



Health Reform Transition Organisation

This Report

This report provides Health Reform Transition Organisation 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.

Content

- 01 Employee Engagement Index
- 02 Employee Workplace Culture Index
- 03 Drivers of Engagement
- 04 Highlights and Lowlights
- 05 External Comparisons
- 06 Inappropriate Behaviour
- 07 All Questions
- 08 Results by Demographic
- 09 Guide to using this report

937

ACTUAL RESPONSES

7%

3% Confidence Interval

ESTIMATED RESPONSE RATE

56%

ENGAGEMENT INDEX

46%

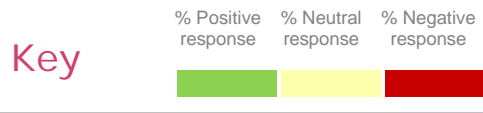
WORKPLACE CULTURE INDEX

Employee Engagement Index

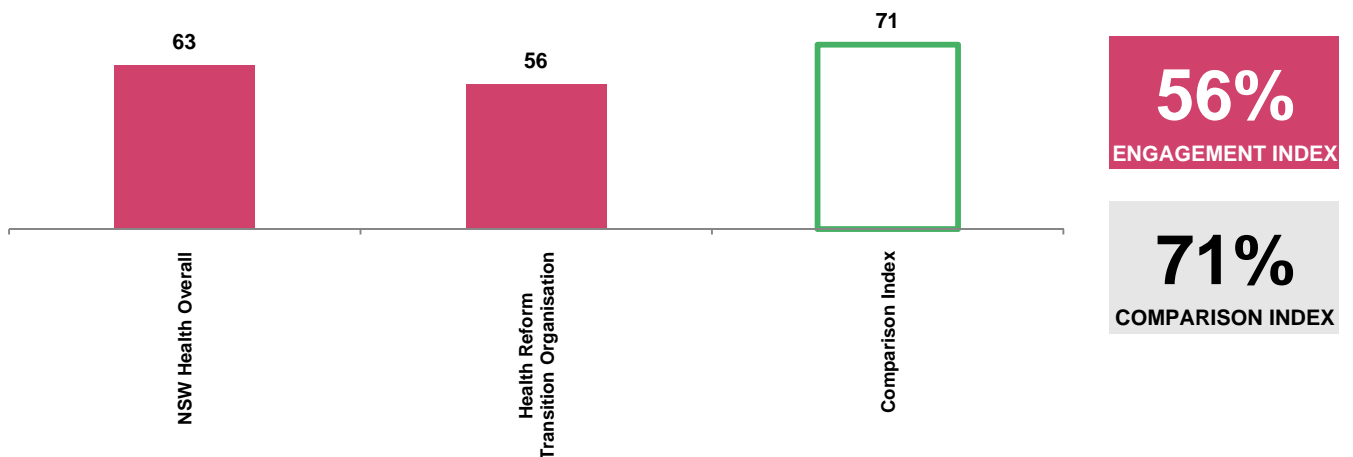
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- 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	61% Positive, 23% Neutral, 17% Negative	-7
42. I would recommend my workplace as a good place to work	49% Positive, 25% Neutral, 27% Negative	-9
44. I have a strong sense of belonging to my workplace	55% Positive, 21% Neutral, 24% Negative	
45. Overall I am satisfied to be working here at the present time	56% Positive, 19% Neutral, 26% Negative	-8
3. Working here makes me want to do the best job I can	58% Positive, 22% Neutral, 19% Negative	-9
43. I feel motivated to contribute more than what is normally required at work	56% Positive, 19% Neutral, 25% Negative	

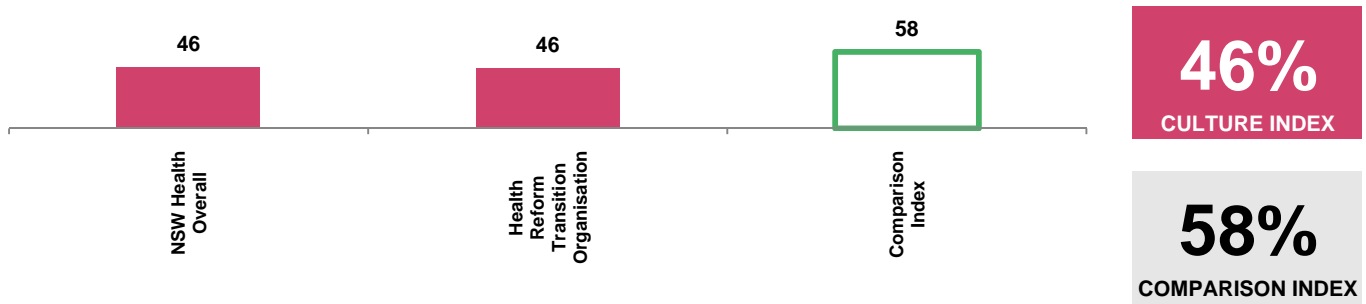


Employee Workplace Culture Index

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			Response Scale	Variance from NSW Health Overall
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	44	20	37		-2
12. I believe I am valued for what I can offer at my workplace	61	16	23		+3
13. In my workplace, we recognise our successes and innovations	53	23	24		+3
14. Staff are treated respectfully regardless of their job	60	16	24		+5
17. Overall, I have confidence in the decisions made by my line manager	61	18	21		+3
18b. The senior managers at my workplace have a clear direction for the future	26	28	46		-6
18c. The senior managers at my workplace lead by example in creating a positive workplace	35	27	38		+1
20. Overall, I have confidence in the decisions made by my senior managers	39	28	32		+3
22. I have a say in decisions which affect my work	43	24	33		+2
23. I think it is safe to speak up and challenge the way things are done	48	19	32		+2
24. Where I work, we share the lessons learnt when mistakes are made	51	23	27		-2
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	26	37		0
38. My team's objectives/work plans are clearly outlined	55	21	23		-5
39. Our objectives/work plans help us to deliver a quality service	55	24	21		-5
46. Overall, I believe the culture at my workplace has improved in the last 12 months	22	31	47		-7



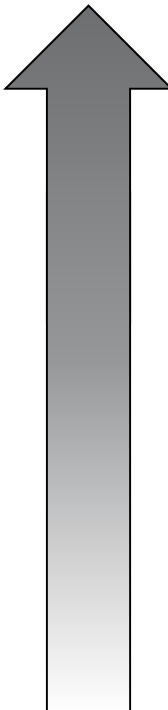
Drivers of Engagement

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 Health Reform Transition Organisation overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Health Reform Transition Organisation 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> 	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		58	54
5. I have sufficient control over my work so I can do my job well		59	60
39. Our objectives/work plans help us to deliver a quality service		55	60
36. My work environment allows me to deliver the best possible services (patient care or support services)		47	54
11. Morale is good in my team		44	46

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	68
Your Line Manager	63
Your Team	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	87
15d. My line manager treats me with respect	77
1. My job makes good use of my skills and abilities	73
8. In my team we generally acknowledge one another's efforts and achievements	72
2. I feel I am able to suggest ideas to improve our ways of doing things	72

Lowlights

Sections

% Positive

Senior Managers	36
Communication	46
Service Delivery	47

Questions

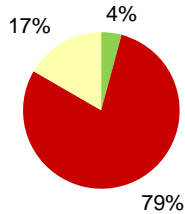
% Positive

4. Too many approvals are required for routine decisions*	11
46. Overall, I believe the culture at my workplace has improved in the last 12 months	22
18b. The senior managers at my workplace have a clear direction for the future	26
40. At my workplace we are too focused on monitoring rather than delivering services*	34
18c. The senior managers at my workplace lead by example in creating a positive workplace	35

External Comparison

This section shows comparisons between Health Reform Transition Organisation 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



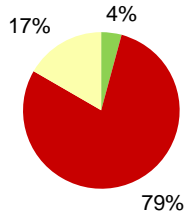
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% 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	87	+10	
40. At my workplace we are too focused on monitoring rather than delivering services*	34	+6	
15d. My line manager treats me with respect	77	+2	
15a. My line manager recognises and acknowledges when I have done my job well	68	0	
15b. My line manager treats all staff in my team fairly	63	-1	
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	-2	
2. I feel I am able to suggest ideas to improve our ways of doing things	72	-2	
15c. My line manager ensures that when issues are raised in the team, they are addressed	61	-3	
8. In my team we generally acknowledge one another's efforts and achievements	72	-4	
17. Overall, I have confidence in the decisions made by my line manager	61	-4	
4. Too many approvals are required for routine decisions*	11	-5	
19. There is a positive relationship between senior management and staff in my workplace	39	-5	
14. Staff are treated respectfully regardless of their job	60	-5	

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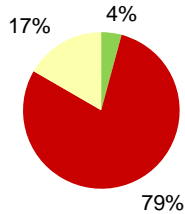
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
22. I have a say in decisions which affect my work	43	-5	■
9. People in my team are honest and open	66	-5	■
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	58	-6	■
20. Overall, I have confidence in the decisions made by my senior managers	39	-7	■
18a. The senior managers at my workplace are aware of the issues I face in my job	42	-7	■
16. I receive regular and constructive feedback on my performance	47	-7	■
12. I believe I am valued for what I can offer at my workplace	61	-8	■
29. I am able to achieve a healthy work/life balance most of the time	63	-8	■
23. I think it is safe to speak up and challenge the way things are done	48	-9	■
31. Reasonable expectations are placed on staff according to their position	52	-9	■
10. My team resolves conflict quickly when it arises	52	-10	■
18c. The senior managers at my workplace lead by example in creating a positive workplace	35	-10	■
43. I feel motivated to contribute more than what is normally required at work	56	-10	■

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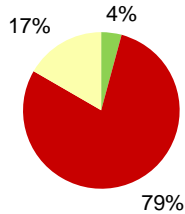
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
13. In my workplace, we recognise our successes and innovations	53	-10	■
5. I have sufficient control over my work so I can do my job well	59	-11	■
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	-12	■
44. I have a strong sense of belonging to my workplace	55	-12	■
1. My job makes good use of my skills and abilities	73	-12	■
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	61	-12	■
30. There are mechanisms in place to support me if I experience stress or pressure	48	-14	■
24. Where I work, we share the lessons learnt when mistakes are made	51	-14	■
11. Morale is good in my team	44	-15	■
41. Overall I am proud to be a part of this workplace	61	-16	■
38. My team's objectives/work plans are clearly outlined	55	-17	■
21. I am kept well informed about what is happening in my workplace	41	-17	■
39. Our objectives/work plans help us to deliver a quality service	55	-17	■

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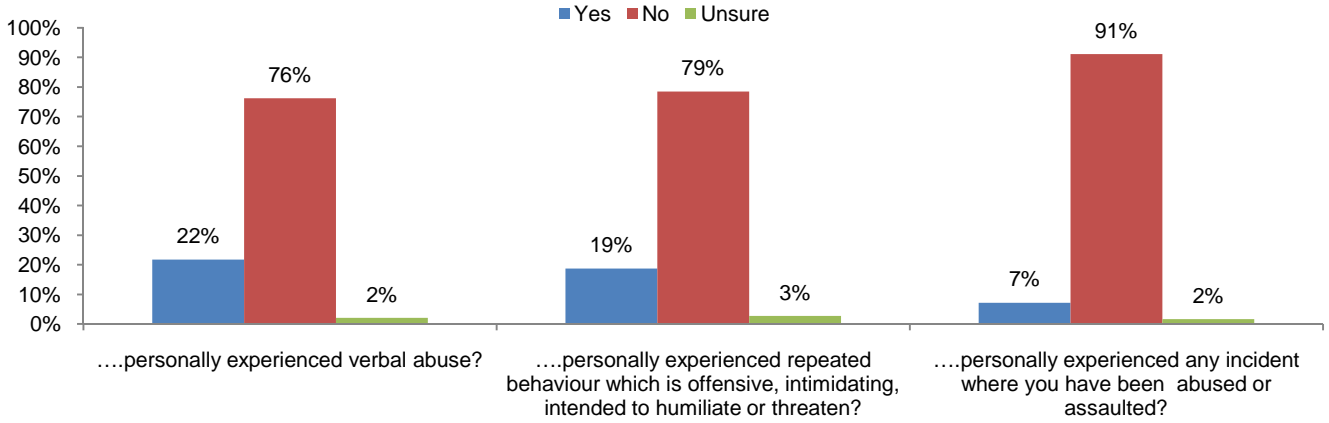
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
45. Overall I am satisfied to be working here at the present time	56	-17	■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	-17	■
42. I would recommend my workplace as a good place to work	49	-17	■
25. I have received the appropriate training and development to do my job effectively	61	-18	■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	22	-19	■
3. Working here makes me want to do the best job I can	58	-20	■
36. My work environment allows me to deliver the best possible services (patient care or support services)	47	-23	■
18b. The senior managers at my workplace have a clear direction for the future	26	-24	■
37. In my workplace patient safety is at the centre of all decision making	44	-28	■

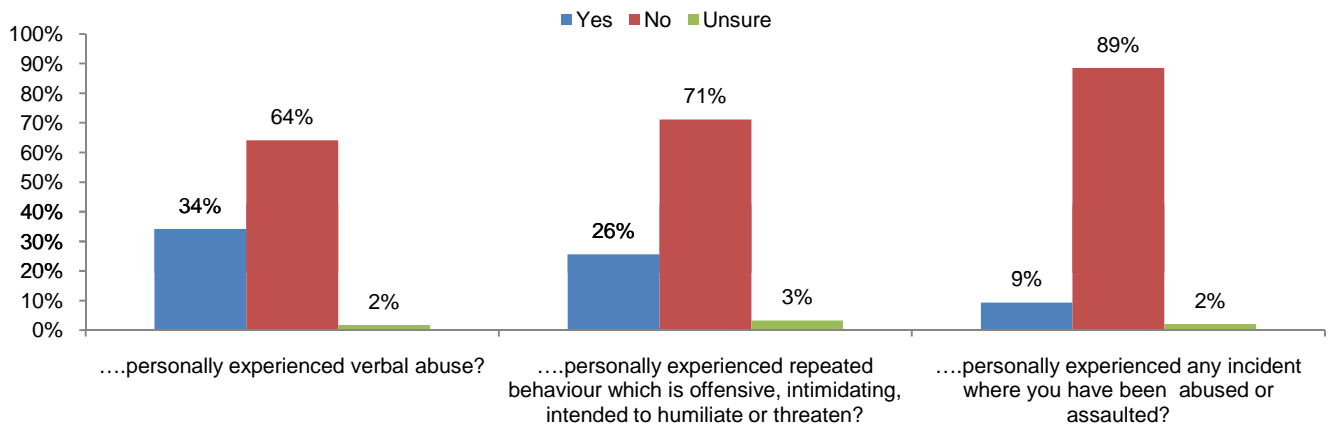
Inappropriate Behaviour

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

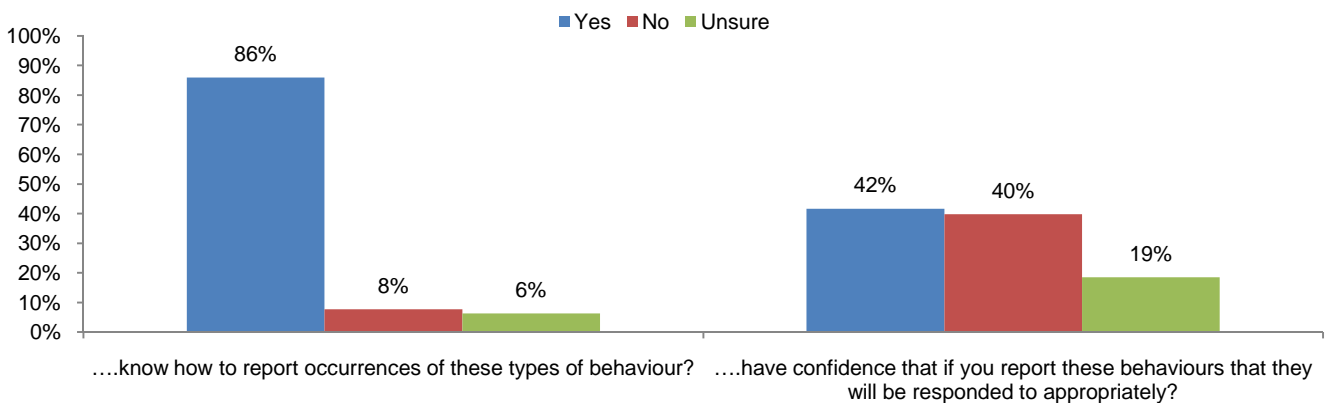
33. In the last three (3) months have you....



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



35. Do you currently....

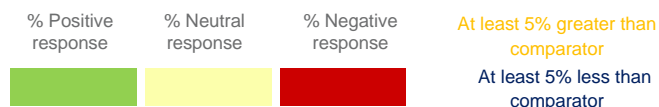


All Questions

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

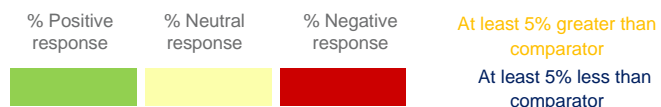
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
					55		-1	-10
1. My job makes good use of my skills and abilities		73	11	16	73	-3	-12	
2. I feel I am able to suggest ideas to improve our ways of doing things		72	12	16	72	+7	-2	
3. Working here makes me want to do the best job I can		58	22	19	58	-9	-20	
4. Too many approvals are required for routine decisions*		11	20	68	11	-3	-5	
Key 5. I have sufficient control over my work so I can do my job well		59	16	25	59	-1	-11	
Key 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		58	20	22	58	+4	-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



Your Team

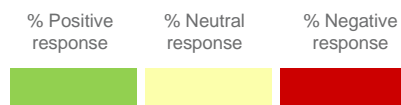
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
					61		+4	-7
7. The people I work with are willing to help each other even if this means doing something outside their usual job		71	15	15	71	+6	-2	
8. In my team we generally acknowledge one another's efforts and achievements		72	13	15	72	+6	-4	
9. People in my team are honest and open		66	18	16	66	+6	-5	
10. My team resolves conflict quickly when it arises		52	24	23	52	+5	-10	
Key 11. Morale is good in my team		44	20	37	44	-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

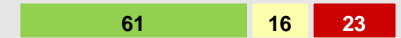


At least 5% greater than comparator
At least 5% less than comparator

Being valued

Key

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



58

% Positive Variance Compared to:

NSW Health Overall
Australian and International Health Sector Benchmark

+4

-8

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



53

+3

-10

14. Staff are treated respectfully regardless of their job



60

+5

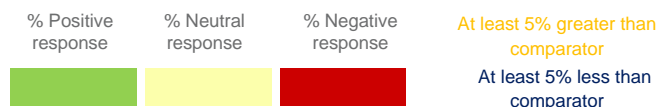
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All Questions

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

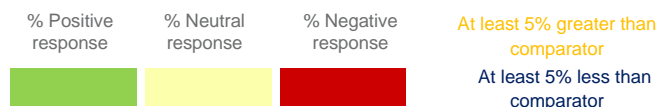
Question	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
15a. My line manager recognises and acknowledges when I have done my job well	68% Positive, 14% Neutral, 18% Negative	68	+8	+5	0
15b. My line manager treats all staff in my team fairly	63% Positive, 15% Neutral, 22% Negative	63	+5	+5	-1
15c. My line manager ensures that when issues are raised in the team, they are addressed	61% Positive, 16% Neutral, 23% Negative	61	+5	+5	-3
15d. My line manager treats me with respect	77% Positive, 11% Neutral, 12% Negative	77	+4	+4	+2
16. I receive regular and constructive feedback on my performance	47% Positive, 21% Neutral, 33% Negative	47	+3	+3	-7
17. Overall, I have confidence in the decisions made by my line manager	61% Positive, 18% Neutral, 21% Negative	61	+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



Senior Managers

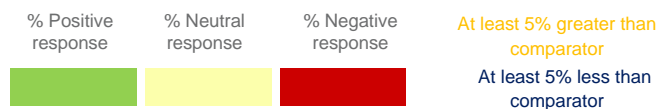
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	42	21	37	42	+2	-7
18b. The senior managers at my workplace have a clear direction for the future	26	28	46	26	-6	-24
18c. The senior managers at my workplace lead by example in creating a positive workplace	35	27	38	35	+1	-10
19. There is a positive relationship between senior management and staff in my workplace	39	27	34	39	+5	-5
20. Overall, I have confidence in the decisions made by my senior managers	39	28	32	39	+3	-7

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	41	19	40	41	-4	-17
22. I have a say in decisions which affect my work	43	24	33	43	+2	-5
23. I think it is safe to speak up and challenge the way things are done	48	19	32	48	+2	-9
24. Where I work, we share the lessons learnt when mistakes are made	51	23	27	51	-2	-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



Training and Development Opportunities

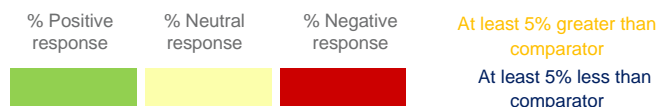
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	61	20	19	61	-7	+1	-6
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	87	9	4	87	+11	+11	+10
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	23	22	55	+0	+0	-12

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:	
	% 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	37	26	37	37	0	-17
29. I am able to achieve a healthy work/life balance most of the time	63	15	22	63	+3	-8
30. There are mechanisms in place to support me if I experience stress or pressure	48	27	25	48	-1	-14
31. Reasonable expectations are placed on staff according to their position	52	19	29	52	-0	-9
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	61	33	7	61	-4	-12

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

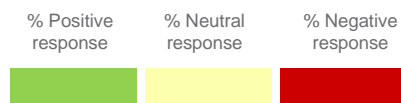
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark	
33a. In the last three (3) months, have you personally experienced verbal abuse?	76		22	76	+7	+4	
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	79		19	79	+8	+7	
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	91		7	91	+6	+7	
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	64		34	64	+10	+6	
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	71		26	71	+6	+1	
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	89		9	89	+7	+6	
		% Yes response	% Unsure response	% No response			
35a. Do you currently know how to report occurrences of these types of behaviour?		86	6	8	86	+3	+5
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	42	19	40	42	-1	-13	

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

Service Delivery

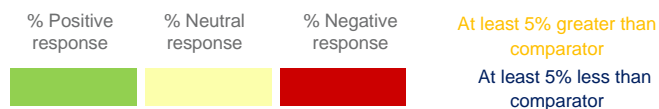
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
Key 36. My work environment allows me to deliver the best possible services (patient care or support services)	47	25	28	47	-7	-6	-23
37. In my workplace patient safety is at the centre of all decision making	44	41	15	44	-20	-20	-28
38. My team's objectives/work plans are clearly outlined	55	21	23	55	-5	-5	-17
Key 39. Our objectives/work plans help us to deliver a quality service	55	24	21	55	-5	-5	-17
40. At my workplace we are too focused on monitoring rather than delivering services*	34	33	33	34	+7	+7	+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



Your Workplace

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
41. Overall I am proud to be a part of this workplace	61	23	17	61	-7	-7	-16
42. I would recommend my workplace as a good place to work	49	25	27	49	-9	-9	-17
43. I feel motivated to contribute more than what is normally required at work	56	19	25	56	-5	-5	-10
44. I have a strong sense of belonging to my workplace	55	21	24	55	-6	-6	-12
45. Overall I am satisfied to be working here at the present time	56	19	26	56	-8	-8	-17
46. Overall, I believe the culture at my workplace has improved in the last 12 months	22	31	47	22	-7	-7	-19