



Murrumbidgee Local Health District

This Report

This report provides Murrumbidgee 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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1,351

ACTUAL RESPONSES

37%

2% Confidence Interval

ESTIMATED RESPONSE RATE

65%

ENGAGEMENT INDEX

48%

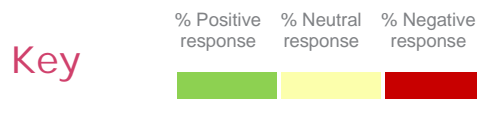
WORKPLACE CULTURE INDEX

Employee Engagement Index

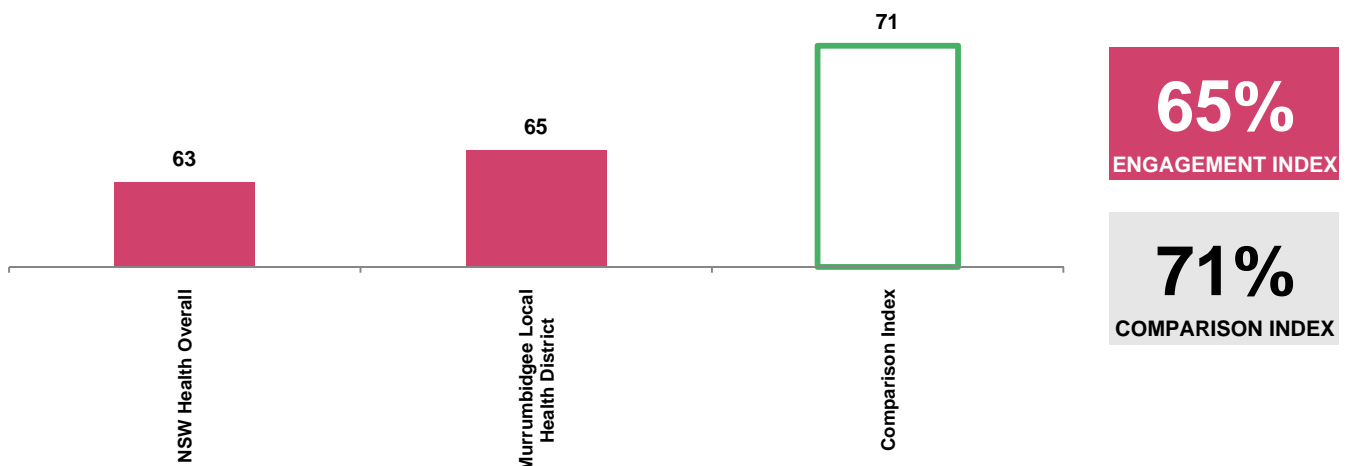
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- 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:



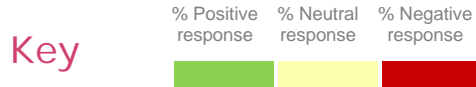
Question	Response Scale	Variance NSW Health Overall
41. Overall I am proud to be a part of this workplace	71 (Positive), 17 (Neutral), 12 (Negative)	+3
42. I would recommend my workplace as a good place to work	59 (Positive), 21 (Neutral), 20 (Negative)	
44. I have a strong sense of belonging to my workplace	62 (Positive), 22 (Neutral), 16 (Negative)	
45. Overall I am satisfied to be working here at the present time	65 (Positive), 19 (Neutral), 16 (Negative)	
3. Working here makes me want to do the best job I can	71 (Positive), 18 (Neutral), 11 (Negative)	+4
43. I feel motivated to contribute more than what is normally required at work	63 (Positive), 21 (Neutral), 16 (Negative)	+2



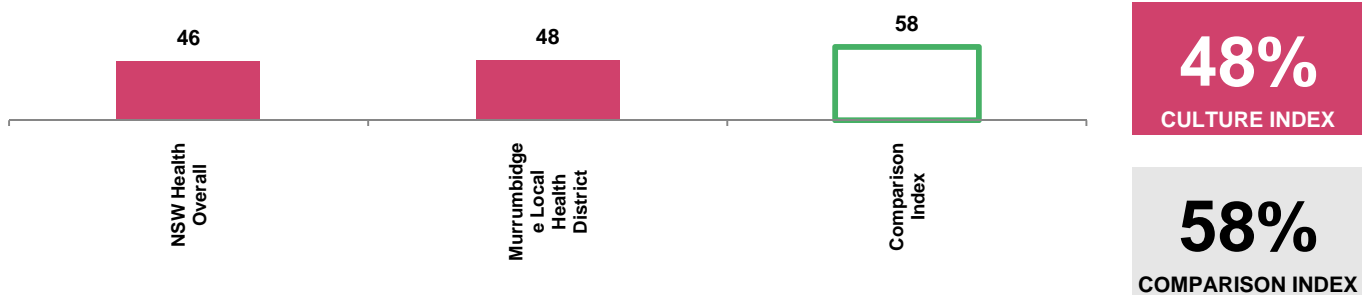
Employee Workplace Culture Index

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:



		Response Scale	Variance from NSW Health Overall
11.	Morale is good in my team	41 23 36	-5
12.	I believe I am valued for what I can offer at my workplace	59 20 21	+1
13.	In my workplace, we recognise our successes and innovations	51 26 23	+1
14.	Staff are treated respectfully regardless of their job	55 19 26	0
17.	Overall, I have confidence in the decisions made by my line manager	58 22 20	0
18b.	The senior managers at my workplace have a clear direction for the future	34 32 34	+2
18c.	The senior managers at my workplace lead by example in creating a positive workplace	38 28 34	+4
20.	Overall, I have confidence in the decisions made by my senior managers	38 30 31	+2
22.	I have a say in decisions which affect my work	45 24 31	+4
23.	I think it is safe to speak up and challenge the way things are done	49 22 29	+3
24.	Where I work, we share the lessons learnt when mistakes are made	54 25 21	+1
28.	I have confidence in the processes that my workplace uses to resolve staff conflict	37 27 36	0
38.	My team's objectives/work plans are clearly outlined	61 24 16	+1
39.	Our objectives/work plans help us to deliver a quality service	62 26 13	+2
46.	Overall, I believe the culture at my workplace has improved in the last 12 months	31 34 35	+2



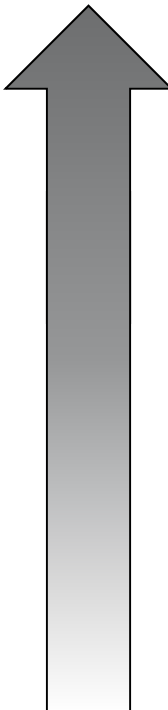
Drivers of Engagement

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 Murrumbidgee Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Murrumbidgee 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> 	59	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		56	54
36. My work environment allows me to deliver the best possible services (patient care or support services)		57	54
38. My team's objectives/work plans are clearly outlined		61	60
11. Morale is good in my team		41	46
28. I have confidence in the processes that my workplace uses to resolve staff conflict		37	37

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	67
Your Workplace	58
Your Job	57

Questions	% Positive
1. My job makes good use of my skills and abilities	80
15d. My line manager treats me with respect	74
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	73
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72
41. Overall I am proud to be a part of this workplace	71

Lowlights

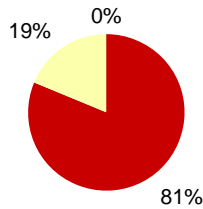
Sections	% Positive
Senior Managers	38
Communication	49
Your Team	54

Questions	% Positive
4. Too many approvals are required for routine decisions*	13
40. At my workplace we are too focused on monitoring rather than delivering services*	26
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31
18b. The senior managers at my workplace have a clear direction for the future	34
19. There is a positive relationship between senior management and staff in my workplace	36

External Comparison

This section shows comparisons between Murrumbidgee 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



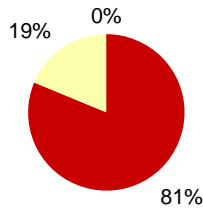
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark % Positive
15d. My line manager treats me with respect	74	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	
40. At my workplace we are too focused on monitoring rather than delivering services*	26	-2
37. In my workplace patient safety is at the centre of all decision making	70	-2
4. Too many approvals are required for routine decisions*	13	-3
22. I have a say in decisions which affect my work	45	-3
43. I feel motivated to contribute more than what is normally required at work	63	-3
18a. The senior managers at my workplace are aware of the issues I face in my job	45	-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	73	-4
44. I have a strong sense of belonging to my workplace	62	-5
1. My job makes good use of my skills and abilities	80	-5
41. Overall I am proud to be a part of this workplace	71	-6
15b. My line manager treats all staff in my team fairly	57	-7

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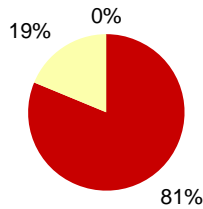
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
17. Overall, I have confidence in the decisions made by my line manager	58	-7	■
42. I would recommend my workplace as a good place to work	59	-7	■
30. There are mechanisms in place to support me if I experience stress or pressure	55	-7	■
18c. The senior managers at my workplace lead by example in creating a positive workplace	38	-7	■
15a. My line manager recognises and acknowledges when I have done my job well	61	-7	■
3. Working here makes me want to do the best job I can	71	-7	■
20. Overall, I have confidence in the decisions made by my senior managers	38	-8	■
27. I am encouraged to take opportunities to learn new skills and have new experiences	59	-8	■
19. There is a positive relationship between senior management and staff in my workplace	36	-8	■
23. I think it is safe to speak up and challenge the way things are done	49	-8	■
29. I am able to achieve a healthy work/life balance most of the time	63	-8	■
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	56	-8	■
45. Overall I am satisfied to be working here at the present time	65	-8	■

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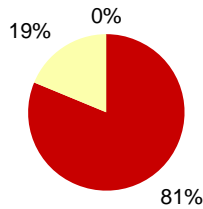
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
31. Reasonable expectations are placed on staff according to their position	52	-9	■
25. I have received the appropriate training and development to do my job effectively	70	-9	■
2. I feel I am able to suggest ideas to improve our ways of doing things	65	-9	■
5. I have sufficient control over my work so I can do my job well	60	-10	■
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63	-10	■
8. In my team we generally acknowledge one another's efforts and achievements	66	-10	■
12. I believe I am valued for what I can offer at my workplace	59	-10	■
14. Staff are treated respectfully regardless of their job	55	-10	■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31	-10	■
39. Our objectives/work plans help us to deliver a quality service	62	-10	■
24. Where I work, we share the lessons learnt when mistakes are made	54	-11	■
38. My team's objectives/work plans are clearly outlined	61	-11	■
9. People in my team are honest and open	59	-12	■

External Comparison

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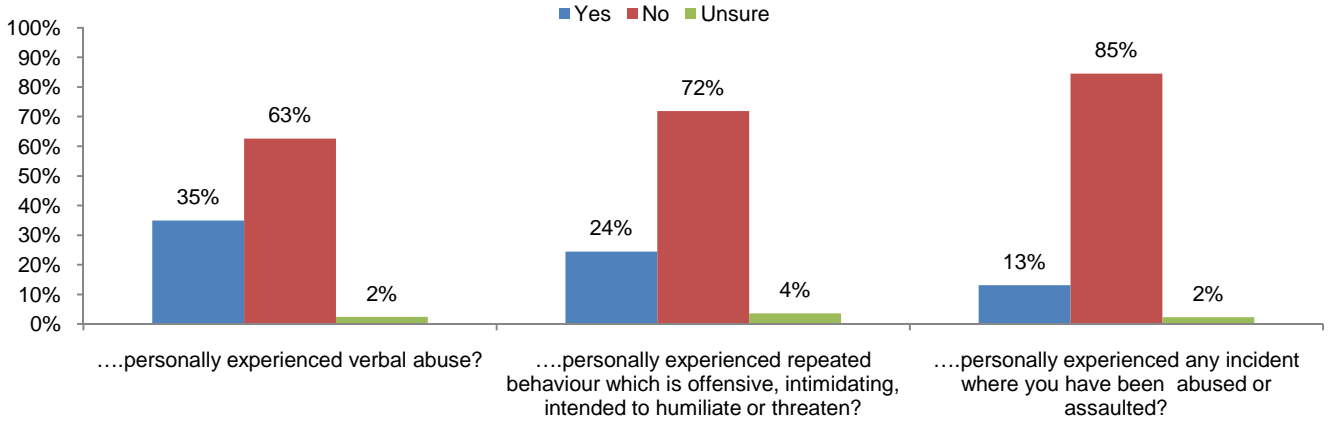
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
15c. My line manager ensures that when issues are raised in the team, they are addressed	52	-12	■
21. I am kept well informed about what is happening in my workplace	46	-12	■
13. In my workplace, we recognise our successes and innovations	51	-12	■
16. I receive regular and constructive feedback on my performance	42	-12	■
36. My work environment allows me to deliver the best possible services (patient care or support services)	57	-13	■
18b. The senior managers at my workplace have a clear direction for the future	34	-16	■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	-17	■
11. Morale is good in my team	41	-18	■
10. My team resolves conflict quickly when it arises	42	-20	■

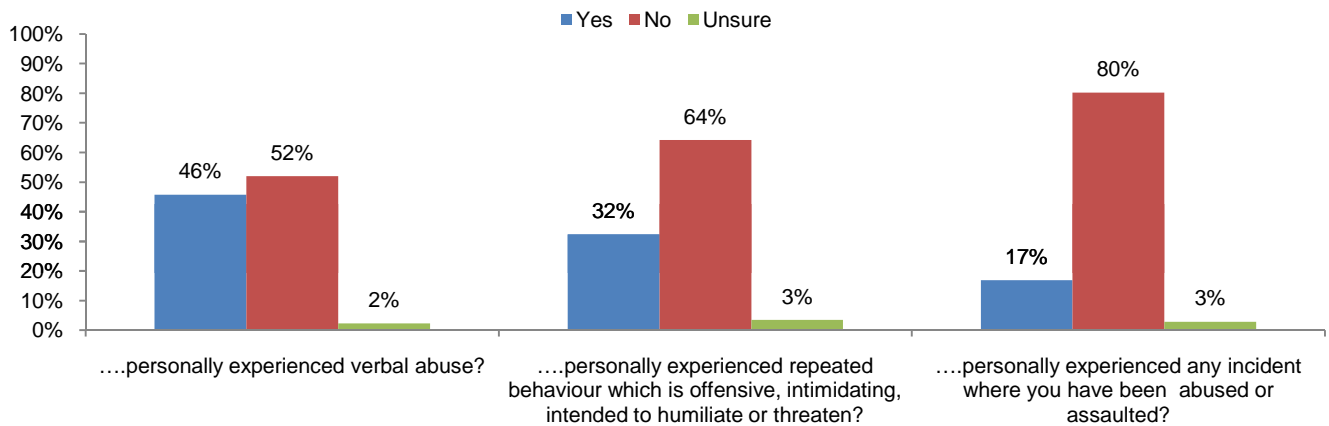
Inappropriate Behaviour

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

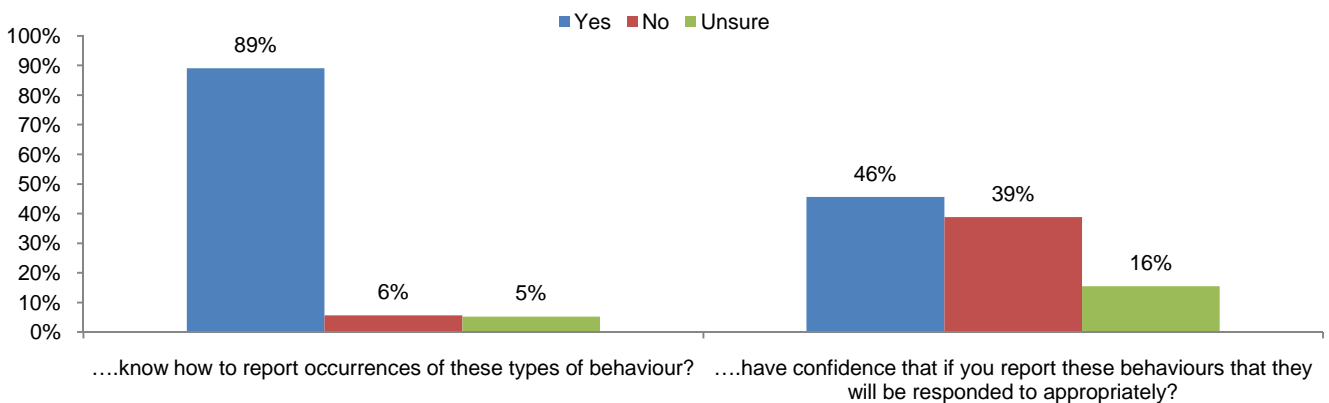
33. In the last three (3) months have you....



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



35. Do you currently....

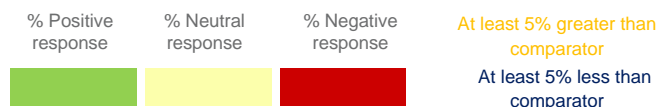


All Questions

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

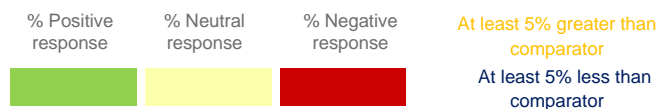
	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
		57	+1 -8
1. My job makes good use of my skills and abilities	80 (10% Neutral, 10% Negative)	80	+4 -5
2. I feel I am able to suggest ideas to improve our ways of doing things	65 (16% Neutral, 19% Negative)	65	-0 -9
3. Working here makes me want to do the best job I can	71 (18% Neutral, 11% Negative)	71	+4 -7
4. Too many approvals are required for routine decisions*	13 (27% Neutral, 59% Negative)	13	-1 -3
5. I have sufficient control over my work so I can do my job well	60 (19% Neutral, 21% Negative)	60	+0 -10
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	56 (22% Neutral, 22% Negative)	56	+2 -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



Your Team

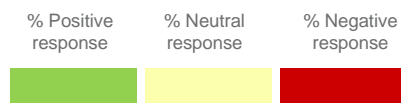
	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
		54		-3	-14
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63 16 21	63	-2	-10	
8. In my team we generally acknowledge one another's efforts and achievements	66 16 18	66	+0	-10	
9. People in my team are honest and open	59 21 19	59	-1	-12	
10. My team resolves conflict quickly when it arises	42 26 33	42	-5	-20	
Key 11. Morale is good in my team	41 23 36	41	-5	-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

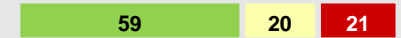


At least 5% greater than comparator
At least 5% less than comparator

Being valued

Key

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



55

% Positive Variance Compared to:

NSW Health Overall
Australian and International Health Sector Benchmark

+1

-11

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



51

+1

-12

14. Staff are treated respectfully regardless of their job



55

+0

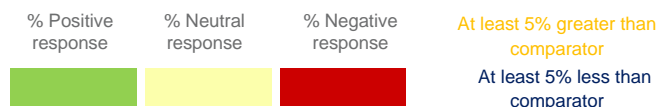
-10

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

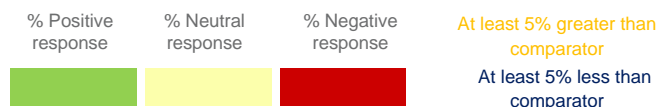
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
15a. My line manager recognises and acknowledges when I have done my job well	61	18	21	61	+1	-7	-8
15b. My line manager treats all staff in my team fairly	57	18	25	57	-1	-7	-7
15c. My line manager ensures that when issues are raised in the team, they are addressed	52	21	27	52	-4	-12	-12
15d. My line manager treats me with respect	74	15	10	74	+1	-1	-1
16. I receive regular and constructive feedback on my performance	42	27	32	42	-2	-12	-12
17. Overall, I have confidence in the decisions made by my line manager	58	22	20	58	+0	-7	-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



Senior Managers

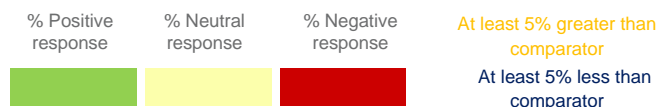
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	45	21	34	45	+5	+3	-9
18b. The senior managers at my workplace have a clear direction for the future	34	32	34	34	+2	+2	-16
18c. The senior managers at my workplace lead by example in creating a positive workplace	38	28	34	38	+4	+4	-7
19. There is a positive relationship between senior management and staff in my workplace	36	27	37	36	+2	+2	-8
20. Overall, I have confidence in the decisions made by my senior managers	38	30	31	38	+2	+2	-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



Communication

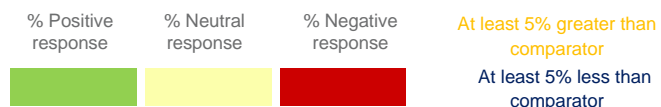
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
21. I am kept well informed about what is happening in my workplace	46	22	32	46	+1	-12
22. I have a say in decisions which affect my work	45	24	31	45	+4	-3
23. I think it is safe to speak up and challenge the way things are done	49	22	29	49	+3	-8
24. Where I work, we share the lessons learnt when mistakes are made	54	25	21	54	+1	-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



Training and Development Opportunities

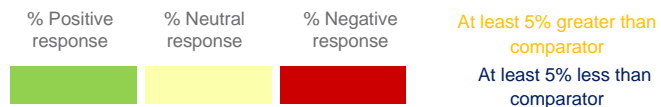
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	70	15	15	70	+2	-7		
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	73	13	14	73	-3	-4		
27. I am encouraged to take opportunities to learn new skills and have new experiences	59	20	21	59	+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



Work Environment

Key

Question	% Positive response	% Neutral response	% Negative response	Response Scale	% Positive Score	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	27	36	37	56	+3	-8
29. I am able to achieve a healthy work/life balance most of the time	63	18	19	63	63	+3	-8
30. There are mechanisms in place to support me if I experience stress or pressure	55	23	22	55	55	+6	-7
31. Reasonable expectations are placed on staff according to their position	52	19	29	52	52	+0	-9
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	16	12	72	72	+7	-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

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:

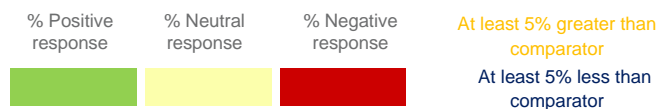
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark
Inappropriate Behaviour				69	+1	-2
33a. In the last three (3) months, have you personally experienced verbal abuse?	63		35	63	0	0
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	72		24	72	+1	0
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	85		13	85	-0	+1
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	52		46	52	-2	-6
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	64		32	64	-1	-6
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	80		17	80	-2	-3
	% Yes response	% Unsure response	% No response			
35a. Do you currently know how to report occurrences of these types of behaviour?	89	5	6	89	+6	+8
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	46	16	39	46	+3	-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



Service Delivery

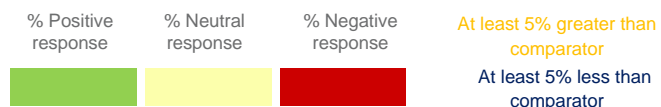
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
Key 36. My work environment allows me to deliver the best possible services (patient care or support services)	57	20	24	57	+3	+2	-13
37. In my workplace patient safety is at the centre of all decision making	70	17	13	70	+6	-2	
Key 38. My team's objectives/work plans are clearly outlined	61	24	16	61	+1	+1	-11
39. Our objectives/work plans help us to deliver a quality service	62	26	13	62	+2	+2	-10
40. At my workplace we are too focused on monitoring rather than delivering services*	26	31	42	26	-1	-1	-2

All Questions

This section shows the breakdown of responses to each question.

Key

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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	17	12	71	+3	-6
42. I would recommend my workplace as a good place to work	59	21	20	59	+1	-7
43. I feel motivated to contribute more than what is normally required at work	63	21	16	63	+2	-3
44. I have a strong sense of belonging to my workplace	62	22	16	62	+1	-5
45. Overall I am satisfied to be working here at the present time	65	19	16	65	+1	-8
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31	34	35	31	+2	-10