

62%

2013: 62%

ENGAGEMENT INDEX

48%

2013: 47%

WORKPLACE CULTURE INDEX

3,086

2013: 3914

ACTUAL RESPONSES

28%

2013: 36%
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	66	0
45.	I would recommend my workplace as a good place to work	55	0

Stay

47.	I have a strong sense of belonging to my workplace	60	0
48.	Overall I am satisfied to be working here at the present time	62	0

Strive

3.	Working here makes me want to do the best job I can	66	-1
46.	I feel motivated to contribute more than what is normally required at work	61	0

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	46	-
36.	My workplace enables strong professional leadership	45	-
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	33	-
19.	There is a positive relationship between senior management and staff in my workplace	36	+1
18c.	The senior managers at my workplace lead by example in creating a positive workplace	38	+3
49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	51	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
Training and Development Opportunities	66
Your Job	62
Service Delivery	59

Questions	% Positive
1. My job makes good use of my skills and abilities	79
15d. My line manager treats me with respect	71
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	71
28. I have received the appropriate training and development to do my job effectively	70
40. In my workplace patient safety is at the centre of all decision making	68

Lowlights

Sections	% Positive
Senior Managers	37
Communication	49
Work Environment	50

Questions	% Positive
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	33
19. There is a positive relationship between senior management and staff in my workplace	36
51. Overall, I believe the culture at my workplace has improved in the last 12 months	36
22. My organisation is making the necessary decisions to meet our future challenges	36
20. Overall, I have confidence in the decisions made by my senior managers	38

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
Being Valued	56	+2
Your Team	57	+1
Your Job	62	+1

Questions	% Positive	Variance from 2013
18b. The senior managers at my workplace have a clear direction for the future	38	+3
14. Staff are treated respectfully regardless of their job	57	+3
18c. The senior managers at my workplace lead by example in creating a positive workplace	38	+3
2. I feel I am able to suggest ideas to improve our ways of doing things	64	+3
27a. I am aware of the strategic objectives and direction of the organisation I work for	52	+2

Least improved

Sections	% Positive	Variance from 2013
Your Workplace	55	-1
Training and Development Opportunities	66	-1
Work Environment	50	-1







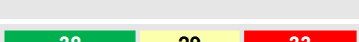
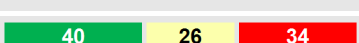
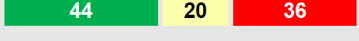






Questions	% Positive	Variance from 2013
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	71	-5
25. I think it is safe to speak up and challenge the way things are done	44	-1
24. I have a say in decisions which affect my work	40	-1
15b. My line manager treats all staff in my team fairly	56	-1
15a. My line manager recognises and acknowledges when I have done my job well	59	-1

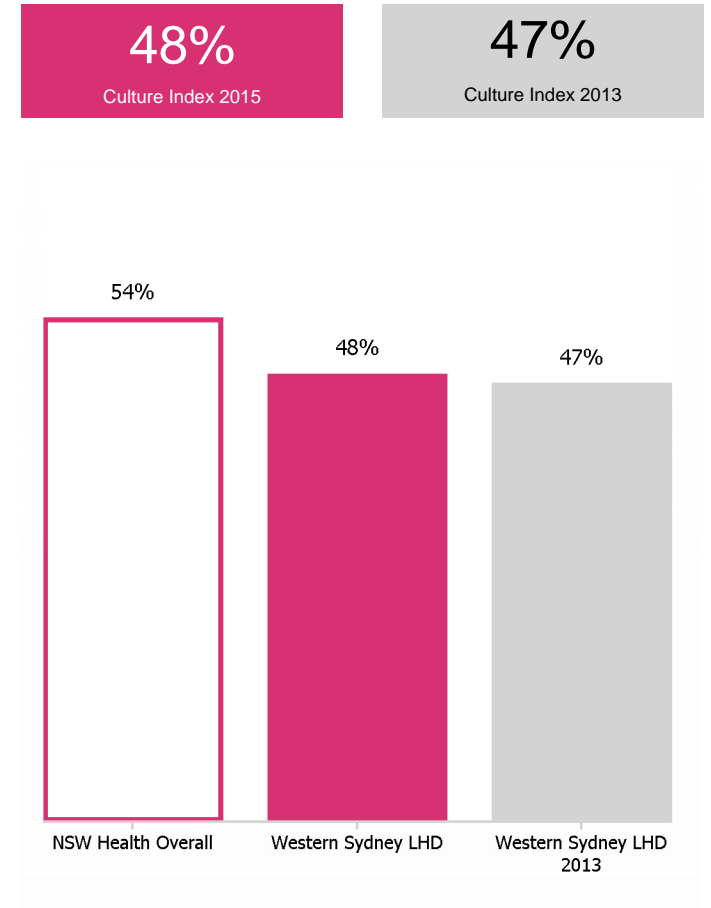
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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		47	21	32	0
12. I believe I am valued for what I can offer at my workplace		59	18	23	0
13. In my workplace, we recognise our successes and innovations		51	24	25	+2
14. Staff are treated respectfully regardless of their job		57	17	26	+3
17. Overall, I have confidence in the decisions made by my line manager		56	19	25	0
18b. The senior managers at my workplace have a clear direction for the future		38	32	29	+3
18c. The senior managers at my workplace lead by example in creating a positive workplace		38	28	34	+3
20. Overall, I have confidence in the decisions made by my senior managers		38	29	33	+1
24. I have a say in decisions which affect my work		40	26	34	-1
25. I think it is safe to speak up and challenge the way things are done		44	20	36	-1
26. Where I work, we share the lessons learnt when mistakes are made		54	23	23	0
31. I have confidence in the processes that my workplace uses to resolve staff conflict		40	26	33	0
41. My team's objectives/ work plans are clearly outlined		62	22	16	+1
42. Our objectives/work plans help us to deliver a quality service		61	24	15	+2
51. Overall, I believe the culture at my workplace has improved in the last 12 months		36	31	34	+1



Trend Comparison

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



- 47% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 39% ■ Proportion of questions in line with 2013 scores
- 14% ■ 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>
18b. The senior managers at my workplace have a clear direction for the future	38	■ +3
14. Staff are treated respectfully regardless of their job	57	■ +3
18c. The senior managers at my workplace lead by example in creating a positive workplace	38	■ +3
2. I feel I am able to suggest ideas to improve our ways of doing things	64	■ +3
27a. I am aware of the strategic objectives and direction of the organisation I work for	52	■ +2
1. My job makes good use of my skills and abilities	79	■ +2
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	57	■ +2
10. My team resolves conflict quickly when it arises	51	■ +2
33. There are mechanisms in place to support me if I experience stress or pressure	43	■ +2
42. Our objectives/work plans help us to deliver a quality service	61	■ +2
13. In my workplace, we recognise our successes and innovations	51	■ +2
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	57	■ +2

Trend Comparison

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



47% ■ Proportion of questions above 2013 scores by 1 or more percentage points

39% ■ Proportion of questions in line with 2013 scores

14% ■ 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>
18a. The senior managers at my workplace are aware of the issues I face in my job	43	■ +2
16. I receive regular and constructive feedback on my performance	47	■ +1
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63	■ +1
20. Overall, I have confidence in the decisions made by my senior managers	38	■ +1
43. At my workplace there is a good balance between delivering services and monitoring service delivery	49	■ +1
30. I am encouraged to take opportunities to learn new skills and have new experiences	58	■ +1
19. There is a positive relationship between senior management and staff in my workplace	36	■ +1
9. People in my team are honest and open	58	■ +1
8. In my team we generally acknowledge one another's efforts and achievements	64	■ +1
41. My team's objectives/ work plans are clearly outlined	62	■ +1
51. Overall, I believe the culture at my workplace has improved in the last 12 months	36	■ +1
28. I have received the appropriate training and development to do my job effectively	70	■ +1
40. In my workplace patient safety is at the centre of all decision making	68	■ 0

Trend Comparison

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



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14% ■ 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>
15c. My line manager ensures that when issues are raised in the team, they are addressed	58	0
34. Reasonable expectations are placed on staff according to their position	50	0
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	51	0
15d. My line manager treats me with respect	71	0
46. I feel motivated to contribute more than what is normally required at work	61	0
39. My work environment allows me to deliver the best possible services (patient care or support services)	57	0
11. Morale is good in my team	47	0
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	62	0
17. Overall, I have confidence in the decisions made by my line manager	56	0
12. I believe I am valued for what I can offer at my workplace	59	0
5. I have sufficient control over my work so I can do my job well	60	0
44. Overall I am proud to be a part of this workplace	66	0
31. I have confidence in the processes that my workplace uses to resolve staff conflict	40	0

Trend Comparison

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



- 47% ■ Proportion of questions above 2013 scores by 1 or more percentage points
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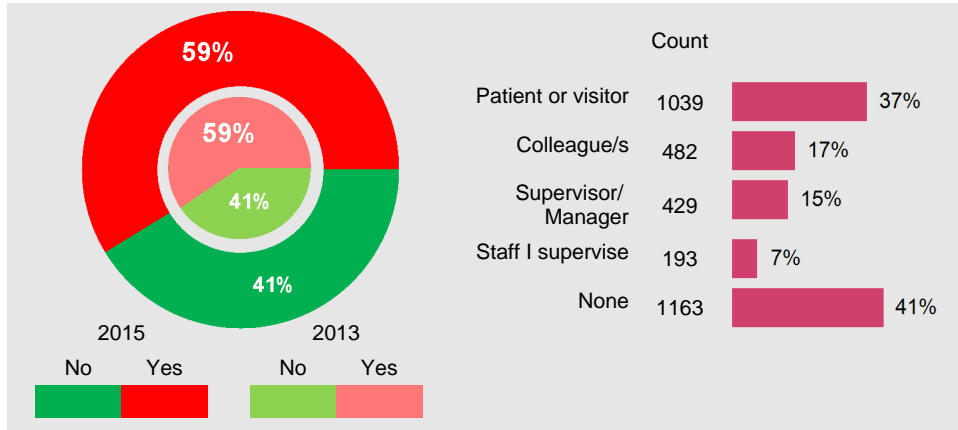
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
26. Where I work, we share the lessons learnt when mistakes are made	54	0
48. Overall I am satisfied to be working here at the present time	62	0
23. I am kept well informed about what is happening in my workplace	45	0
47. I have a strong sense of belonging to my workplace	60	0
45. I would recommend my workplace as a good place to work	55	0
4. The right amount of approvals are required for routine decisions	47	0
3. Working here makes me want to do the best job I can	66	-1
32. I am able to achieve a healthy work/life balance most of the time	60	-1
15a. My line manager recognises and acknowledges when I have done my job well	59	-1
15b. My line manager treats all staff in my team fairly	56	-1
24. I have a say in decisions which affect my work	40	-1
25. I think it is safe to speak up and challenge the way things are done	44	-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	71	-5

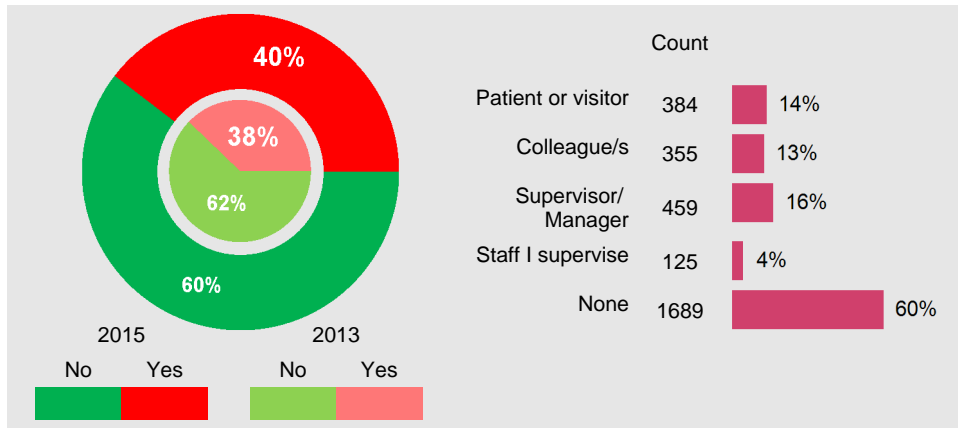
Unacceptable Behaviour

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

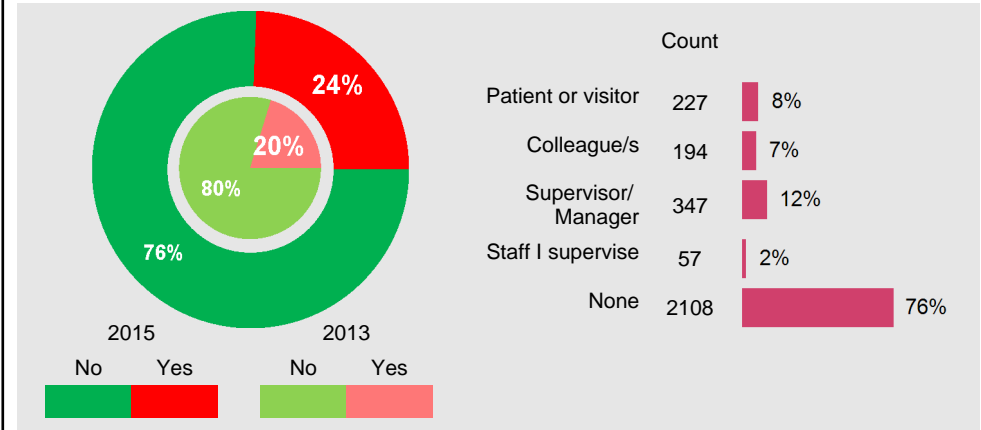
37a. In the last 12 months, I have been verbally abused by a ...



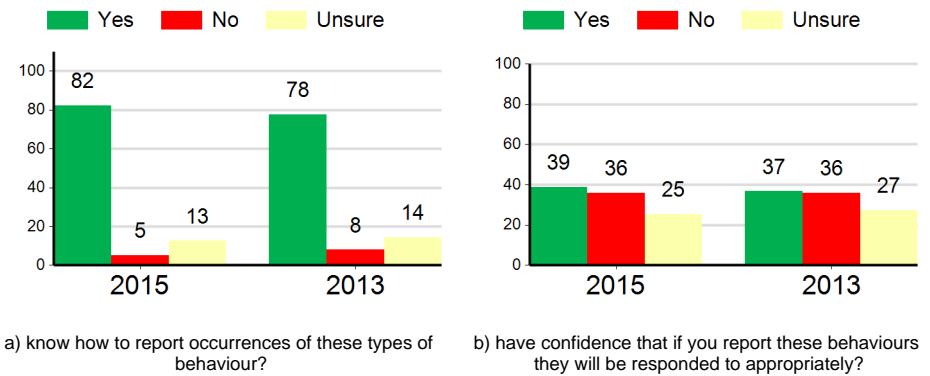
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Western Sydney Local Health District 2013	Western Sydney Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	79	9	12	79	77	77	81
2. I feel I am able to suggest ideas to improve our ways of doing things	64	15	21	64	62	62	69
3. Working here makes me want to do the best job I can	66	17	17	66	67	66	72
4. The right amount of approvals are required for routine decisions	47	23	30	47	48	-	52
5. I have sufficient control over my work so I can do my job well	60	18	22	60	60	58	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	57	20	22	57	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 Team

	% Positive response	% Neutral response	% Negative response	% Positive	Western Sydney Local Health District 2013	Western 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	63	17	20	63	62	62	69
8. In my team we generally acknowledge one another's efforts and achievements	64	16	20	64	63	64	70
9. People in my team are honest and open	58	21	21	58	57	58	64
10. My team resolves conflict quickly when it arises	51	23	26	51	49	48	53
11. Morale is good in my team	47	21	32	47	47	46	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	Western Sydney Local Health District 2013	Western Sydney Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	59	18	23	59	58	57	63
13. In my workplace, we recognise our successes and innovations	51	24	25	51	49	47	57
14. Staff are treated respectfully regardless of their job	57	17	26	57	54	52	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	Western Sydney Local Health District 2013	Western Sydney Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	59	18	23	59	60	58	65
15b. My line manager treats all staff in my team fairly	56	17	28	56	57	56	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	58	17	26	58	57	56	61
15d. My line manager treats me with respect	71	13	16	71	71	70	76
16. I receive regular and constructive feedback on my performance	47	23	30	47	45	43	52
17. Overall, I have confidence in the decisions made by my line manager	56	19	25	56	56	55	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	Western Sydney Local Health District 2013	Western 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	43	24	33	43	41	39	46
	18b. The senior managers at my workplace have a clear direction for the future	38	32	29	38	35	30	45
K	18c. The senior managers at my workplace lead by example in creating a positive workplace	38	28	34	38	36	33	45
K	19. There is a positive relationship between senior management and staff in my workplace	36	28	36	36	35	33	42
	20. Overall, I have confidence in the decisions made by my senior managers	38	29	33	38	37	34	46
K	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	33	30	37	33	-	-	39
	22. My organisation is making the necessary decisions to meet our future challenges	36	34	30	36	-	-	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	Western Sydney Local Health District 2013	Western Sydney Local Health District 2011	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	45	23	31	45	45	43	50
24. I have a say in decisions which affect my work	40	26	34	40	41	39	46
25. I think it is safe to speak up and challenge the way things are done	44	20	36	44	46	43	51
26. Where I work, we share the lessons learnt when mistakes are made	54	23	23	54	54	52	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	52	24	24	52	49	-	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	57	24	19	57	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

Training and Development Opportunities

		% Positive response	% Neutral response	% Negative response	% Positive	Western Sydney Local Health District 2013	Western Sydney Local Health District 2011	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	70	17	13	70	69	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	71	13	16	71	75	77	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	58	21	21	58	57	54	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	Western Sydney Local Health District 2013	Western Sydney Local Health District 2011	NSW Health Overall
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	40	26	33	40	40	37	44
32.	I am able to achieve a healthy work/life balance most of the time	60	19	21	60	61	57	65
33.	There are mechanisms in place to support me if I experience stress or pressure	43	27	30	43	42	40	56
34.	Reasonable expectations are placed on staff according to their position	50	21	29	50	50	50	57
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	62	21	16	62	62	62	69
K 36.	My workplace enables strong professional leadership	45	27	28	45	-	-	52

All Questions

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

Western Sydney Local Health District 2013

Unacceptable Behaviour

Question	Response	Count	Percentage	Comparison
37a. In the last 12 months, I have been verbally abused by a...	Patient or visitor	1039	37%	41%
	Colleague/s	482	17%	19%
	Supervisor/ Manager	429	15%	11%
	Staff I supervise	193	7%	6%
	None	1163	41%	41%
	37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a...	Patient or visitor	384	14%
Colleague/s		355	13%	14%
Supervisor/ Manager		459	16%	12%
Staff I supervise		125	4%	4%
None		1689	60%	62%
37c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, gender, homosexuality, transgender or carers' responsibilities by a...		Patient or visitor	227	8%
	Colleague/s	194	7%	7%
	Supervisor/ Manager	347	12%	7%
	Staff I supervise	57	2%	2%
	None	2108	76%	80%

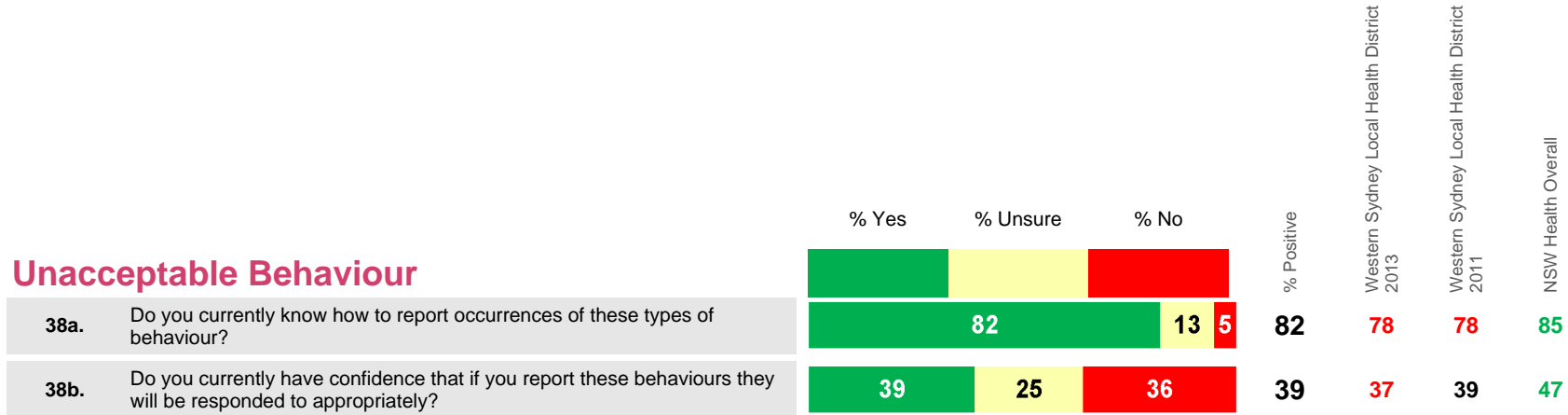
All Questions

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	Western Sydney Local Health District 2013	Western Sydney Local Health District 2011	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	57	22	21	57	57	55	62
40. In my workplace patient safety is at the centre of all decision making	68	19	13	68	67	66	69
41. My team's objectives/ work plans are clearly outlined	62	22	16	62	61	60	66
42. Our objectives/work plans help us to deliver a quality service	61	24	15	61	60	60	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	49	29	23	49	47	-	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	Western Sydney Local Health District 2013	Western Sydney Local Health District 2011	NSW Health Overall
44.	Overall I am proud to be a part of this workplace	66	20	14	66	66	66	73
45.	I would recommend my workplace as a good place to work	55	23	22	55	55	55	64
46.	I feel motivated to contribute more than what is normally required at work	61	19	20	61	60	57	67
47.	I have a strong sense of belonging to my workplace	60	21	18	60	61	60	65
48.	Overall I am satisfied to be working here at the present time	62	18	20	62	63	61	69
K	49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	51	27	22	51	51	-	59
K	50. There is a positive culture in my workplace	46	25	29	46	-	-	53
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	36	31	34	36	35	32	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?

