

2011 YourSay Workplace Survey

Facility Report



Northern NSW Local Health District

This Report

This report provides Northern NSW 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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1,131

ACTUAL RESPONSES

23%

3% Confidence Interval

ESTIMATED RESPONSE RATE

58%

ENGAGEMENT INDEX

41%

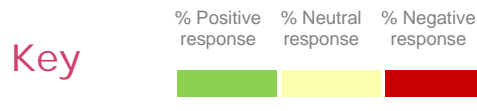
WORKPLACE CULTURE INDEX

Employee Engagement Index

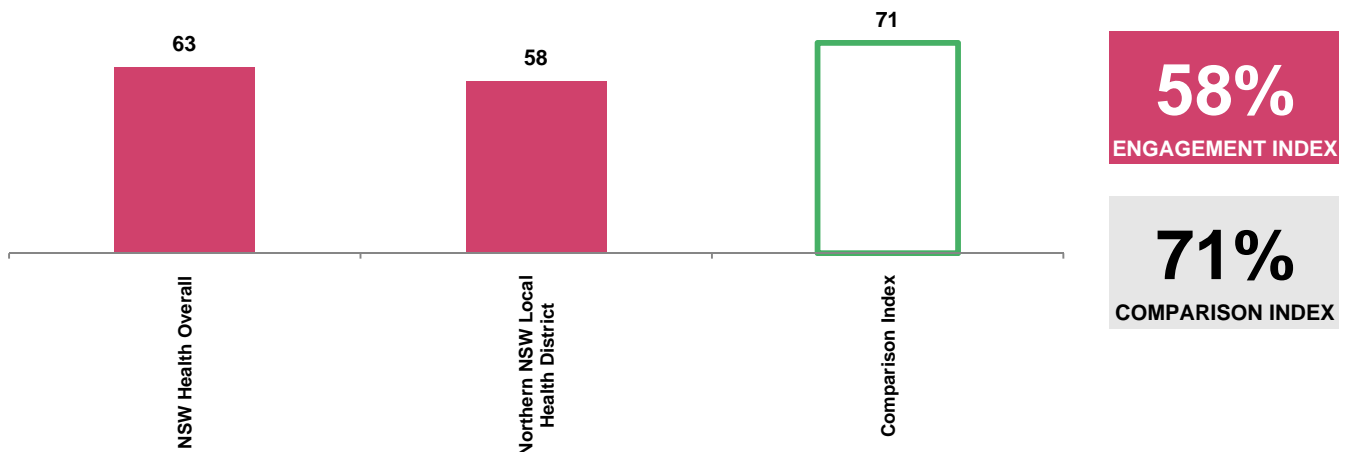
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

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

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



Question	Response Scale	Variance NSW Health Overall
41. Overall I am proud to be a part of this workplace	64% Positive, 22% Neutral, 14% Negative	0
42. I would recommend my workplace as a good place to work	53% Positive, 24% Neutral, 24% Negative	-5
44. I have a strong sense of belonging to my workplace	57% Positive, 23% Neutral, 21% Negative	0
45. Overall I am satisfied to be working here at the present time	60% Positive, 18% Neutral, 22% Negative	0
3. Working here makes me want to do the best job I can	61% Positive, 22% Neutral, 17% Negative	-6
43. I feel motivated to contribute more than what is normally required at work	55% Positive, 22% Neutral, 23% Negative	-6

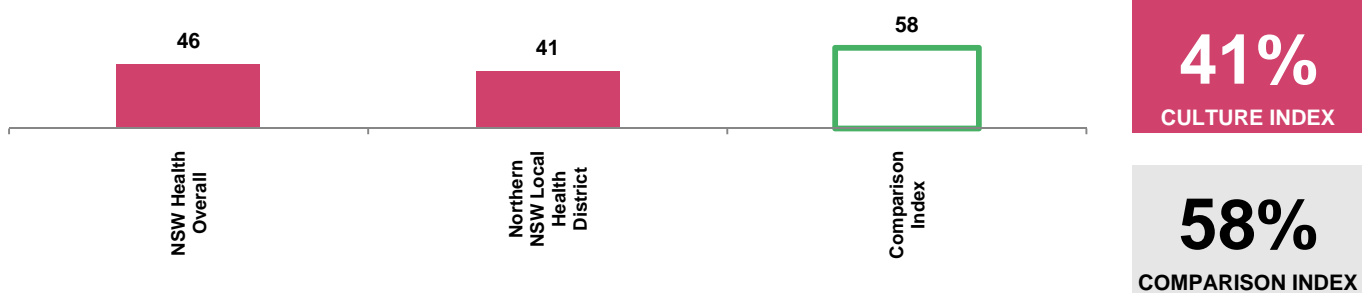


Employee Workplace Culture Index

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	41	20	39	-5
12. I believe I am valued for what I can offer at my workplace	54	20	26	-4
13. In my workplace, we recognise our successes and innovations	46	27	27	-4
14. Staff are treated respectfully regardless of their job	53	20	27	
17. Overall, I have confidence in the decisions made by my line manager	55	22	23	-3
18b. The senior managers at my workplace have a clear direction for the future	22	35	43	-10
18c. The senior managers at my workplace lead by example in creating a positive workplace	28	29	44	-6
20. Overall, I have confidence in the decisions made by my senior managers	30	29	41	-6
22. I have a say in decisions which affect my work	37	24	39	-4
23. I think it is safe to speak up and challenge the way things are done	42	21	37	-4
24. Where I work, we share the lessons learnt when mistakes are made	51	24	25	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	27	30	43	-10
38. My team's objectives/work plans are clearly outlined	56	23	21	-4
39. Our objectives/work plans help us to deliver a quality service	53	27	19	-7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	24	31	44	-5



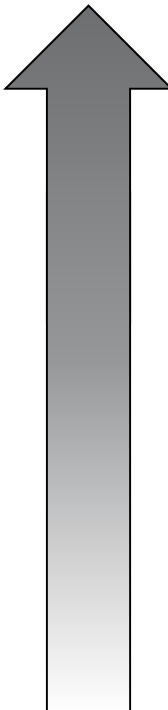
Drivers of Engagement

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those aspects of working for this organisation which have the greatest impact on Employee Engagement. The dashboard below shows the questions with the greatest impact on Employee Engagement for Northern NSW Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Northern NSW 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> 	54	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		52	54
5. I have sufficient control over my work so I can do my job well		57	60
11. Morale is good in my team		41	46
14. Staff are treated respectfully regardless of their job		53	55
39. Our objectives/work plans help us to deliver a quality service		53	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	60
Your Line Manager	55
Your Team	54

Questions	% Positive
1. My job makes good use of my skills and abilities	73
15d. My line manager treats me with respect	72
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	70
8. In my team we generally acknowledge one another's efforts and achievements	66
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	64

Lowlights

Sections	% Positive
Senior Managers	29
Communication	42
Service Delivery	48

Questions	% Positive
4. Too many approvals are required for routine decisions*	13
18b. The senior managers at my workplace have a clear direction for the future	22
46. Overall, I believe the culture at my workplace has improved in the last 12 months	24
40. At my workplace we are too focused on monitoring rather than delivering services*	24
28. I have confidence in the processes that my workplace uses to resolve staff conflict	27

External Comparison

This section shows comparisons between Northern NSW 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
4. Too many approvals are required for routine decisions*	13		
15d. My line manager treats me with respect	72		
40. At my workplace we are too focused on monitoring rather than delivering services*	24	-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	70	-7	
15b. My line manager treats all staff in my team fairly	57	-7	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	64	-9	
7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	-9	
37. In my workplace patient safety is at the centre of all decision making	62	-10	
17. Overall, I have confidence in the decisions made by my line manager	55	-10	
8. In my team we generally acknowledge one another's efforts and achievements	66	-10	
44. I have a strong sense of belonging to my workplace	57	-10	
15a. My line manager recognises and acknowledges when I have done my job well	58	-10	
30. There are mechanisms in place to support me if I experience stress or pressure	51	-11	

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

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
22. I have a say in decisions which affect my work	37	-11	■
43. I feel motivated to contribute more than what is normally required at work	55	-11	■
1. My job makes good use of my skills and abilities	73	-12	■
14. Staff are treated respectfully regardless of their job	53	-12	■
15c. My line manager ensures that when issues are raised in the team, they are addressed	52	-12	■
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	52	-12	■
31. Reasonable expectations are placed on staff according to their position	48	-13	■
18a. The senior managers at my workplace are aware of the issues I face in my job	36	-13	■
29. I am able to achieve a healthy work/life balance most of the time	58	-13	■
9. People in my team are honest and open	58	-13	■
5. I have sufficient control over my work so I can do my job well	57	-13	■
42. I would recommend my workplace as a good place to work	53	-13	■
45. Overall I am satisfied to be working here at the present time	60	-13	■

External Comparison

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

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
41. Overall I am proud to be a part of this workplace	64	-13	■
2. I feel I am able to suggest ideas to improve our ways of doing things	60	-14	■
24. Where I work, we share the lessons learnt when mistakes are made	51	-14	■
12. I believe I am valued for what I can offer at my workplace	54	-15	■
16. I receive regular and constructive feedback on my performance	39	-15	■
23. I think it is safe to speak up and challenge the way things are done	42	-15	■
20. Overall, I have confidence in the decisions made by my senior managers	30	-16	■
25. I have received the appropriate training and development to do my job effectively	63	-16	■
38. My team's objectives/work plans are clearly outlined	56	-16	■
3. Working here makes me want to do the best job I can	61	-17	■
19. There is a positive relationship between senior management and staff in my workplace	27	-17	■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	24	-17	■
13. In my workplace, we recognise our successes and innovations	46	-17	■

External Comparison

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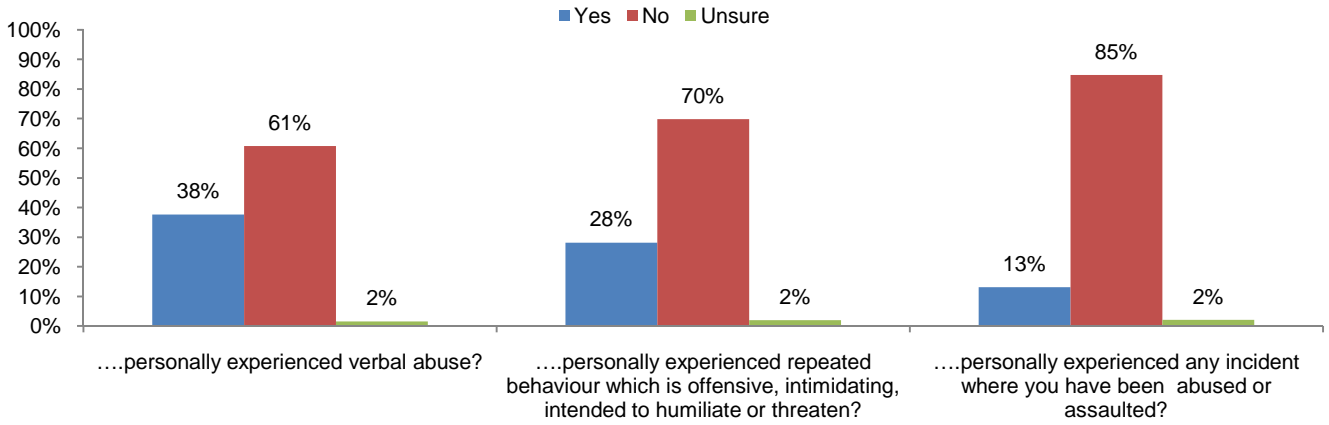
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
18c. The senior managers at my workplace lead by example in creating a positive workplace	28	-17	■
11. Morale is good in my team	41	-18	■
21. I am kept well informed about what is happening in my workplace	40	-18	■
39. Our objectives/work plans help us to deliver a quality service	53	-19	■
27. I am encouraged to take opportunities to learn new skills and have new experiences	47	-20	■
10. My team resolves conflict quickly when it arises	41	-21	■
36. My work environment allows me to deliver the best possible services (patient care or support services)	46	-24	■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	27	-27	■
18b. The senior managers at my workplace have a clear direction for the future	22	-28	■

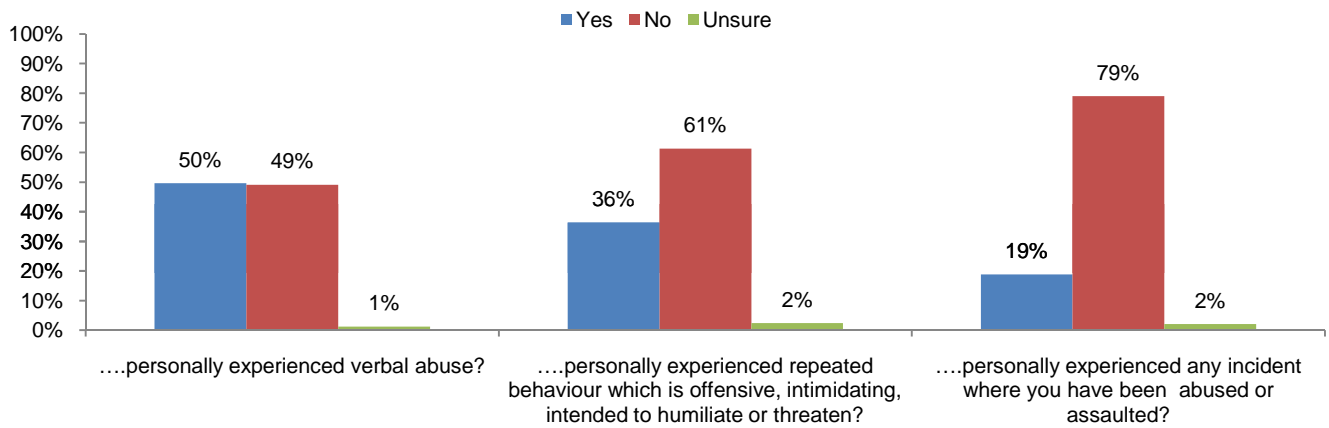
Inappropriate Behaviour

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

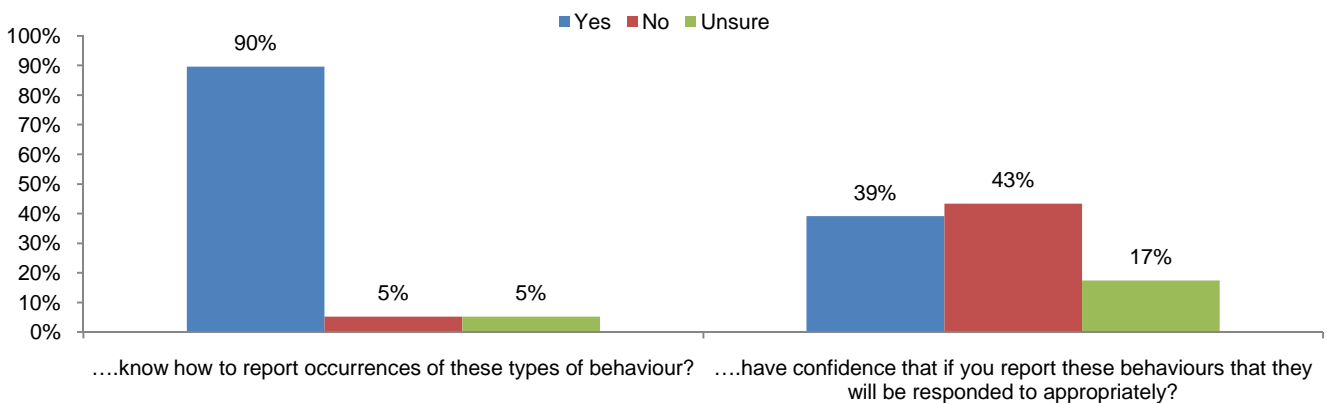
33. In the last three (3) months have you....



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

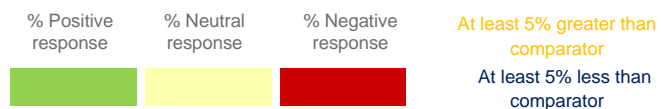
	Response Scale	% Positive Score	NSW Health Overall	Australian and International Health Sector Benchmark
		53	-3	-12
1. My job makes good use of my skills and abilities	73 12 14	73	-3	-12
2. I feel I am able to suggest ideas to improve our ways of doing things	60 15 24	60	-5	-14
3. Working here makes me want to do the best job I can	61 22 17	61	-6	-17
4. Too many approvals are required for routine decisions*	13 23 64	13	-1	-3
Key 5. I have sufficient control over my work so I can do my job well	57 16 27	57	-3	-13
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	52 20 28	52	-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



Your Team

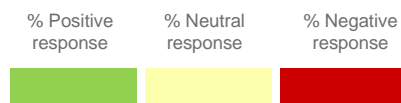
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
				54		-3	-14
7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	16	20	64	-1	-9	
8. In my team we generally acknowledge one another's efforts and achievements	66	14	20	66	-0	-10	
9. People in my team are honest and open	58	22	19	58	-2	-13	
10. My team resolves conflict quickly when it arises	41	25	34	41	-6	-21	
Key 11. Morale is good in my team	41	20	39	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

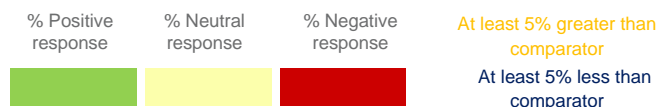
Key	Question	% Positive response	% Neutral response	% Negative response	Response Scale	% Positive Score	% Positive Variance Compared to:
							NSW Health Overall
							Australian and International Health Sector Benchmark
						51	-3
Key	12. I believe I am valued for what I can offer at my workplace	54	20	26		54	-4
	13. In my workplace, we recognise our successes and innovations	46	27	27		46	-4
Key	14. Staff are treated respectfully regardless of their job	53	20	27		53	-2

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	-3	-10
15b. My line manager treats all staff in my team fairly	57	17	26	57	-1	-1	-7
15c. My line manager ensures that when issues are raised in the team, they are addressed	52	19	29	52	-4	-4	-12
15d. My line manager treats me with respect	72	16	13	72	-1	-1	-3
16. I receive regular and constructive feedback on my performance	39	25	36	39	-5	-5	-15
17. Overall, I have confidence in the decisions made by my line manager	55	22	23	55	-3	-3	-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



Senior Managers

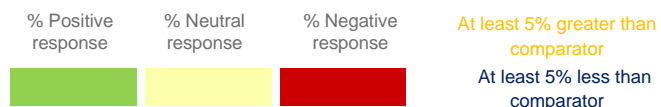
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	36	20	44	36	-4	-13
18b. The senior managers at my workplace have a clear direction for the future	22	35	43	22	-10	-28
18c. The senior managers at my workplace lead by example in creating a positive workplace	28	29	44	28	-6	-17
19. There is a positive relationship between senior management and staff in my workplace	27	29	44	27	-7	-17
20. Overall, I have confidence in the decisions made by my senior managers	30	29	41	30	-6	-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



Communication

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
21. I am kept well informed about what is happening in my workplace	40	22	38	40	-5	-18
22. I have a say in decisions which affect my work	37	24	39	37	-4	-11
23. I think it is safe to speak up and challenge the way things are done	42	21	37	42	-4	-15
24. Where I work, we share the lessons learnt when mistakes are made	51	24	25	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

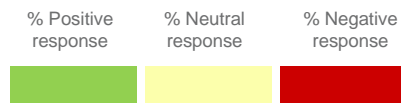
Question	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	63	63	18	19	63	-7	-7	-14
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	70	70	11	18	70	-6	-6	-7
27. I am encouraged to take opportunities to learn new skills and have new experiences	47	47	23	29	47	-8	-8	-20

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

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	27	30	43	27	-10	-27
29. I am able to achieve a healthy work/life balance most of the time	58	17	24	58	-2	-13
30. There are mechanisms in place to support me if I experience stress or pressure	51	25	24	51	+2	-11
31. Reasonable expectations are placed on staff according to their position	48	19	33	48	-4	-13
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	64	18	18	64	-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

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

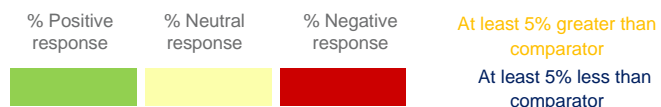
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark
33a. In the last three (3) months, have you personally experienced verbal abuse?	61		38	61	-2	-2
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	70		28	70	-1	-2
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?	49		50	49	-5	-9
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	61		36	61	-4	-9
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	79		19	79	-3	-4
	% Yes response	% Unsure response	% No response			
35a. Do you currently know how to report occurrences of these types of behaviour?	90	5	5	90	+7	+9
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	39	17	43	39	-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



Service Delivery

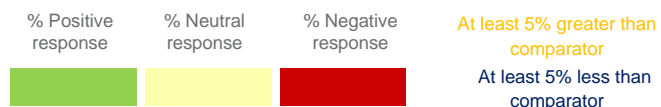
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
36. My work environment allows me to deliver the best possible services (patient care or support services)	46	22	32	46	-8	-5	-24
37. In my workplace patient safety is at the centre of all decision making	62	21	17	62	-2	-2	-10
38. My team's objectives/work plans are clearly outlined	56	23	21	56	-4	-4	-16
Key 39. Our objectives/work plans help us to deliver a quality service	53	27	19	53	-7	-7	-19
40. At my workplace we are too focused on monitoring rather than delivering services*	24	31	45	24	-3	-3	-4

All Questions

This section shows the breakdown of responses to each question.

Key

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



Your Workplace

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
41. Overall I am proud to be a part of this workplace	64	22	14	64	-4	-13
42. I would recommend my workplace as a good place to work	53	24	24	53	-5	-13
43. I feel motivated to contribute more than what is normally required at work	55	22	23	55	-6	-11
44. I have a strong sense of belonging to my workplace	57	23	21	57	-4	-10
45. Overall I am satisfied to be working here at the present time	60	18	22	60	-4	-13
46. Overall, I believe the culture at my workplace has improved in the last 12 months	24	31	44	24	-5	-17