

2011 YourSay Workplace Survey

Facility Report



Central Coast Local Health District

This Report

This report provides Central Coast Local Health District with data from the 2011 YourSay Workplace Survey. It summarises staff views and presents comparative data to help put the results into perspective.

Response Rates

The Actual Responses gives the total number of valid surveys that were returned for this facility.

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 27 April 2011. 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 estimated response rates for individual facilities cannot be provided where the actual number of surveys received exceeded the nominated FTE for that facility. This error could be from an incorrect FTE value being used and/or errors in self selection when completing the survey.

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.

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%.

Please see the Guide to using this report for further information

Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2011 Workplace Survey.

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 ten respondents from each demographic.

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2,031

ACTUAL RESPONSES

40%

2% Confidence Interval

ESTIMATED RESPONSE RATE

61%

ENGAGEMENT INDEX

41%

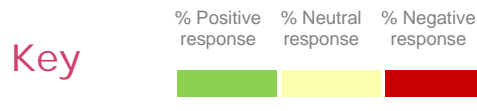
WORKPLACE CULTURE INDEX

Employee Engagement Index

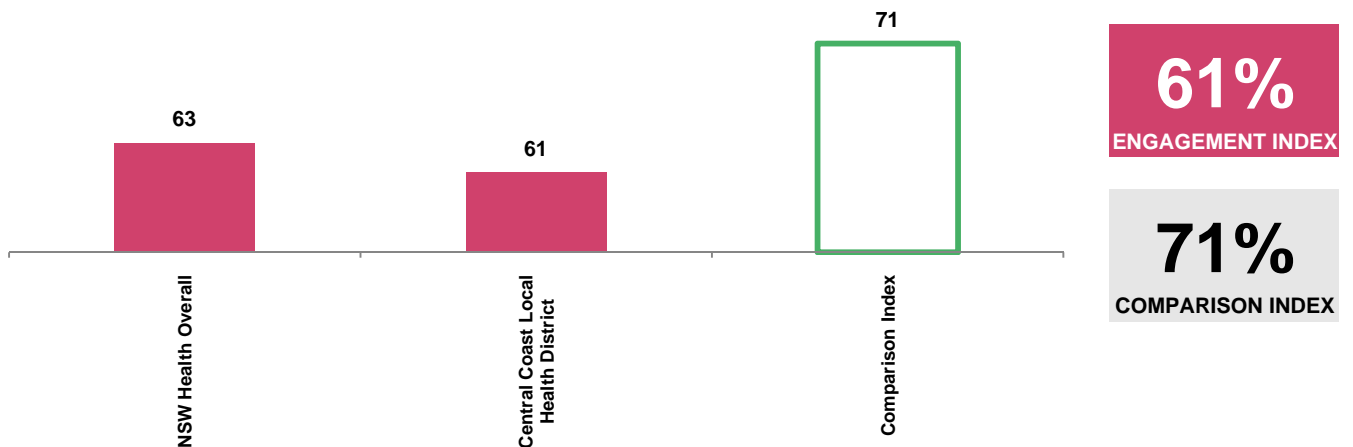
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- The three elements of Employee Engagement
- Say** Strongly advocating the organisation
 - Stay** An emotional commitment to the organisation and a desire to stay
 - Strive** Providing sustained additional effort in line with organisational goals

The following six questions have been identified as being most aligned to Employee Engagement. The Engagement Index is an average of the following scores:



Question	Response Scale	Variance NSW Health Overall
41. Overall I am proud to be a part of this workplace	66% Positive, 21% Neutral, 13% Negative	
42. I would recommend my workplace as a good place to work	55% Positive, 23% Neutral, 22% Negative	-3
44. I have a strong sense of belonging to my workplace	57% Positive, 23% Neutral, 20% Negative	-4
45. Overall I am satisfied to be working here at the present time	62% Positive, 18% Neutral, 19% Negative	
3. Working here makes me want to do the best job I can	65% Positive, 19% Neutral, 15% Negative	
43. I feel motivated to contribute more than what is normally required at work	57% Positive, 19% Neutral, 24% Negative	-4

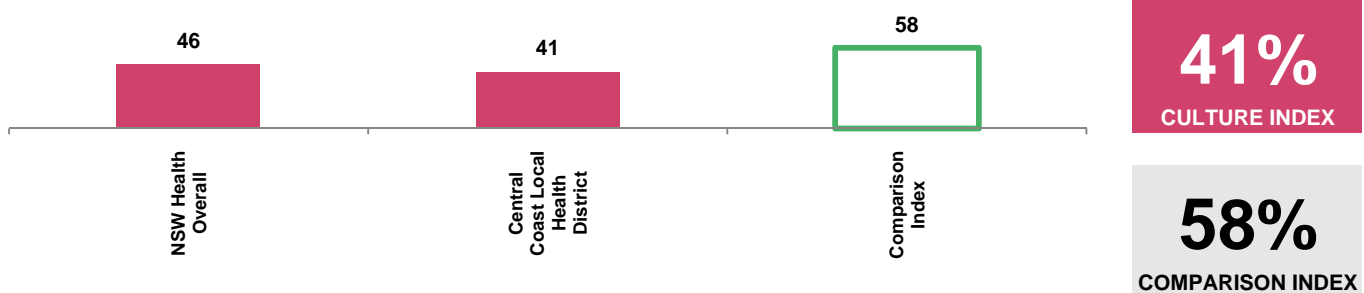


Employee Workplace Culture Index

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 Index is an average of the following scores:

Question	Key			Variance from NSW Health Overall
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	42	20	38	-4
12. I believe I am valued for what I can offer at my workplace	55	18	27	-3
13. In my workplace, we recognise our successes and innovations	44	26	30	-6
14. Staff are treated respectfully regardless of their job	51	16	32	-4
17. Overall, I have confidence in the decisions made by my line manager	56	17	27	
18b. The senior managers at my workplace have a clear direction for the future	24	37	40	-8
18c. The senior managers at my workplace lead by example in creating a positive workplace	27	29	44	-7
20. Overall, I have confidence in the decisions made by my senior managers	29	30	41	-7
22. I have a say in decisions which affect my work	33	23	44	-8
23. I think it is safe to speak up and challenge the way things are done	43	18	39	-3
24. Where I work, we share the lessons learnt when mistakes are made	47	23	30	-6
28. I have confidence in the processes that my workplace uses to resolve staff conflict	31	28	41	-6
38. My team's objectives/work plans are clearly outlined	57	23	20	-3
39. Our objectives/work plans help us to deliver a quality service	54	25	21	-6
46. Overall, I believe the culture at my workplace has improved in the last 12 months	24	33	43	-5



Drivers of Engagement

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those aspects of working for this organisation which have the greatest impact on Employee Engagement. The dashboard below shows the questions with the greatest impact on Employee Engagement for Central Coast Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Central Coast Local Health District as a whole.

The questions derived from the KDA should be used to guide the action planning process following the survey, as taking effective action in these areas should have a positive impact on Employee Engagement. This information should also be used in conjunction with the rest of the questions included in the survey.

The questions are listed below in descending order of greatest impact on engagement.

Drivers of Employee Engagement

	Impact (on Employee Engagement)	% Positive	NSW Health Overall % positive
12. I believe I am valued for what I can offer at my workplace	<i>Greatest</i> 	55	58
5. I have sufficient control over my work so I can do my job well		59	60
1. My job makes good use of my skills and abilities		75	76
39. Our objectives/work plans help us to deliver a quality service		54	60
36. My work environment allows me to deliver the best possible services (patient care or support services)		49	54
13. In my workplace, we recognise our successes and innovations		44	50

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	64
Your Line Manager	54
Your Job	54

Questions

	% Positive
26. 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	79
1. My job makes good use of my skills and abilities	75
15d. My line manager treats me with respect	70
41. Overall I am proud to be a part of this workplace	66
3. Working here makes me want to do the best job I can	65

Lowlights

Sections

	% Positive
Senior Managers	28
Communication	40
Work Environment	49

Questions

	% Positive
4. Too many approvals are required for routine decisions*	14
18b. The senior managers at my workplace have a clear direction for the future	24
46. Overall, I believe the culture at my workplace has improved in the last 12 months	24
40. At my workplace we are too focused on monitoring rather than delivering services*	24
18c. The senior managers at my workplace lead by example in creating a positive workplace	27

External Comparison

This section shows comparisons between Central Coast Local Health District and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

Please see the Guide to using this report for further information



- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
26. 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	79	+2	
4. Too many approvals are required for routine decisions*	14	-2	
40. At my workplace we are too focused on monitoring rather than delivering services*	24	-4	
15d. My line manager treats me with respect	70	-5	
37. In my workplace patient safety is at the centre of all decision making	64	-8	
43. I feel motivated to contribute more than what is normally required at work	57	-9	
17. Overall, I have confidence in the decisions made by my line manager	56	-9	
1. My job makes good use of my skills and abilities	75	-10	
15b. My line manager treats all staff in my team fairly	54	-10	
44. I have a strong sense of belonging to my workplace	57	-10	
41. Overall I am proud to be a part of this workplace	66	-11	
45. Overall I am satisfied to be working here at the present time	62	-11	
42. I would recommend my workplace as a good place to work	55	-11	

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- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
5. I have sufficient control over my work so I can do my job well	59	-11	■
15c. My line manager ensures that when issues are raised in the team, they are addressed	53	-11	■
31. Reasonable expectations are placed on staff according to their position	49	-12	■
7. The people I work with are willing to help each other even if this means doing something outside their usual job	61	-12	■
29. I am able to achieve a healthy work/life balance most of the time	59	-12	■
3. Working here makes me want to do the best job I can	65	-13	■
14. Staff are treated respectfully regardless of their job	51	-14	■
9. People in my team are honest and open	57	-14	■
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	50	-14	■
25. I have received the appropriate training and development to do my job effectively	65	-14	■
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	59	-14	■
8. In my team we generally acknowledge one another's efforts and achievements	62	-14	■
12. I believe I am valued for what I can offer at my workplace	55	-14	■

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- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
23. I think it is safe to speak up and challenge the way things are done	43	-14	<div style="width: 14%; background-color: red;"></div>
2. I feel I am able to suggest ideas to improve our ways of doing things	59	-15	<div style="width: 15%; background-color: red;"></div>
15a. My line manager recognises and acknowledges when I have done my job well	53	-15	<div style="width: 15%; background-color: red;"></div>
38. My team's objectives/work plans are clearly outlined	57	-15	<div style="width: 15%; background-color: red;"></div>
22. I have a say in decisions which affect my work	33	-15	<div style="width: 15%; background-color: red;"></div>
16. I receive regular and constructive feedback on my performance	38	-16	<div style="width: 16%; background-color: red;"></div>
30. There are mechanisms in place to support me if I experience stress or pressure	46	-16	<div style="width: 16%; background-color: red;"></div>
18a. The senior managers at my workplace are aware of the issues I face in my job	33	-16	<div style="width: 16%; background-color: red;"></div>
19. There is a positive relationship between senior management and staff in my workplace	27	-17	<div style="width: 17%; background-color: red;"></div>
11. Morale is good in my team	42	-17	<div style="width: 17%; background-color: red;"></div>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	24	-17	<div style="width: 17%; background-color: red;"></div>
20. Overall, I have confidence in the decisions made by my senior managers	29	-17	<div style="width: 17%; background-color: red;"></div>
24. Where I work, we share the lessons learnt when mistakes are made	47	-18	<div style="width: 18%; background-color: red;"></div>

External Comparison

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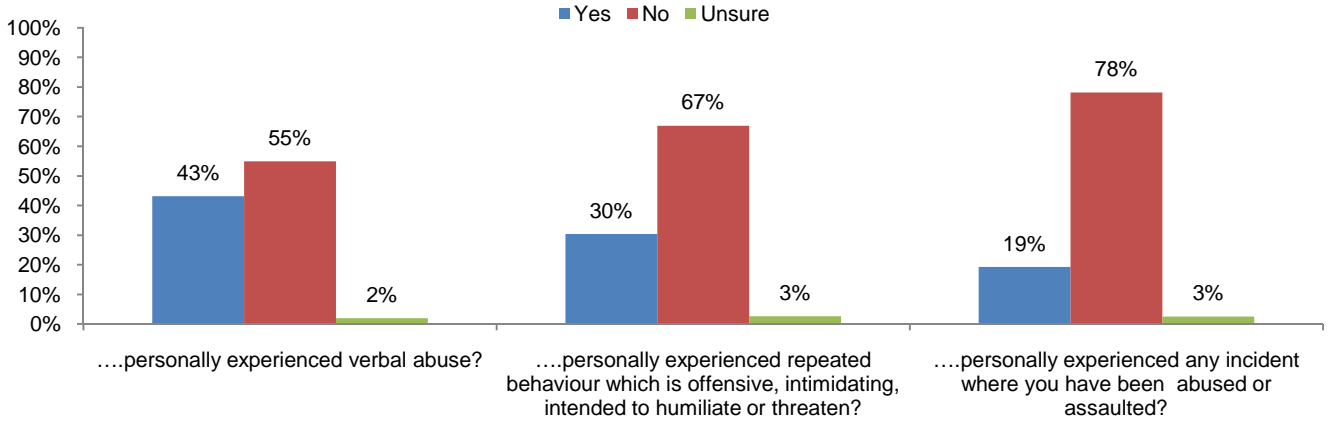
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
21. I am kept well informed about what is happening in my workplace	40	-18	<div style="width: 18%; background-color: red;"></div>
18c. The senior managers at my workplace lead by example in creating a positive workplace	27	-18	<div style="width: 18%; background-color: red;"></div>
39. Our objectives/work plans help us to deliver a quality service	54	-18	<div style="width: 18%; background-color: red;"></div>
27. I am encouraged to take opportunities to learn new skills and have new experiences	48	-19	<div style="width: 19%; background-color: red;"></div>
13. In my workplace, we recognise our successes and innovations	44	-19	<div style="width: 19%; background-color: red;"></div>
10. My team resolves conflict quickly when it arises	41	-21	<div style="width: 21%; background-color: red;"></div>
36. My work environment allows me to deliver the best possible services (patient care or support services)	49	-21	<div style="width: 21%; background-color: red;"></div>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	31	-23	<div style="width: 23%; background-color: red;"></div>
18b. The senior managers at my workplace have a clear direction for the future	24	-26	<div style="width: 26%; background-color: red;"></div>

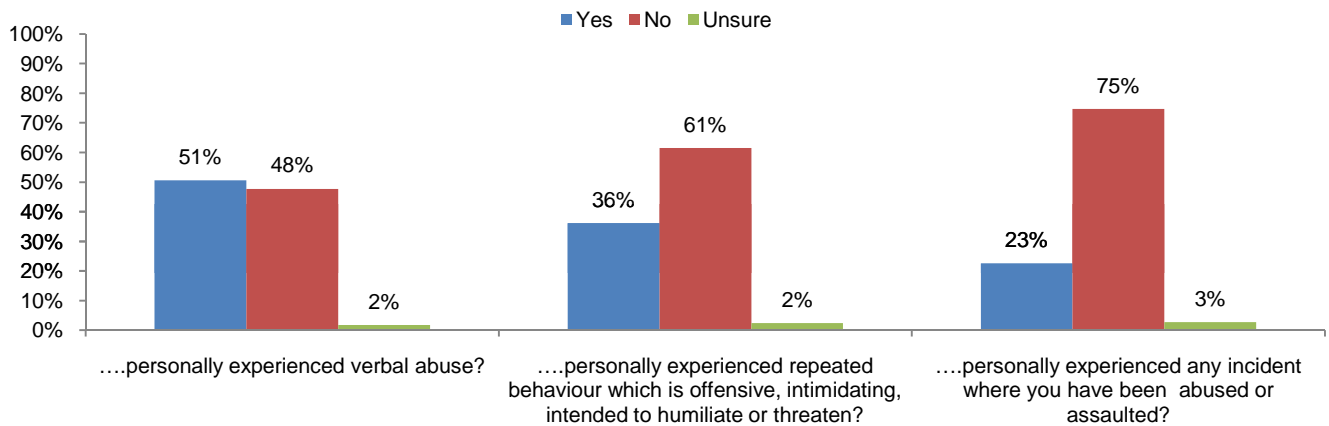
Inappropriate Behaviour

This sections shows the results to questions asked regarding Inappropriate Behaviour.

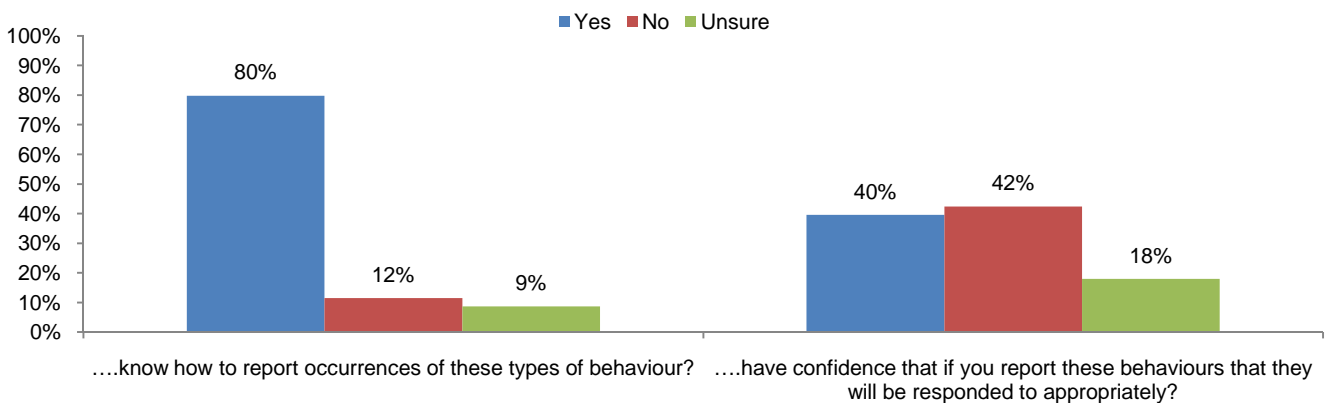
33. In the last three (3) months have you....



34. In the last twelve (12) months, have you....



35. Do you currently....

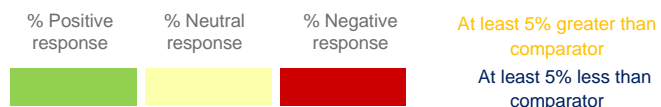


All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Your Job

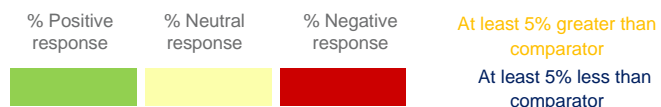
	Response Scale	% Positive Score	NSW Health Overall	Australian and International Health Sector Benchmark
Key 1. My job makes good use of my skills and abilities	75% Positive, 10% Neutral, 15% Negative	75	-1	-10
2. I feel I am able to suggest ideas to improve our ways of doing things	59% Positive, 15% Neutral, 26% Negative	59	-6	-15
3. Working here makes me want to do the best job I can	65% Positive, 19% Neutral, 15% Negative	65	-2	-13
4. Too many approvals are required for routine decisions*	14% Positive, 21% Neutral, 66% Negative	14	-0	-2
Key 5. I have sufficient control over my work so I can do my job well	59% Positive, 16% Neutral, 25% Negative	59	-1	-11
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	50% Positive, 22% Neutral, 28% Negative	50	-4	-14

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Your Team

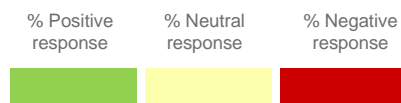
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
7. The people I work with are willing to help each other even if this means doing something outside their usual job	61	16	23	61	-4	-12
8. In my team we generally acknowledge one another's efforts and achievements	62	15	23	62	-4	-14
9. People in my team are honest and open	57	21	22	57	-3	-14
10. My team resolves conflict quickly when it arises	41	26	32	41	-6	-21
11. Morale is good in my team	42	20	38	42	-4	-17

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Being valued

Key

12. I believe I am valued for what I can offer at my workplace



50

% Positive Variance Compared to:

NSW Health Overall
Australian and International Health Sector Benchmark

-4

-16

Key

13. In my workplace, we recognise our successes and innovations



55

44

-3

-6

-14

-19

14. Staff are treated respectfully regardless of their job



51

-4

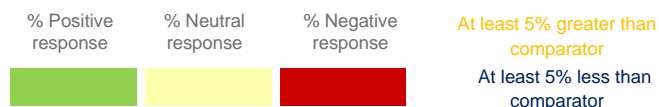
-14

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Your Line Manager

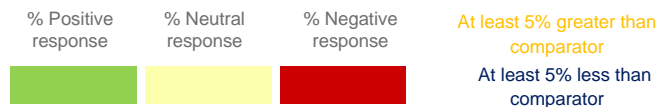
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
15a. My line manager recognises and acknowledges when I have done my job well	53	19	28	53	-7	-15	
15b. My line manager treats all staff in my team fairly	54	15	31	54	-4	-10	
15c. My line manager ensures that when issues are raised in the team, they are addressed	53	16	31	53	-3	-11	
15d. My line manager treats me with respect	70	13	17	70	-3	-5	
16. I receive regular and constructive feedback on my performance	38	23	39	38	-6	-16	
17. Overall, I have confidence in the decisions made by my line manager	56	17	27	56	-2	-9	

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Senior Managers

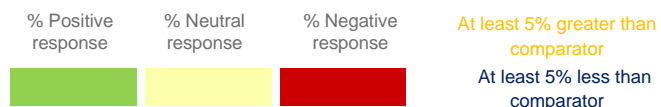
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	33	22	46	33	-7	-16
18b. The senior managers at my workplace have a clear direction for the future	24	37	40	24	-8	-26
18c. The senior managers at my workplace lead by example in creating a positive workplace	27	29	44	27	-7	-18
19. There is a positive relationship between senior management and staff in my workplace	27	27	45	27	-7	-17
20. Overall, I have confidence in the decisions made by my senior managers	29	30	41	29	-7	-17

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Communication

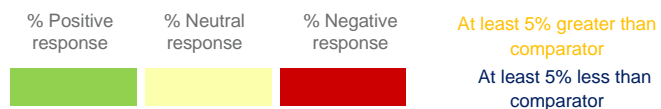
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
21. I am kept well informed about what is happening in my workplace	40	21	40	40	-5	-18
22. I have a say in decisions which affect my work	33	23	44	33	-8	-15
23. I think it is safe to speak up and challenge the way things are done	43	18	39	43	-3	-14
24. Where I work, we share the lessons learnt when mistakes are made	47	23	30	47	-6	-18

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Training and Development Opportunities

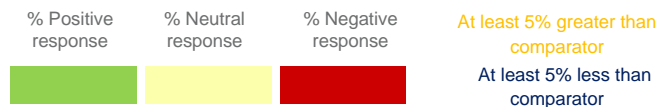
Question	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	65 (17% Neutral, 18% Negative)	64	-3 -10
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	79 (9% Neutral, 13% Negative)	79	+3 +2
27. I am encouraged to take opportunities to learn new skills and have new experiences	48 (20% Neutral, 31% Negative)	48	-7 -19

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Work Environment

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
28. I have confidence in the processes that my workplace uses to resolve staff conflict	31	28	41	31	-6	-23
29. I am able to achieve a healthy work/life balance most of the time	59	20	21	59	-1	-12
30. There are mechanisms in place to support me if I experience stress or pressure	46	25	30	46	-3	-16
31. Reasonable expectations are placed on staff according to their position	49	19	32	49	-3	-12
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	59	20	21	59	-6	-14

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement

At least 5% greater than comparator

At least 5% less than comparator

Note: Questions 33, 34 and 35 below use a scale of Yes, No and Unsure. Questions 33 and 34 questions are negatively worded, therefore the positive score is taken as those who responded 'No', the negative score as those who responded 'Yes' and those who responded 'Unsure' are not included in score calculations. Question 35 is positively worded, therefore positive is 'Yes', negative is 'No'.

% Positive Variance Compared to:

Inappropriate Behaviour

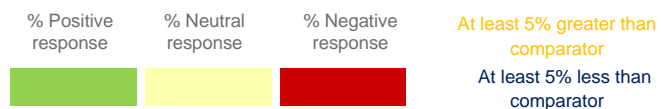
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark
33a. In the last three (3) months, have you personally experienced verbal abuse?	55		43	55	-8	-8
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	67		30	67	-4	-5
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	78		19	78	-7	-6
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	48		51	48	-6	-10
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	61		36	61	-4	-9
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	75		23	75	-7	-8
		% Yes response	% Unsure response	% No response		
35a. Do you currently know how to report occurrences of these types of behaviour?		80	9	12	80	-3
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	40	18	42	40	-3	-15

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Service Delivery

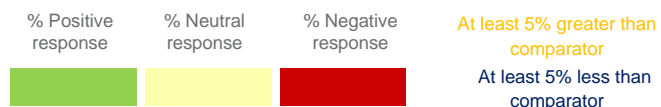
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
Key 36. My work environment allows me to deliver the best possible services (patient care or support services)	49	20	31	49	-5	-4	-21
37. In my workplace patient safety is at the centre of all decision making	64	19	17	64	-0	-0	-8
38. My team's objectives/work plans are clearly outlined	57	23	20	57	-3	-3	-15
Key 39. Our objectives/work plans help us to deliver a quality service	54	25	21	54	-6	-6	-18
40. At my workplace we are too focused on monitoring rather than delivering services*	24	30	46	24	-3	-3	-4

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Your Workplace

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
41. Overall I am proud to be a part of this workplace	66	21	13	66	-2	-11
42. I would recommend my workplace as a good place to work	55	23	22	55	-3	-11
43. I feel motivated to contribute more than what is normally required at work	57	19	24	57	-4	-9
44. I have a strong sense of belonging to my workplace	57	23	20	57	-4	-10
45. Overall I am satisfied to be working here at the present time	62	18	19	62	-2	-11
46. Overall, I believe the culture at my workplace has improved in the last 12 months	24	33	43	24	-5	-17