

2011 YourSay Workplace Survey

Facility Report



Illawarra Shoalhaven Local Health District

This Report

This report provides Illawarra Shoalhaven 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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623

ACTUAL RESPONSES

12%

4% Confidence Interval

ESTIMATED RESPONSE RATE

64%

ENGAGEMENT INDEX

45%

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

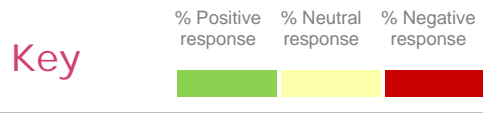
Stay

An emotional commitment to the organisation and a desire to stay

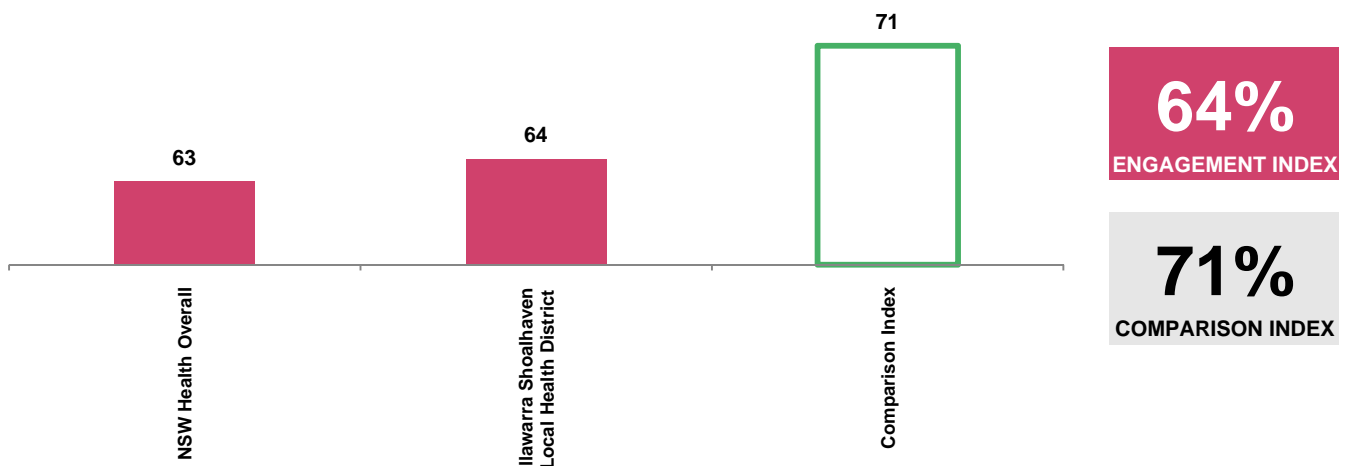
Strive

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	71 (Green), 18 (Yellow), 12 (Red)	+3
42. I would recommend my workplace as a good place to work	58 (Green), 22 (Yellow), 20 (Red)	0
44. I have a strong sense of belonging to my workplace	62 (Green), 19 (Yellow), 19 (Red)	+1
45. Overall I am satisfied to be working here at the present time	66 (Green), 16 (Yellow), 18 (Red)	+2
3. Working here makes me want to do the best job I can	67 (Green), 20 (Yellow), 13 (Red)	0
43. I feel motivated to contribute more than what is normally required at work	63 (Green), 16 (Yellow), 21 (Red)	+2

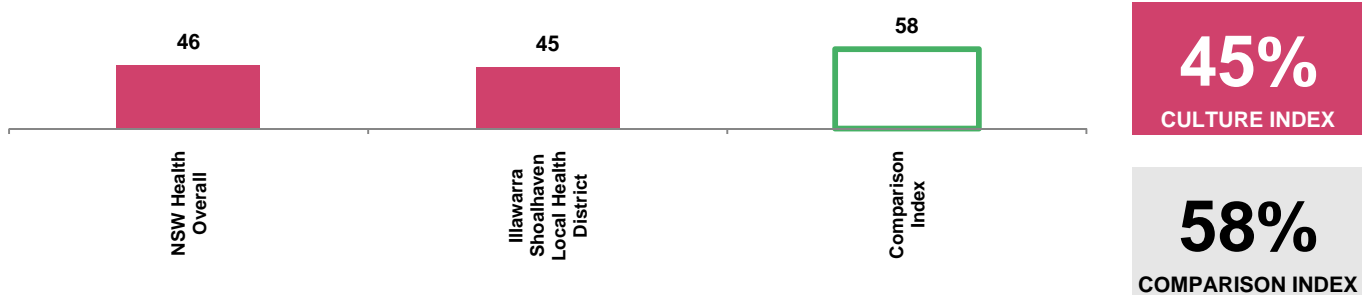


Employee Workplace Culture Index

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	43	25	33	-3	
12. I believe I am valued for what I can offer at my workplace	56	18	26	-2	
13. In my workplace, we recognise our successes and innovations	51	24	25	+1	
14. Staff are treated respectfully regardless of their job	56	19	25	+1	
17. Overall, I have confidence in the decisions made by my line manager	54	22	24	-4	
18b. The senior managers at my workplace have a clear direction for the future	28	34	38	-4	
18c. The senior managers at my workplace lead by example in creating a positive workplace	31	28	41	-3	
20. Overall, I have confidence in the decisions made by my senior managers	34	28	39	-2	
22. I have a say in decisions which affect my work	42	21	37	+1	
23. I think it is safe to speak up and challenge the way things are done	42	20	38	-4	
24. Where I work, we share the lessons learnt when mistakes are made	50	27	23	-3	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	29	34	0	
38. My team's objectives/work plans are clearly outlined	60	25	15	0	
39. Our objectives/work plans help us to deliver a quality service	60	25	16	0	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31	34	34	+2	



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 Illawarra Shoalhaven Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Illawarra Shoalhaven 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> 	56	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
13. In my workplace, we recognise our successes and innovations		51	50
14. Staff are treated respectfully regardless of their job		56	55
38. My team's objectives/work plans are clearly outlined		60	60
36. My work environment allows me to deliver the best possible services (patient care or support services)		56	54

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 Workplace	59
Your Team	57

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	82
1. My job makes good use of my skills and abilities	76
15d. My line manager treats me with respect	73
25. I have received the appropriate training and development to do my job effectively	71
41. Overall I am proud to be a part of this workplace	71

Lowlights

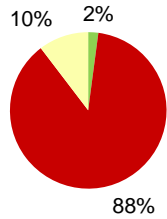
Sections	% Positive
Senior Managers	32
Communication	45
Service Delivery	54

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	28
40. At my workplace we are too focused on monitoring rather than delivering services*	29
19. There is a positive relationship between senior management and staff in my workplace	30
18c. The senior managers at my workplace lead by example in creating a positive workplace	31

External Comparison

This section shows comparisons between Illawarra Shoalhaven 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



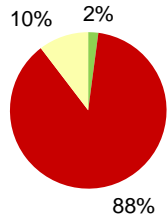
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% 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	82	+5	■
40. At my workplace we are too focused on monitoring rather than delivering services*	29	+1	■
4. Too many approvals are required for routine decisions*	14	-2	■
15d. My line manager treats me with respect	73	-2	■
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	70	-3	■
43. I feel motivated to contribute more than what is normally required at work	63	-3	■
44. I have a strong sense of belonging to my workplace	62	-5	■
22. I have a say in decisions which affect my work	42	-6	■
37. In my workplace patient safety is at the centre of all decision making	66	-6	■
29. I am able to achieve a healthy work/life balance most of the time	65	-6	■
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	■
41. Overall I am proud to be a part of this workplace	71	-6	■
45. Overall I am satisfied to be working here at the present time	66	-7	■

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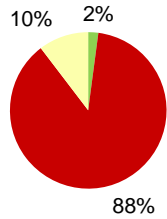
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
15b. My line manager treats all staff in my team fairly	57	-7	■
42. I would recommend my workplace as a good place to work	58	-8	■
8. In my team we generally acknowledge one another's efforts and achievements	68	-8	■
25. I have received the appropriate training and development to do my job effectively	71	-8	■
1. My job makes good use of my skills and abilities	76	-9	■
15c. My line manager ensures that when issues are raised in the team, they are addressed	55	-9	■
9. People in my team are honest and open	62	-9	■
14. Staff are treated respectfully regardless of their job	56	-9	■
5. I have sufficient control over my work so I can do my job well	61	-9	■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31	-10	■
15a. My line manager recognises and acknowledges when I have done my job well	58	-10	■
2. I feel I am able to suggest ideas to improve our ways of doing things	64	-10	■
30. There are mechanisms in place to support me if I experience stress or pressure	52	-10	■

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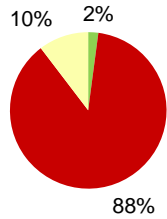
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63	-10	■
17. Overall, I have confidence in the decisions made by my line manager	54	-11	■
3. Working here makes me want to do the best job I can	67	-11	■
31. Reasonable expectations are placed on staff according to their position	50	-11	■
13. In my workplace, we recognise our successes and innovations	51	-12	■
38. My team's objectives/work plans are clearly outlined	60	-12	■
20. Overall, I have confidence in the decisions made by my senior managers	34	-12	■
39. Our objectives/work plans help us to deliver a quality service	60	-12	■
16. I receive regular and constructive feedback on my performance	41	-13	■
18a. The senior managers at my workplace are aware of the issues I face in my job	36	-13	■
10. My team resolves conflict quickly when it arises	49	-13	■
12. I believe I am valued for what I can offer at my workplace	56	-13	■
21. I am kept well informed about what is happening in my workplace	44	-14	■

External Comparison

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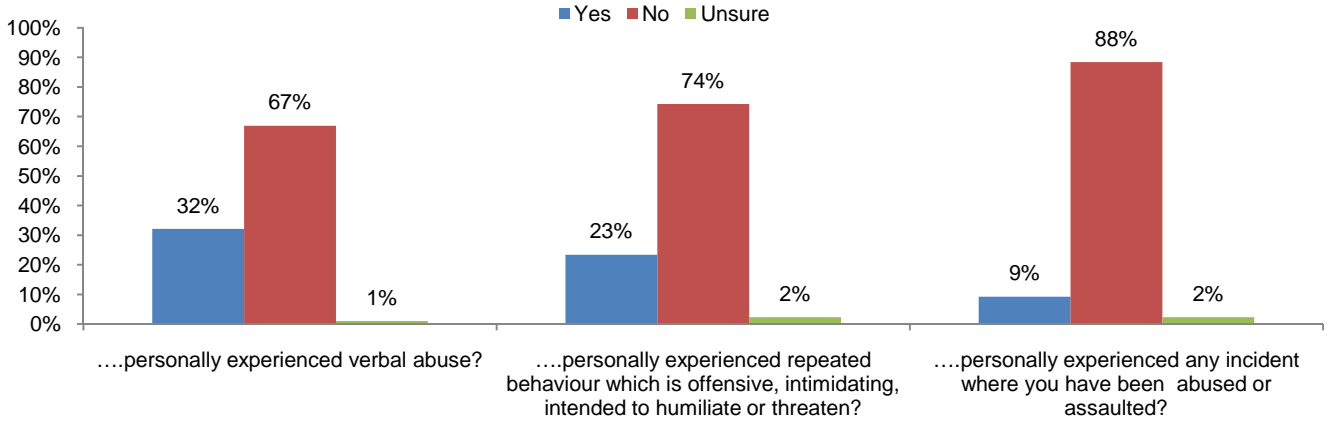
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
36. My work environment allows me to deliver the best possible services (patient care or support services)	56	-14	■
19. There is a positive relationship between senior management and staff in my workplace	30	-14	■
18c. The senior managers at my workplace lead by example in creating a positive workplace	31	-14	■
24. Where I work, we share the lessons learnt when mistakes are made	50	-15	■
23. I think it is safe to speak up and challenge the way things are done	42	-15	■
27. I am encouraged to take opportunities to learn new skills and have new experiences	51	-16	■
11. Morale is good in my team	43	-16	■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	-17	■
18b. The senior managers at my workplace have a clear direction for the future	28	-22	■

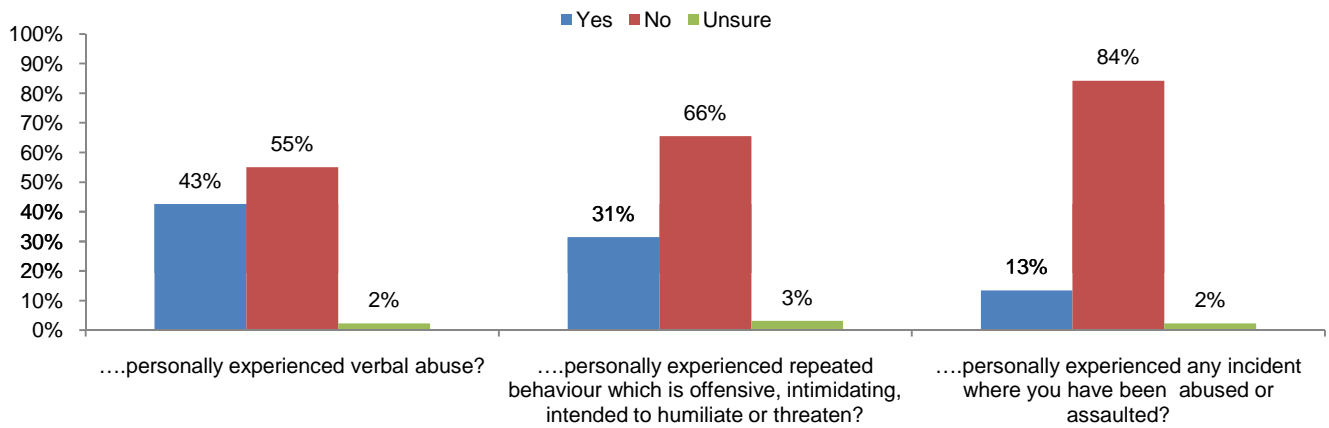
Inappropriate Behaviour

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

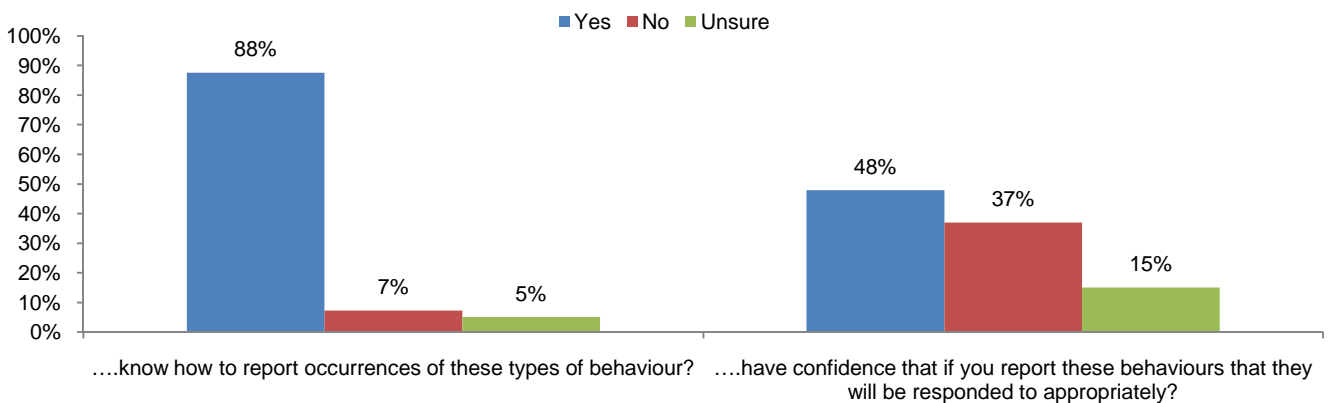
33. In the last three (3) months have you....



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



35. Do you currently....

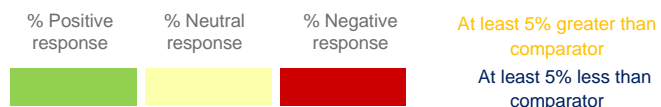


All Questions

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

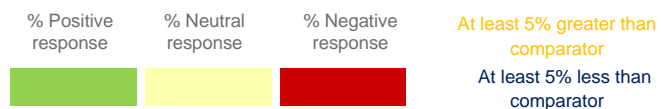
	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
		57		+1	-8
1. My job makes good use of my skills and abilities	76% Positive, 10% Neutral, 14% Negative	76		0	-9
2. I feel I am able to suggest ideas to improve our ways of doing things	64% Positive, 14% Neutral, 21% Negative	64		-1	-10
3. Working here makes me want to do the best job I can	67% Positive, 20% Neutral, 13% Negative	67		-0	-11
4. Too many approvals are required for routine decisions*	14% Positive, 21% Neutral, 64% Negative	14		+0	-2
5. I have sufficient control over my work so I can do my job well	61% Positive, 16% Neutral, 23% Negative	61		+1	-9
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% Positive, 17% Neutral, 25% Negative	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

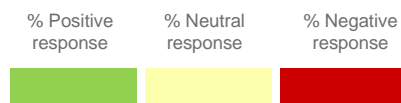
	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
		57		0	-11
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63 16 21	63	-2	-10	
8. In my team we generally acknowledge one another's efforts and achievements	68 14 18	68	+2	-8	
9. People in my team are honest and open	62 20 18	62	+2	-9	
10. My team resolves conflict quickly when it arises	49 25 26	49	+2	-13	
11. Morale is good in my team	43 25 33	43	-3	-16	

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

		Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
Key	12. I believe I am valued for what I can offer at my workplace	56	18	26	56	-2	-13	
Key	13. In my workplace, we recognise our successes and innovations	51	24	25	51	+1	-12	
Key	14. Staff are treated respectfully regardless of their job	56	19	25	56	+1	-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



Your Line Manager

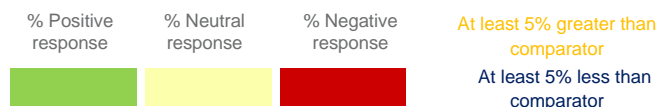
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
15a. My line manager recognises and acknowledges when I have done my job well	58	19	23	58	-2	-2	-10
15b. My line manager treats all staff in my team fairly	57	18	25	57	-1	-1	-7
15c. My line manager ensures that when issues are raised in the team, they are addressed	55	20	25	55	-1	-1	-9
15d. My line manager treats me with respect	73	15	12	73	-0	-0	-2
16. I receive regular and constructive feedback on my performance	41	22	36	41	-3	-3	-13
17. Overall, I have confidence in the decisions made by my line manager	54	22	24	54	-4	-4	-11

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

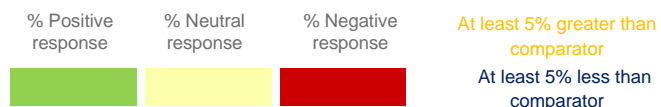
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	36	22	42	36	-4	-13
18b. The senior managers at my workplace have a clear direction for the future	28	34	38	28	-4	-22
18c. The senior managers at my workplace lead by example in creating a positive workplace	31	28	41	31	-3	-14
19. There is a positive relationship between senior management and staff in my workplace	30	27	43	30	-4	-14
20. Overall, I have confidence in the decisions made by my senior managers	34	28	39	34	-2	-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



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	44	21	34	44	-1	-14
22. I have a say in decisions which affect my work	42	21	37	42	+1	-6
23. I think it is safe to speak up and challenge the way things are done	42	20	38	42	-4	-15
24. Where I work, we share the lessons learnt when mistakes are made	50	27	23	50	-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



Training and Development Opportunities

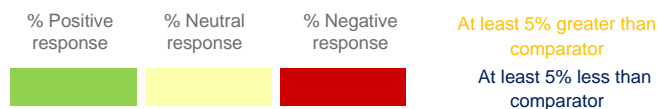
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	71 14 15	71	14	15	71	+3	+1	-8
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	82 8 9	82	8	9	82	+6	+6	+5
27. I am encouraged to take opportunities to learn new skills and have new experiences	51 23 26	51	23	26	51	-4	-4	-16

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	37	29	34	37	0	-17
29. I am able to achieve a healthy work/life balance most of the time	65	15	20	65	+5	-6
30. There are mechanisms in place to support me if I experience stress or pressure	52	25	22	52	+3	-10
31. Reasonable expectations are placed on staff according to their position	50	19	31	50	-2	-11
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	70	18	12	70	+5	-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

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

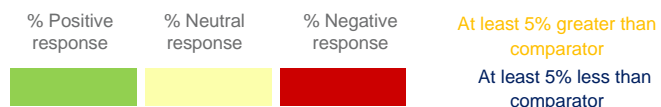
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark	
33a. In the last three (3) months, have you personally experienced verbal abuse?	67		32	71	+3	0	
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	74		23	74	+3	+2	
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	88		9	88	+3	+4	
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	55		43	55	+1	-3	
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	66		31	66	+1	-4	
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	84		13	84	+2	+1	
		% Yes response	% Unsure response	% No response			
35a. Do you currently know how to report occurrences of these types of behaviour?		88	5	7	88	+5	+7
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?		48	15	37	48	+5	-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



Service Delivery

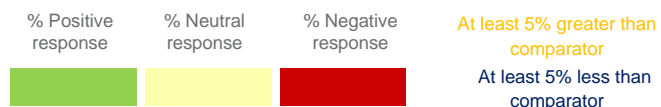
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
Key 36. My work environment allows me to deliver the best possible services (patient care or support services)	56	17	26	56	+2	+1	-9
37. In my workplace patient safety is at the centre of all decision making	66	20	13	66	+2	+1	-6
Key 38. My team's objectives/work plans are clearly outlined	60	25	15	60	-0	-0	-12
39. Our objectives/work plans help us to deliver a quality service	60	25	16	60	-0	-0	-12
40. At my workplace we are too focused on monitoring rather than delivering services*	29	28	43	29	+2	+2	+1

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	71	18	12	71	+3	-6
42. I would recommend my workplace as a good place to work	58	22	20	58	+0	-8
43. I feel motivated to contribute more than what is normally required at work	63	16	21	63	+2	-3
44. I have a strong sense of belonging to my workplace	62	19	19	62	+1	-5
45. Overall I am satisfied to be working here at the present time	66	16	18	66	+2	-7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31	34	34	31	+2	-10