

# 2011 YourSay Workplace Survey

## Facility Report



## Hunter New England Local Health District

### This Report

This report provides Hunter New England 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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2,033

ACTUAL RESPONSES

14%

2% Confidence Interval

ESTIMATED RESPONSE RATE

67%

ENGAGEMENT INDEX

51%

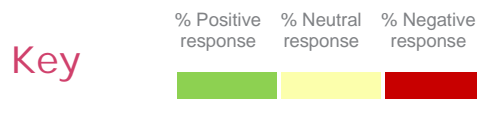
WORKPLACE CULTURE INDEX

# Employee Engagement Index

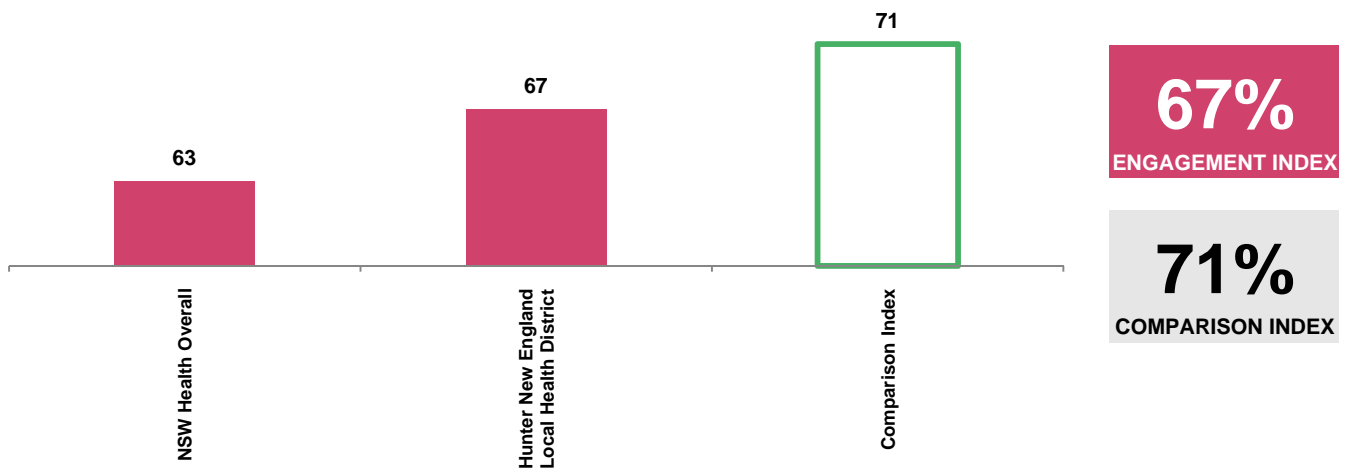
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- 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	73% Positive, 18% Neutral, 9% Negative	+5
42. I would recommend my workplace as a good place to work	62% Positive, 22% Neutral, 16% Negative	+4
44. I have a strong sense of belonging to my workplace	63% Positive, 20% Neutral, 17% Negative	
45. Overall I am satisfied to be working here at the present time	67% Positive, 16% Neutral, 17% Negative	+3
3. Working here makes me want to do the best job I can	73% Positive, 16% Neutral, 12% Negative	+6
43. I feel motivated to contribute more than what is normally required at work	66% Positive, 19% Neutral, 15% Negative	+5

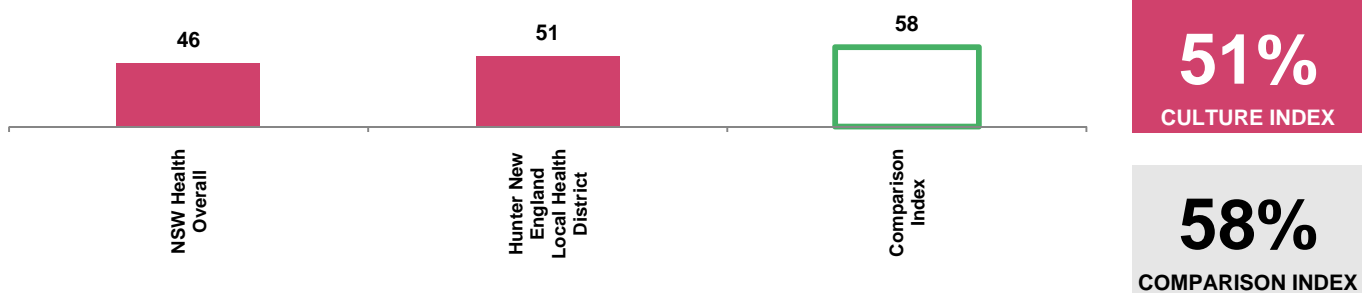


# Employee Workplace Culture Index

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	50	19	31	+4
12. I believe I am valued for what I can offer at my workplace	61	17	22	+3
13. In my workplace, we recognise our successes and innovations	57	22	21	+7
14. Staff are treated respectfully regardless of their job	60	18	23	+5
17. Overall, I have confidence in the decisions made by my line manager	62	19	20	+4
18b. The senior managers at my workplace have a clear direction for the future	40	33	27	+8
18c. The senior managers at my workplace lead by example in creating a positive workplace	40	28	32	+6
20. Overall, I have confidence in the decisions made by my senior managers	42	29	29	+6
22. I have a say in decisions which affect my work	48	22	30	+7
23. I think it is safe to speak up and challenge the way things are done	52	17	31	+6
24. Where I work, we share the lessons learnt when mistakes are made	57	23	20	+4
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	27	34	
38. My team's objectives/work plans are clearly outlined	63	22	16	+3
39. Our objectives/work plans help us to deliver a quality service	63	23	13	+3
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	35	30	+6



# 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 Hunter New England Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Hunter New England 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	Greatest	61	58
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		60	54
11. Morale is good in my team		50	46
13. In my workplace, we recognise our successes and innovations		57	50
36. My work environment allows me to deliver the best possible services (patient care or support services)		59	54
39. Our objectives/work plans help us to deliver a quality service		63	60

# 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 Line Manager	61
Your Workplace	61

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	81
1. My job makes good use of my skills and abilities	80
25. I have received the appropriate training and development to do my job effectively	75
15d. My line manager treats me with respect	75
41. Overall I am proud to be a part of this workplace	73

## Lowlights

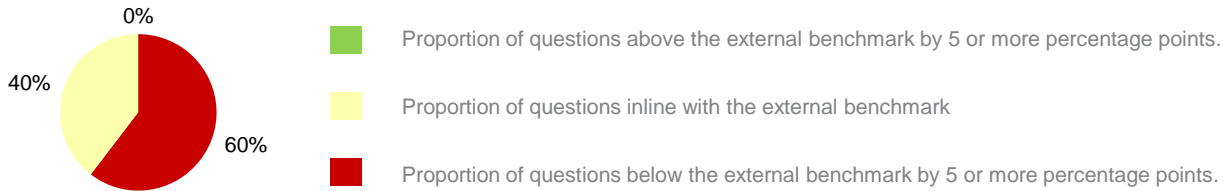
Sections	% Positive
Senior Managers	41
Communication	52
Work Environment	57

Questions	% Positive
4. Too many approvals are required for routine decisions*	17
40. At my workplace we are too focused on monitoring rather than delivering services*	32
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35
19. There is a positive relationship between senior management and staff in my workplace	37
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39

# External Comparison

This section shows comparisons between Hunter New England 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

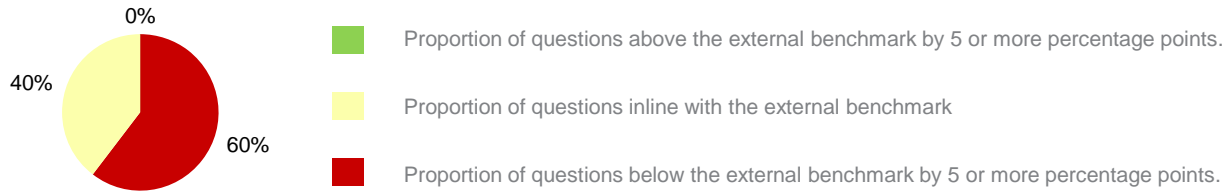


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
40. At my workplace we are too focused on monitoring rather than delivering services*	32	+4	
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	81	+4	
4. Too many approvals are required for routine decisions*	17	+1	
15d. My line manager treats me with respect	75	0	
43. I feel motivated to contribute more than what is normally required at work	66	0	
22. I have a say in decisions which affect my work	48	0	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	-1	
18a. The senior managers at my workplace are aware of the issues I face in my job	46	-3	
37. In my workplace patient safety is at the centre of all decision making	69	-3	
17. Overall, I have confidence in the decisions made by my line manager	62	-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	
15b. My line manager treats all staff in my team fairly	61	-3	
20. Overall, I have confidence in the decisions made by my senior managers	42	-4	

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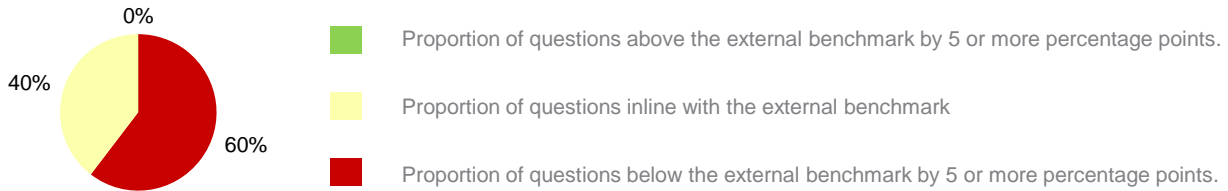


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
42. I would recommend my workplace as a good place to work	62	-4	
25. I have received the appropriate training and development to do my job effectively	75	-4	
44. I have a strong sense of belonging to my workplace	63	-4	
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	60	-4	
41. Overall I am proud to be a part of this workplace	73	-4	
15a. My line manager recognises and acknowledges when I have done my job well	64	-4	
16. I receive regular and constructive feedback on my performance	49	-5	
31. Reasonable expectations are placed on staff according to their position	56	-5	
18c. The senior managers at my workplace lead by example in creating a positive workplace	40	-5	
23. I think it is safe to speak up and challenge the way things are done	52	-5	
3. Working here makes me want to do the best job I can	73	-5	
1. My job makes good use of my skills and abilities	80	-5	
14. Staff are treated respectfully regardless of their job	60	-5	

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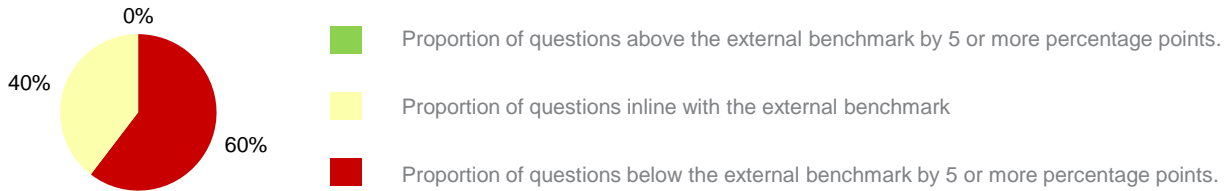
	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
45. Overall I am satisfied to be working here at the present time	67	-6	
15c. My line manager ensures that when issues are raised in the team, they are addressed	58	-6	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	-6	
8. In my team we generally acknowledge one another's efforts and achievements	70	-6	
27. I am encouraged to take opportunities to learn new skills and have new experiences	61	-6	
13. In my workplace, we recognise our successes and innovations	57	-6	
9. People in my team are honest and open	65	-6	
30. There are mechanisms in place to support me if I experience stress or pressure	55	-7	
2. I feel I am able to suggest ideas to improve our ways of doing things	67	-7	
19. There is a positive relationship between senior management and staff in my workplace	37	-7	
21. I am kept well informed about what is happening in my workplace	51	-7	
29. I am able to achieve a healthy work/life balance most of the time	63	-8	
24. Where I work, we share the lessons learnt when mistakes are made	57	-8	



# External Comparison

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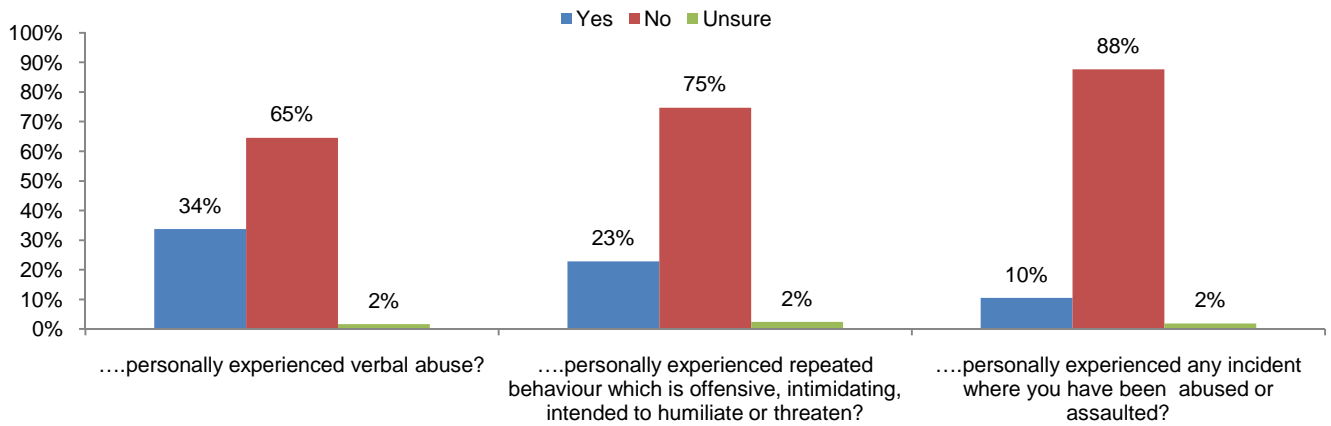


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
5. I have sufficient control over my work so I can do my job well	62	-8	
12. I believe I am valued for what I can offer at my workplace	61	-8	
39. Our objectives/work plans help us to deliver a quality service	63	-9	
11. Morale is good in my team	50	-9	
38. My team's objectives/work plans are clearly outlined	63	-9	
18b. The senior managers at my workplace have a clear direction for the future	40	-10	
36. My work environment allows me to deliver the best possible services (patient care or support services)	59	-11	
10. My team resolves conflict quickly when it arises	48	-14	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	-15	

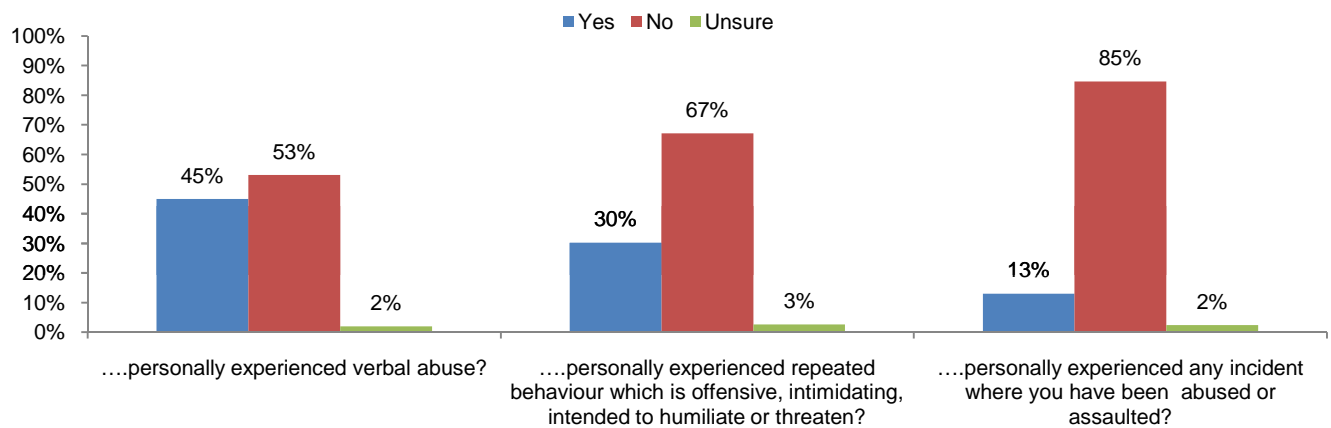
# Inappropriate Behaviour

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

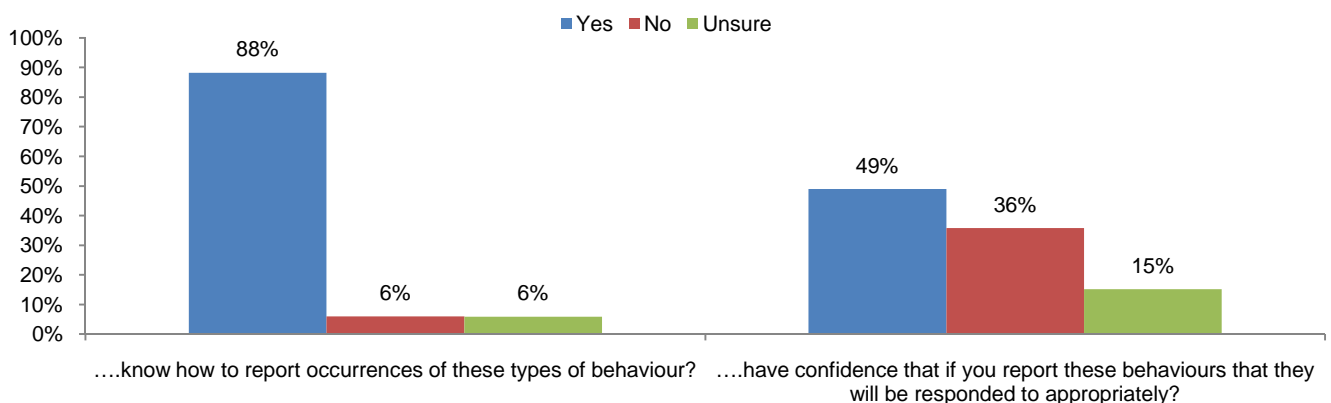
## 33. In the last three (3) months have you.....



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



## 35. Do you currently....

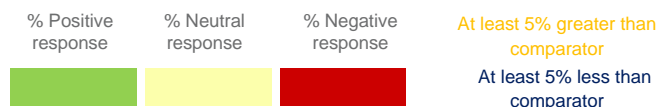


# All Questions

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

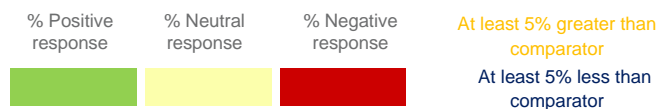
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
1. My job makes good use of my skills and abilities	80	8	12	80	+4	-5
2. I feel I am able to suggest ideas to improve our ways of doing things	67	13	20	67	+2	-7
3. Working here makes me want to do the best job I can	73	16	12	73	+6	-5
4. Too many approvals are required for routine decisions*	17	27	56	17	+3	+1
5. I have sufficient control over my work so I can do my job well	62	16	22	62	+2	-8
<b>Key</b> 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	60	19	21	60	+6	-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 Team

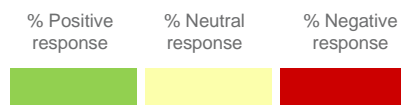
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
					<b>61</b>		<b>+4</b>	<b>-7</b>
<b>7.</b> The people I work with are willing to help each other even if this means doing something outside their usual job		<b>70</b>	<b>13</b>	<b>17</b>	<b>70</b>	<b>+5</b>	<b>-3</b>	
<b>8.</b> In my team we generally acknowledge one another's efforts and achievements		<b>70</b>	<b>14</b>	<b>16</b>	<b>70</b>	<b>+4</b>	<b>-6</b>	
<b>9.</b> People in my team are honest and open		<b>65</b>	<b>18</b>	<b>18</b>	<b>65</b>	<b>+5</b>	<b>-6</b>	
<b>10.</b> My team resolves conflict quickly when it arises		<b>48</b>	<b>25</b>	<b>27</b>	<b>48</b>	<b>+1</b>	<b>-14</b>	
<b>Key</b> <b>11.</b> Morale is good in my team		<b>50</b>	<b>19</b>	<b>31</b>	<b>50</b>	<b>+4</b>	<b>-9</b>	

# 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	Question	% Positive response	% Neutral response	% Negative response	Response Scale	% Positive Score	NSW Health Overall	Australian and International Health Sector Benchmark
12.	I believe I am valued for what I can offer at my workplace	61	17	22	61	+3	-8	
13.	In my workplace, we recognise our successes and innovations	57	22	21	57	+7	-6	
14.	Staff are treated respectfully regardless of their job	60	18	23	60	+5	-5	

% Positive Variance Compared to:

NSW Health Overall  
Australian and International Health Sector Benchmark

# 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
<b>15a.</b> My line manager recognises and acknowledges when I have done my job well	64 (64% Positive, 17% Neutral, 20% Negative)	61	+3	+3	-4
<b>15b.</b> My line manager treats all staff in my team fairly	61 (61% Positive, 16% Neutral, 24% Negative)	61	+3	+3	-3
<b>15c.</b> My line manager ensures that when issues are raised in the team, they are addressed	58 (58% Positive, 17% Neutral, 25% Negative)	58	+2	+2	-6
<b>15d.</b> My line manager treats me with respect	75 (75% Positive, 14% Neutral, 11% Negative)	75	+2	+2	0
<b>16.</b> I receive regular and constructive feedback on my performance	49 (49% Positive, 21% Neutral, 30% Negative)	49	+5	+5	-5
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	62 (62% Positive, 19% Neutral, 20% Negative)	62	+4	+4	-3

# 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

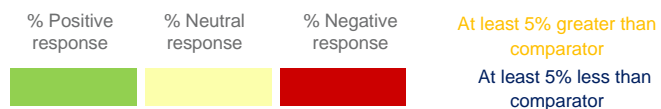
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>18a.</b> The senior managers at my workplace are aware of the issues I face in my job	46	20	33	46	+6	-3
<b>18b.</b> The senior managers at my workplace have a clear direction for the future	40	33	27	40	+8	-10
<b>18c.</b> The senior managers at my workplace lead by example in creating a positive workplace	40	28	32	40	+6	-5
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	37	27	36	37	+3	-7
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	42	29	29	42	+6	-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



## 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	51	22	27	51	+6	-7
22. I have a say in decisions which affect my work	48	22	30	48	+7	0
23. I think it is safe to speak up and challenge the way things are done	52	17	31	52	+6	-5
24. Where I work, we share the lessons learnt when mistakes are made	57	23	20	57	+4	-8

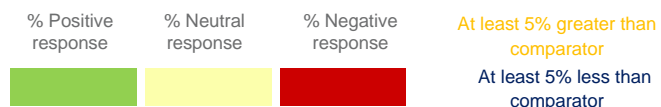


# All Questions

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	75 (14% Neutral, 11% Negative)	72	+5, -2
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	81 (9% Neutral, 11% Negative)	81	+5, +4
27. I am encouraged to take opportunities to learn new skills and have new experiences	61 (20% Neutral, 19% Negative)	61	+6, -6

# 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

	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
				<b>57</b>		<b>+4</b>	<b>-7</b>
<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict	<b>39</b>	<b>27</b>	<b>34</b>	<b>39</b>		<b>+2</b>	<b>-15</b>
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	<b>63</b>	<b>17</b>	<b>19</b>	<b>63</b>		<b>+3</b>	<b>-8</b>
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	<b>55</b>	<b>22</b>	<b>22</b>	<b>55</b>		<b>+6</b>	<b>-7</b>
<b>31.</b> Reasonable expectations are placed on staff according to their position	<b>56</b>	<b>17</b>	<b>27</b>	<b>56</b>		<b>+4</b>	<b>-5</b>
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	<b>72</b>	<b>18</b>	<b>10</b>	<b>72</b>		<b>+7</b>	<b>-1</b>

# 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

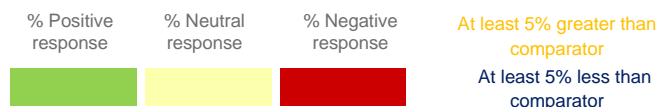
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark	
<b>33a.</b> In the last three (3) months, have you personally experienced verbal abuse?	65		34	71	+3	0	
<b>33b.</b> In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	75		23	75	+4	+3	
<b>33c.</b> In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	88		10	88	+3	+4	
<b>34a.</b> In the last twelve (12) months, have you personally experienced verbal abuse?	53		45	53	-1	-5	
<b>34b.</b> In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	67		30	67	+2	-3	
<b>34c.</b> In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	85		13	85	+3	+2	
		% Yes response	% Unsure response	% No response			
<b>35a.</b> Do you currently know how to report occurrences of these types of behaviour?		88	6	6	88	+5	+7
<b>35b.</b> Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?		49	15	36	49	+6	-6

# 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

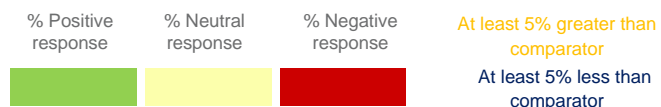
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
				<b>57</b>		<b>+4</b>	<b>-6</b>
<b>Key</b> 36. My work environment allows me to deliver the best possible services (patient care or support services)	59	19	22	<b>59</b>	<b>+5</b>		<b>-11</b>
37. In my workplace patient safety is at the centre of all decision making	69	19	12	<b>69</b>	<b>+5</b>		<b>-3</b>
38. My team's objectives/work plans are clearly outlined	63	22	16	<b>63</b>	<b>+3</b>		<b>-9</b>
<b>Key</b> 39. Our objectives/work plans help us to deliver a quality service	63	23	13	<b>63</b>	<b>+3</b>		<b>-9</b>
40. At my workplace we are too focused on monitoring rather than delivering services*	32	31	37	<b>32</b>	<b>+5</b>		<b>+4</b>

# 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	73	18	9	73	+5	-4
42. I would recommend my workplace as a good place to work	62	22	16	62	+4	-4
43. I feel motivated to contribute more than what is normally required at work	66	19	15	66	+5	0
44. I have a strong sense of belonging to my workplace	63	20	17	63	+2	-4
45. Overall I am satisfied to be working here at the present time	67	16	17	67	+3	-6
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	35	30	35	+6	-6