

73%

2013: 64%

ENGAGEMENT INDEX

59%

2013: 52%

WORKPLACE CULTURE INDEX

4,687

2013: 3081

ACTUAL RESPONSES

46%

2013: 29%
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	78	+9
45.	I would recommend my workplace as a good place to work	70	+10

Stay

47.	I have a strong sense of belonging to my workplace	70	+8
48.	Overall I am satisfied to be working here at the present time	73	+8

Strive

3.	Working here makes me want to do the best job I can	75	+7
46.	I feel motivated to contribute more than what is normally required at work	72	+10

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	62 -
19.	There is a positive relationship between senior management and staff in my workplace	51 +9
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	47 -
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	51 +9
36.	My workplace enables strong professional leadership	59 -
22.	My organisation is making the necessary decisions to meet our future challenges	50 -

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	72
Your Job	69
Service Delivery	68

Questions	% Positive
1. My job makes good use of my skills and abilities	81
44. Overall I am proud to be a part of this workplace	78
15d. My line manager treats me with respect	77
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	75

Lowlights

Sections	% Positive
Senior Managers	51
Communication	59
Work Environment	61

Questions	% Positive
51. Overall, I believe the culture at my workplace has improved in the last 12 months	45
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	47
22. My organisation is making the necessary decisions to meet our future challenges	50
18b. The senior managers at my workplace have a clear direction for the future	50
19. There is a positive relationship between senior management and staff in my workplace	51

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 Workplace	67	+9
Service Delivery	68	+8
Being Valued	66	+8

Questions	% Positive	Variance from 2013
51. Overall, I believe the culture at my workplace has improved in the last 12 months	45	+10
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	63	+10
45. I would recommend my workplace as a good place to work	70	+10
46. I feel motivated to contribute more than what is normally required at work	72	+10
44. Overall I am proud to be a part of this workplace	78	+9

Least improved

Sections	% Positive	Variance from 2013
Your Team	65	+3
Training and Development Opportunities	72	+3
Your Line Manager	67	+4

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	74	-1
8. In my team we generally acknowledge one another's efforts and achievements	70	+1
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	+3
10. My team resolves conflict quickly when it arises	58	+3

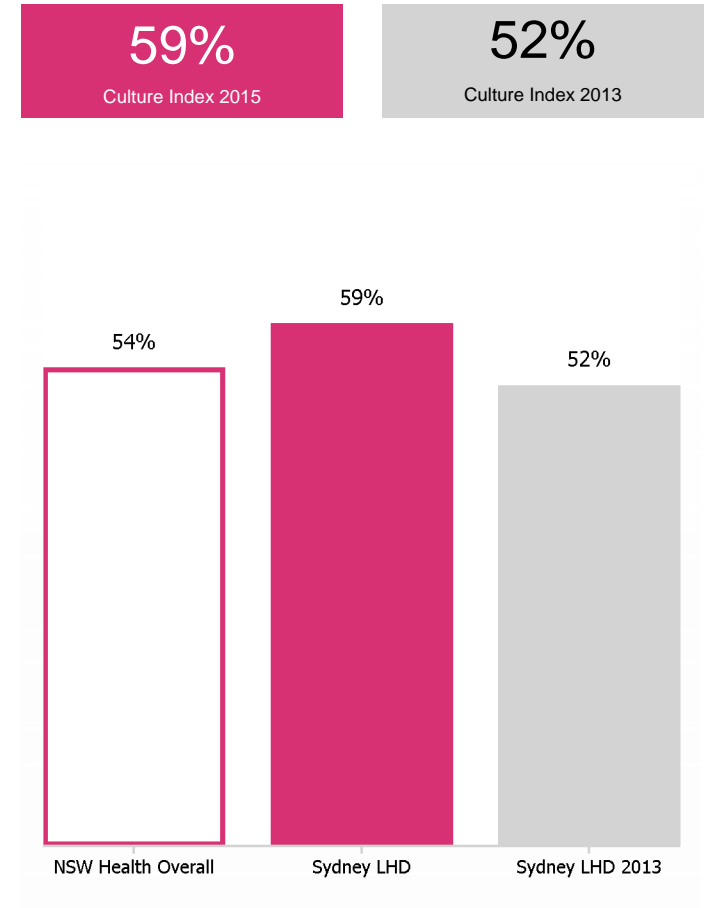
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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		60	20	21	+8
12. I believe I am valued for what I can offer at my workplace		69	15	16	+8
13. In my workplace, we recognise our successes and innovations		61	22	17	+7
14. Staff are treated respectfully regardless of their job		67	15	18	+7
17. Overall, I have confidence in the decisions made by my line manager		68	16	16	+4
18b. The senior managers at my workplace have a clear direction for the future		50	31	19	+8
18c. The senior managers at my workplace lead by example in creating a positive workplace		52	27	21	+8
20. Overall, I have confidence in the decisions made by my senior managers		53	26	20	+9
24. I have a say in decisions which affect my work		52	24	24	+7
25. I think it is safe to speak up and challenge the way things are done		56	21	23	+6
26. Where I work, we share the lessons learnt when mistakes are made		64	20	16	+7
31. I have confidence in the processes that my workplace uses to resolve staff conflict		51	25	24	+9
41. My team's objectives/ work plans are clearly outlined		69	19	12	+7
42. Our objectives/work plans help us to deliver a quality service		70	20	10	+7
51. Overall, I believe the culture at my workplace has improved in the last 12 months		45	33	22	+10



Trend Comparison

This section shows comparisons between Sydney LHD and the 2013 survey results for Sydney Local Health District



- 98% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 0% ■ 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>
51. Overall, I believe the culture at my workplace has improved in the last 12 months	45	+10
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	63	+10
45. I would recommend my workplace as a good place to work	70	+10
46. I feel motivated to contribute more than what is normally required at work	72	+10
44. Overall I am proud to be a part of this workplace	78	+9
39. My work environment allows me to deliver the best possible services (patient care or support services)	67	+9
20. Overall, I have confidence in the decisions made by my senior managers	53	+9
43. At my workplace there is a good balance between delivering services and monitoring service delivery	60	+9
19. There is a positive relationship between senior management and staff in my workplace	51	+9
31. I have confidence in the processes that my workplace uses to resolve staff conflict	51	+9
18c. The senior managers at my workplace lead by example in creating a positive workplace	52	+8
12. I believe I am valued for what I can offer at my workplace	69	+8

Trend Comparison

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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>
5. I have sufficient control over my work so I can do my job well	68	+8
48. Overall I am satisfied to be working here at the present time	73	+8
18b. The senior managers at my workplace have a clear direction for the future	50	+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	65	+8
11. Morale is good in my team	60	+8
40. In my workplace patient safety is at the centre of all decision making	74	+8
47. I have a strong sense of belonging to my workplace	70	+8
14. Staff are treated respectfully regardless of their job	67	+7
13. In my workplace, we recognise our successes and innovations	61	+7
3. Working here makes me want to do the best job I can	75	+7
26. Where I work, we share the lessons learnt when mistakes are made	64	+7
42. Our objectives/work plans help us to deliver a quality service	70	+7
33. There are mechanisms in place to support me if I experience stress or pressure	61	+7

Trend Comparison

This section shows comparisons between Sydney LHD and the 2013 survey results for Sydney Local Health District



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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>
4. The right amount of approvals are required for routine decisions	55	+7
41. My team's objectives/ work plans are clearly outlined	69	+7
24. I have a say in decisions which affect my work	52	+7
2. I feel I am able to suggest ideas to improve our ways of doing things	71	+6
32. I am able to achieve a healthy work/life balance most of the time	65	+6
30. I am encouraged to take opportunities to learn new skills and have new experiences	67	+6
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	65	+6
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	71	+6
16. I receive regular and constructive feedback on my performance	56	+6
25. I think it is safe to speak up and challenge the way things are done	56	+6
34. Reasonable expectations are placed on staff according to their position	61	+6
1. My job makes good use of my skills and abilities	81	+5
27a. I am aware of the strategic objectives and direction of the organisation I work for	62	+5

Trend Comparison

This section shows comparisons between Sydney LHD and the 2013 survey results for Sydney Local Health District



- 98% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 0% ■ Proportion of questions in line with 2013 scores
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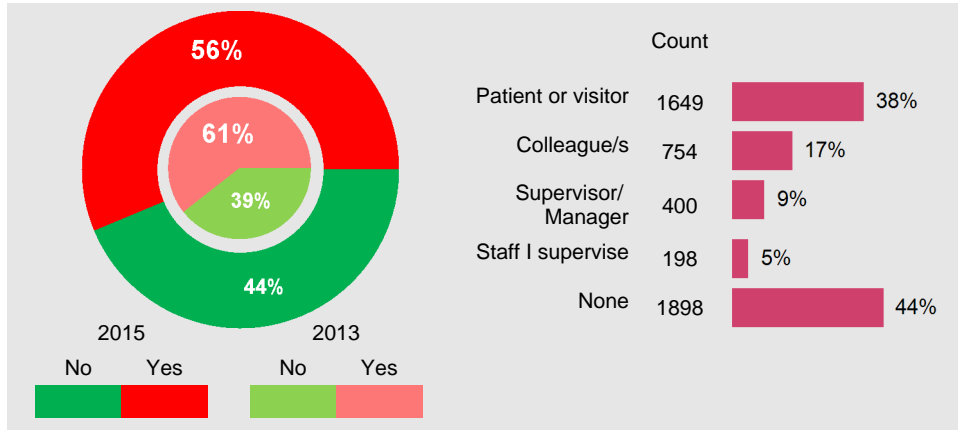
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
18a. The senior managers at my workplace are aware of the issues I face in my job	52	+5
28. I have received the appropriate training and development to do my job effectively	76	+5
23. I am kept well informed about what is happening in my workplace	58	+5
17. Overall, I have confidence in the decisions made by my line manager	68	+4
15b. My line manager treats all staff in my team fairly	67	+4
15d. My line manager treats me with respect	77	+4
15a. My line manager recognises and acknowledges when I have done my job well	68	+4
15c. My line manager ensures that when issues are raised in the team, they are addressed	66	+3
10. My team resolves conflict quickly when it arises	58	+3
7. The people I work with are willing to help each other even if this means doing something outside their usual job	70	+3
9. People in my team are honest and open	66	+2
8. In my team we generally acknowledge one another's efforts and achievements	70	+1
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	74	-1

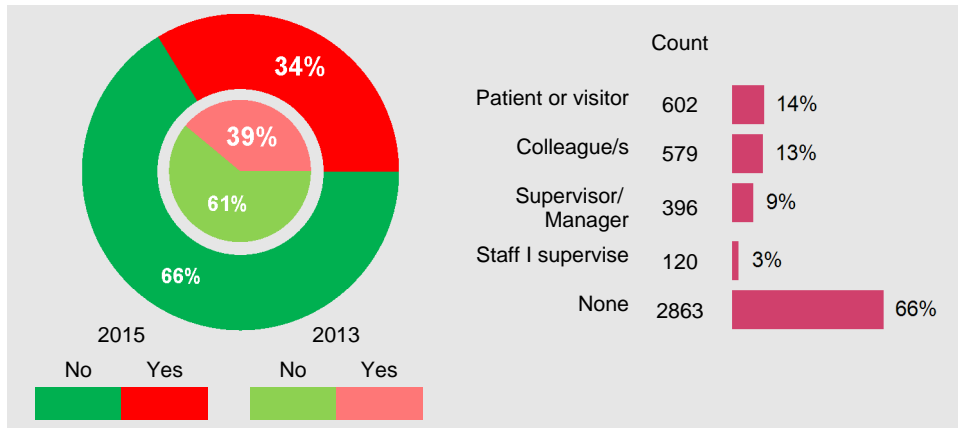
Unacceptable Behaviour

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

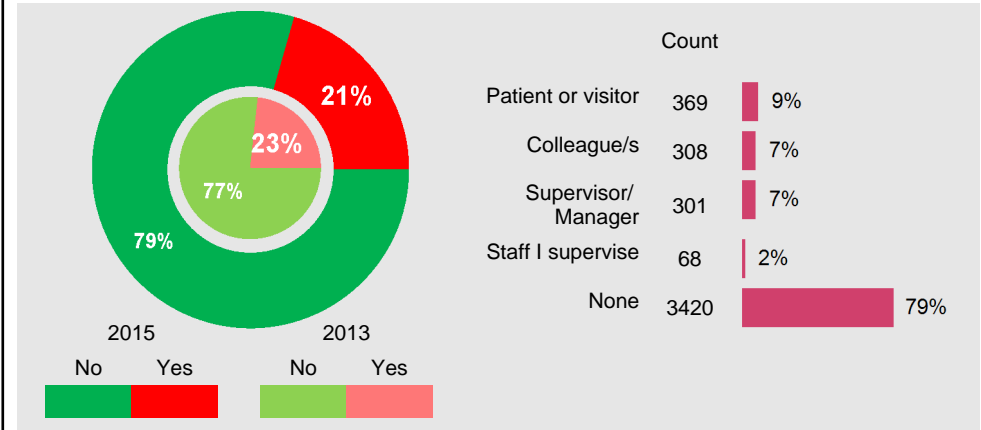
37a. In the last 12 months, I have been verbally abused by a ...



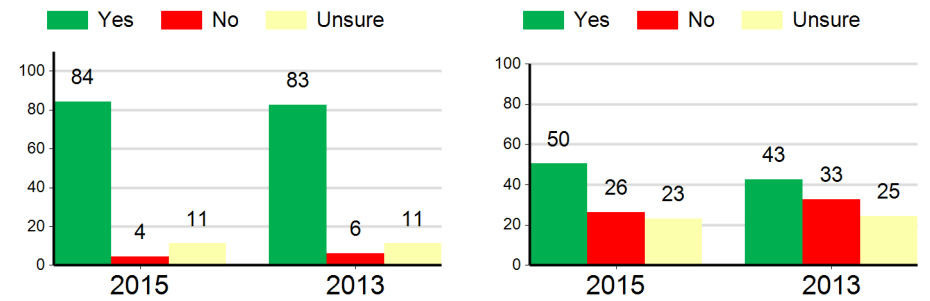
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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 ...



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	Sydney Local Health District 2013	Sydney Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	81	8	11	81	76	78	81
2. I feel I am able to suggest ideas to improve our ways of doing things	71	14	15	71	65	63	69
3. Working here makes me want to do the best job I can	75	14	11	75	67	66	72
4. The right amount of approvals are required for routine decisions	55	22	22	55	49	-	52
5. I have sufficient control over my work so I can do my job well	68	15	17	68	60	59	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	65	19	16	65	58	55	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	Sydney Local Health District 2013	Sydney 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	15	15	70	67	63	69
8. In my team we generally acknowledge one another's efforts and achievements	70	16	14	70	69	68	70
9. People in my team are honest and open	66	20	15	66	64	60	64
10. My team resolves conflict quickly when it arises	58	23	20	58	55	50	53
11. Morale is good in my team	60	20	21	60	52	50	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	Sydney Local Health District 2013	Sydney Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	69	15	16	69	60	59	63
13. In my workplace, we recognise our successes and innovations	61	22	17	61	54	51	57
14. Staff are treated respectfully regardless of their job	67	15	18	67	59	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

Your Line Manager

	% Positive response	% Neutral response	% Negative response	% Positive	Sydney Local Health District 2013	Sydney Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	68	16	15	68	65	60	65
15b. My line manager treats all staff in my team fairly	67	15	18	67	63	57	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	66	17	18	66	62	58	61
15d. My line manager treats me with respect	77	11	11	77	74	72	76
16. I receive regular and constructive feedback on my performance	56	21	22	56	51	47	52
17. Overall, I have confidence in the decisions made by my line manager	68	16	16	68	63	59	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	Sydney Local Health District 2013	Sydney 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	52	23	25	52	47	40	46
	18b. The senior managers at my workplace have a clear direction for the future	50	31	19	50	42	31	45
	18c. The senior managers at my workplace lead by example in creating a positive workplace	52	27	21	52	44	34	45
K	19. There is a positive relationship between senior management and staff in my workplace	51	26	23	51	42	34	42
	20. Overall, I have confidence in the decisions made by my senior managers	53	26	20	53	44	35	46
K	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	47	29	24	47	-	-	39
K	22. My organisation is making the necessary decisions to meet our future challenges	50	32	18	50	-	-	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

		% Positive response	% Neutral response	% Negative response	% Positive	Sydney Local Health District 2013	Sydney Local Health District 2011	NSW Health Overall
Communication								
23.	I am kept well informed about what is happening in my workplace	58	21	22	58	53	47	50
24.	I have a say in decisions which affect my work	52	24	24	52	45	42	46
25.	I think it is safe to speak up and challenge the way things are done	56	21	23	56	50	46	51
26.	Where I work, we share the lessons learnt when mistakes are made	64	20	16	64	57	59	59
27a.	I am aware of the strategic objectives and direction of the organisation I work for	62	22	17	62	57	-	58
27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	65	20	15	65	59	-	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	Sydney Local Health District 2013	Sydney Local Health District 2011	NSW Health Overall
28. I have received the appropriate training and development to do my job effectively	76	13	12	76	71	71	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	74	11	15	74	75	78	68
30. I am encouraged to take opportunities to learn new skills and have new experiences	67	17	16	67	61	58	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

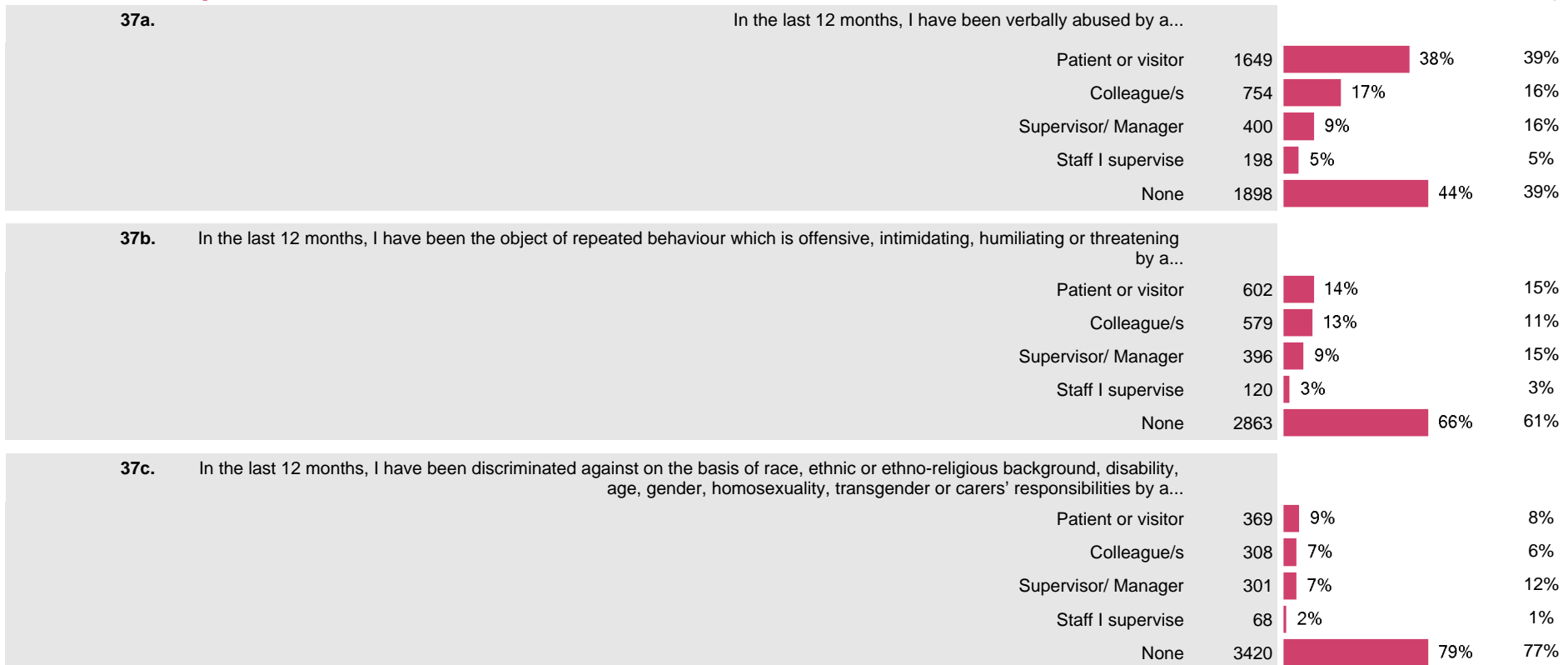
		% Positive response	% Neutral response	% Negative response	% Positive	Sydney Local Health District 2013	Sydney Local Health District 2011	NSW Health Overall	
Work Environment									
K	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	51	25	24	51	43	41	44
	32.	I am able to achieve a healthy work/life balance most of the time	65	17	19	65	59	60	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	61	20	18	61	54	52	56
	34.	Reasonable expectations are placed on staff according to their position	61	19	20	61	55	52	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	71	17	13	71	65	66	69
K	36.	My workplace enables strong professional leadership	59	24	17	59	-	-	52

All Questions

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

Sydney Local Health District
2013

Unacceptable Behaviour



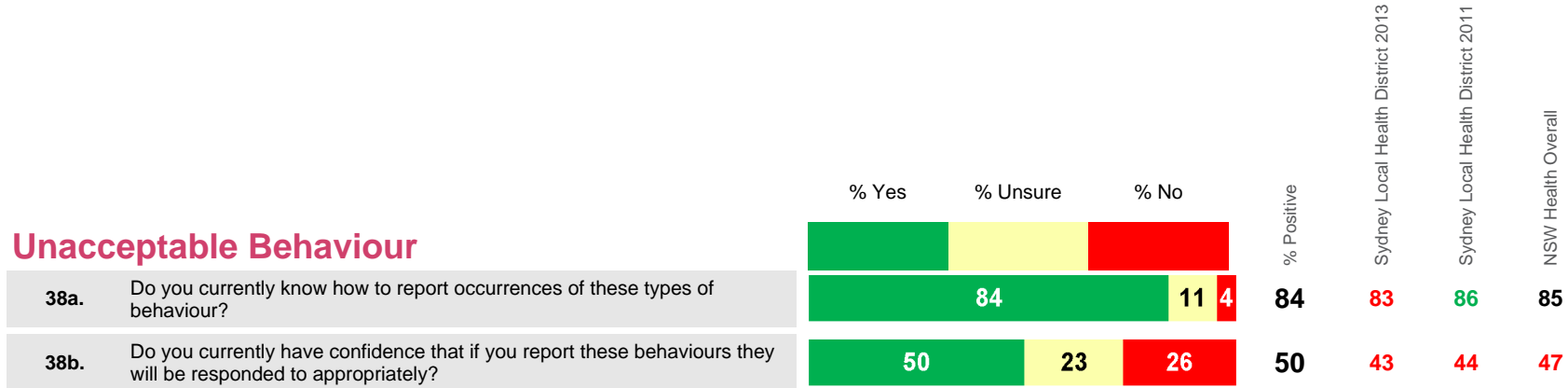
All Questions

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

					% Positive	Sydney Local Health District 2013	Sydney Local Health District 2011	NSW Health Overall
		% Positive response	% Neutral response	% Negative response				
Service Delivery								
39.	My work environment allows me to deliver the best possible services (patient care or support services)	67	17	16	67	57	55	62
40.	In my workplace patient safety is at the centre of all decision making	74	15	10	74	67	67	69
41.	My team's objectives/ work plans are clearly outlined	69	19	12	69	62	62	66
42.	Our objectives/work plans help us to deliver a quality service	70	20	10	70	63	63	66
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	60	25	16	60	51	-	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	Sydney Local Health District 2013	Sydney Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	78	13	9	78	68	72	73
45. I would recommend my workplace as a good place to work	70	16	13	70	61	59	64
46. I feel motivated to contribute more than what is normally required at work	72	15	13	72	62	63	67
47. I have a strong sense of belonging to my workplace	70	17	13	70	63	64	65
48. Overall I am satisfied to be working here at the present time	73	14	13	73	65	66	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	63	22	14	63	53	-	59
K 50. There is a positive culture in my workplace	62	20	18	62	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	45	33	22	45	34	31	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:

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

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?

