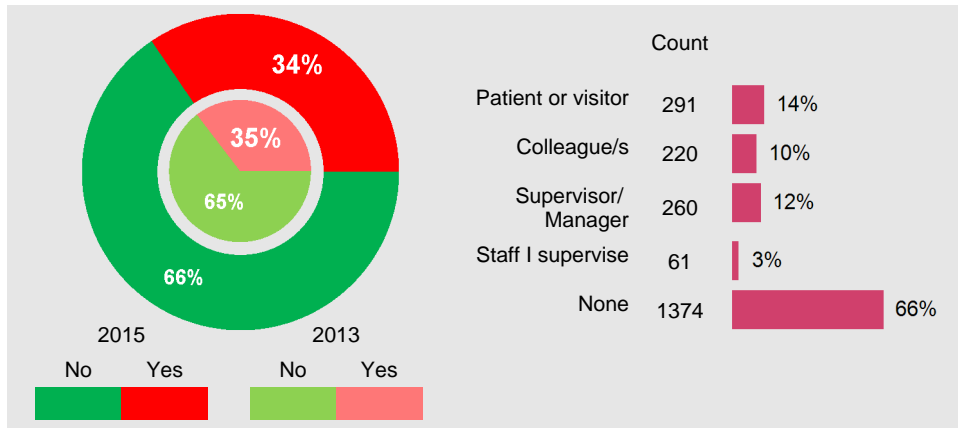
Unacceptable Behaviour

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

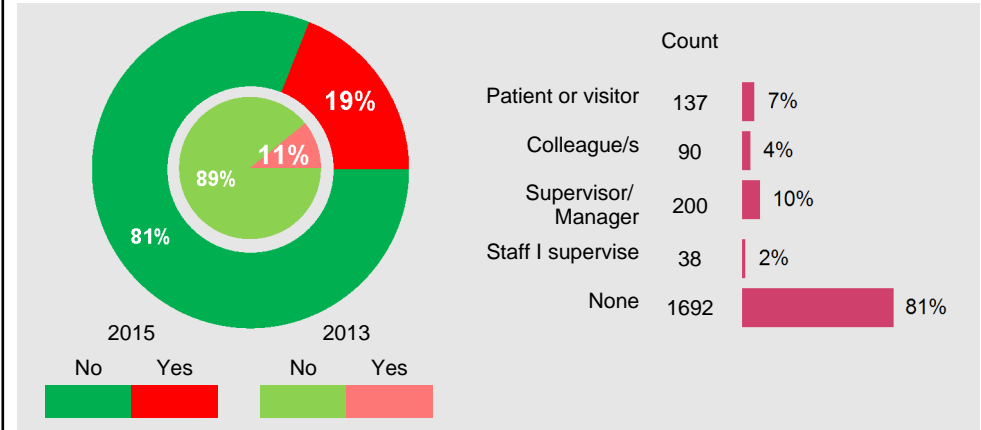
37a. In the last 12 months, I have been verbally abused by a ...



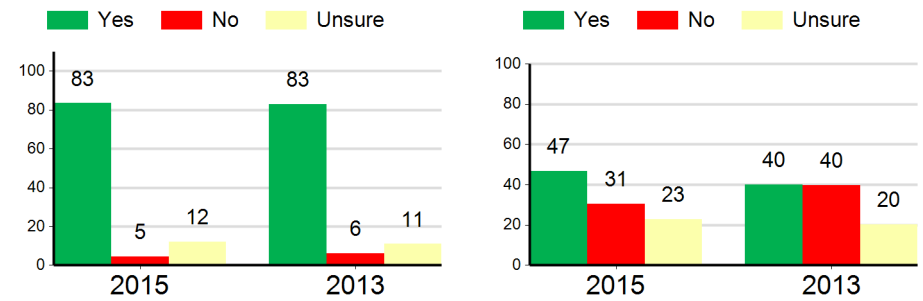
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	81	8	10	81	78	76	81
2. I feel I am able to suggest ideas to improve our ways of doing things	69	13	18	69	65	60	69
3. Working here makes me want to do the best job I can	71	16	13	71	66	66	72
4. The right amount of approvals are required for routine decisions	51	23	26	51	40	-	52
5. I have sufficient control over my work so I can do my job well	65	16	19	65	60	54	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	62	19	19	62	54	49	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	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains 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	70	14	15	70	69	67	69
8.	In my team we generally acknowledge one another's efforts and achievements	70	15	15	70	69	66	70
9.	People in my team are honest and open	66	19	15	66	64	62	64
10.	My team resolves conflict quickly when it arises	54	23	22	54	49	46	53
11.	Morale is good in my team	52	18	31	52	45	42	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	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	62	16	22	62	58	53	63
13. In my workplace, we recognise our successes and innovations	56	22	22	56	50	45	57
14. Staff are treated respectfully regardless of their job	62	17	22	62	55	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 Line Manager

	% Positive response	% Neutral response	% Negative response	% Positive	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	66	16	18	66	61	57	65
15b. My line manager treats all staff in my team fairly	65	14	21	65	59	57	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	62	18	20	62	56	56	61
15d. My line manager treats me with respect	78	11	11	78	72	71	76
16. I receive regular and constructive feedback on my performance	57	20	23	57	49	41	52
17. Overall, I have confidence in the decisions made by my line manager	65	16	19	65	58	56	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

		% Positive response	% Neutral response	% Negative response	% Positive	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains 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	45	22	33	45	39	33	46
	18b. The senior managers at my workplace have a clear direction for the future	44	30	26	44	35	25	45
	18c. The senior managers at my workplace lead by example in creating a positive workplace	44	26	31	44	33	26	45
K	19. There is a positive relationship between senior management and staff in my workplace	41	24	34	41	31	25	42
	20. Overall, I have confidence in the decisions made by my senior managers	45	26	30	45	34	29	46
K	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	28	33	39	-	-	39
K	22. My organisation is making the necessary decisions to meet our future challenges	41	32	27	41	-	-	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	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains Local Health District 2011	NSW Health Overall	
	23.	I am kept well informed about what is happening in my workplace	52	21	28	52	46	41	50
K	24.	I have a say in decisions which affect my work	48	22	31	48	42	35	46
	25.	I think it is safe to speak up and challenge the way things are done	51	19	30	51	45	40	51
	26.	Where I work, we share the lessons learnt when mistakes are made	58	21	21	58	52	51	59
	27a.	I am aware of the strategic objectives and direction of the organisation I work for	56	22	21	56	50	-	58
	27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	61	20	19	61	54	-	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	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains Local Health District 2011	NSW Health Overall
28. I have received the appropriate training and development to do my job effectively	76	14	10	76	71	68	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	68	12	20	68	74	70	68
30. I am encouraged to take opportunities to learn new skills and have new experiences	64	17	19	64	57	53	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

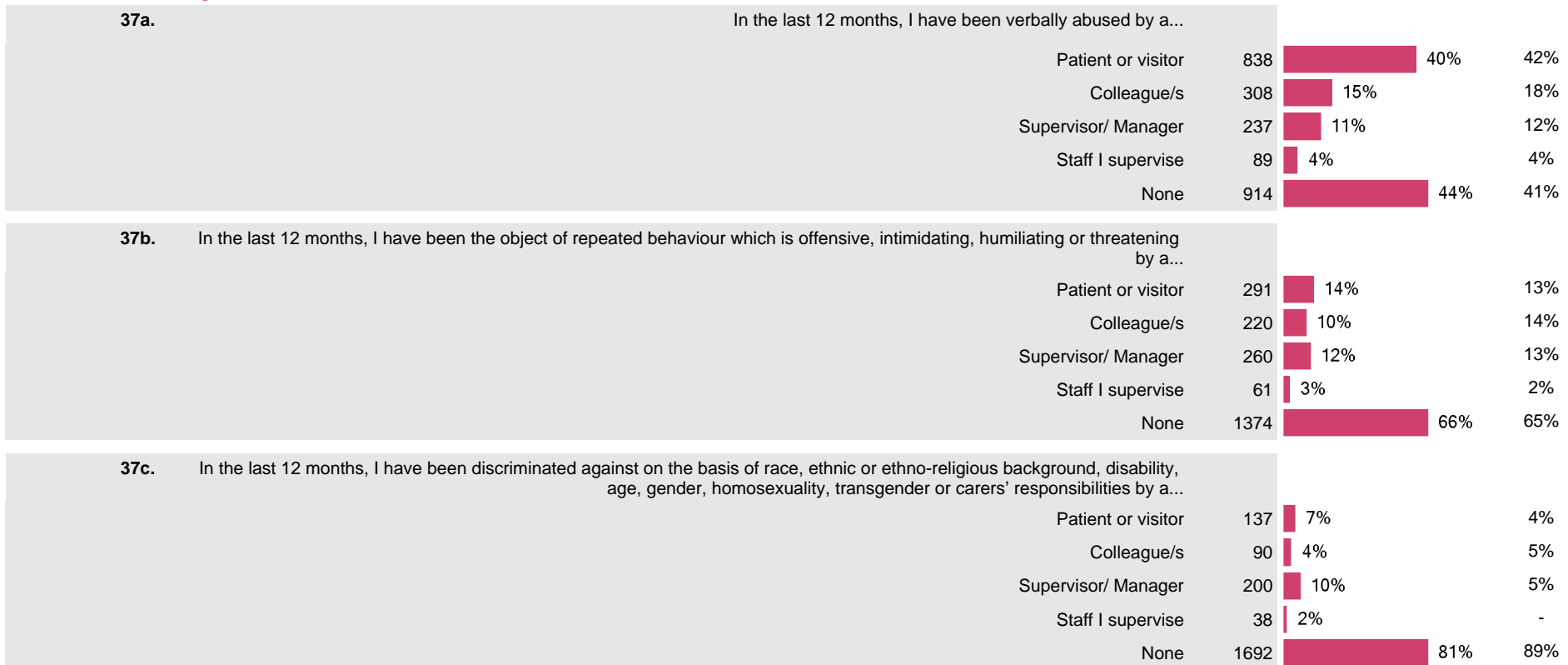
		% Positive response	% Neutral response	% Negative response	% Positive	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains Local Health District 2011	NSW Health Overall
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	45	27	28	45	37	34	44
32.	I am able to achieve a healthy work/life balance most of the time	67	15	18	67	60	58	65
33.	There are mechanisms in place to support me if I experience stress or pressure	53	22	25	53	44	40	56
34.	Reasonable expectations are placed on staff according to their position	56	19	26	56	47	46	57
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	17	14	69	64	61	69
K 36.	My workplace enables strong professional leadership	54	22	24	54	-	-	52

All Questions

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

Nepean Blue Mountains 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

	% Yes	% Unsure	% No	% Positive	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains Local Health District 2011	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	83	12	5	83	83	82	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	47	23	31	47	40	37	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	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains Local Health District 2011	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	60	20	20	60	56	48	62
40. In my workplace patient safety is at the centre of all decision making	70	17	12	70	64	63	69
41. My team's objectives/ work plans are clearly outlined	66	20	14	66	60	57	66
42. Our objectives/work plans help us to deliver a quality service	65	21	14	65	58	55	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	54	25	21	54	45	-	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	Nepean Blue Mountains Local Health District 2013	Nepean Blue Mountains Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	70	18	12	70	64	66	73
45. I would recommend my workplace as a good place to work	62	19	19	62	53	54	64
46. I feel motivated to contribute more than what is normally required at work	65	16	19	65	59	56	67
47. I have a strong sense of belonging to my workplace	65	18	17	65	59	59	65
48. Overall I am satisfied to be working here at the present time	66	16	18	66	62	61	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	24	17	60	52	-	59
K 50. There is a positive culture in my workplace	53	21	26	53	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	42	28	30	42	31	26	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?

