

# 2011 YourSay Workplace Survey

## Facility Report



## The Sydney Children's Hospitals Network

### This Report

This report provides The Sydney Children's Hospitals Network with data from the 2011 YourSay Workplace Survey. It summarises staff views and presents comparative data to help put the results into perspective.

### Response Rates

The Actual Responses gives the total number of valid surveys that were returned for this facility.

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 27 April 2011. This figure does not include contractors, agency staff and volunteers, nor does it account for staff on secondment or extended leave, hence the estimated response rate is not accurate.

The final estimated response rates have been weighted to account for our part-time and temporary staff.

The estimated response rates for individual facilities cannot be provided where the actual number of surveys received exceeded the nominated FTE for that facility. This error could be from an incorrect FTE value being used and/or errors in self selection when completing the survey.

### Confidence Intervals

Confidence intervals have been calculated on the total facility responses (within a 5% error rating). If the CI is less than 5% these responses are a representative sample of this facility population.

If the CI is greater than 5% these responses are a snapshot of the views of staff at this facility, as opposed to being a representative sample.

### Results

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses ("Strongly Agree" + "Agree") and dividing by the number of respondents which answered the question.

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, results may not total 100%.

Please see the Guide to using this report for further information

### Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2011 Workplace Survey.

### Anonymity

It is ORC International's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Results for teams with less than ten will not receive an individual report. However, their data will still contribute to the scores for their group and the organisation overall.

Summary responses for each question by demographic data is not provided where there are less than ten respondents from each demographic.

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2,205

ACTUAL RESPONSES

46%

1% Confidence Interval

ESTIMATED RESPONSE RATE

77%

ENGAGEMENT INDEX

56%

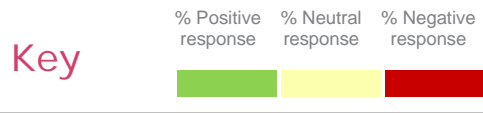
WORKPLACE CULTURE INDEX

# Employee Engagement Index

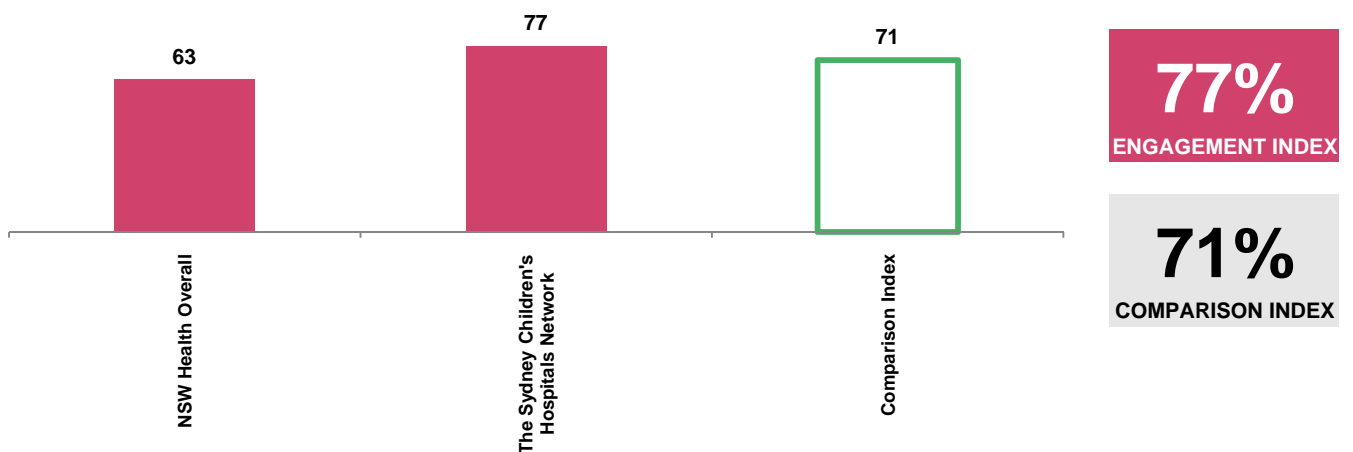
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- 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	84% Positive, 11% Neutral, 5% Negative	+16
42. I would recommend my workplace as a good place to work	75% Positive, 17% Neutral, 9% Negative	+17
44. I have a strong sense of belonging to my workplace	73% Positive, 17% Neutral, 10% Negative	
45. Overall I am satisfied to be working here at the present time	75% Positive, 14% Neutral, 11% Negative	
3. Working here makes me want to do the best job I can	81% Positive, 11% Neutral, 7% Negative	+14
43. I feel motivated to contribute more than what is normally required at work	73% Positive, 16% Neutral, 11% Negative	

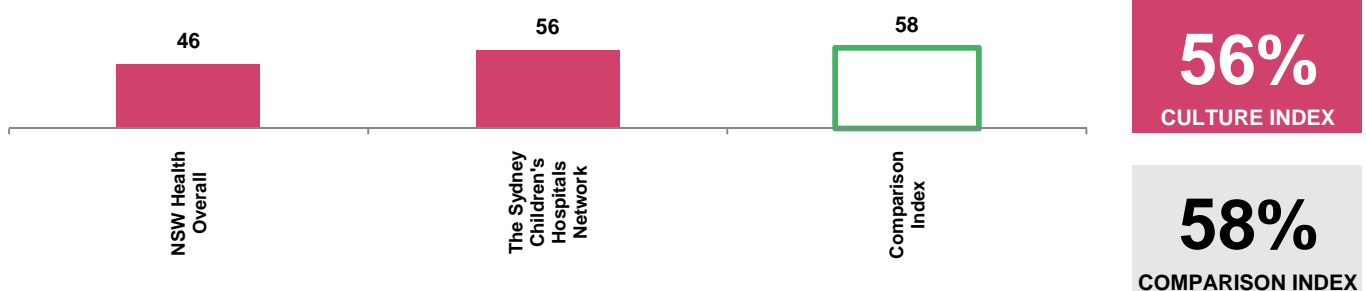


# Employee Workplace Culture Index

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	57	21	21		+11
12. I believe I am valued for what I can offer at my workplace	68	16	16		+10
13. In my workplace, we recognise our successes and innovations	64	21	15		+14
14. Staff are treated respectfully regardless of their job	68	17	16		+13
17. Overall, I have confidence in the decisions made by my line manager	68	18	14		+10
18b. The senior managers at my workplace have a clear direction for the future	43	36	21		+11
18c. The senior managers at my workplace lead by example in creating a positive workplace	45	33	22		+11
20. Overall, I have confidence in the decisions made by my senior managers	50	32	18		+14
22. I have a say in decisions which affect my work	49	26	25		+8
23. I think it is safe to speak up and challenge the way things are done	56	22	22		+10
24. Where I work, we share the lessons learnt when mistakes are made	62	22	16		+9
28. I have confidence in the processes that my workplace uses to resolve staff conflict	45	31	24		+8
38. My team's objectives/work plans are clearly outlined	70	19	11		+10
39. Our objectives/work plans help us to deliver a quality service	70	21	9		+10
46. Overall, I believe the culture at my workplace has improved in the last 12 months	30	41	29		



# 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 The Sydney Children's Hospitals Network overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for The Sydney Children's Hospitals Network 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> 	68	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		64	54
1. My job makes good use of my skills and abilities		83	76
11. Morale is good in my team		57	46
14. Staff are treated respectfully regardless of their job		68	55
36. My work environment allows me to deliver the best possible services (patient care or support services)		66	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	<b>76</b>
Your Workplace	<b>68</b>
Being valued	<b>67</b>

### 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	<b>86</b>
41. Overall I am proud to be a part of this workplace	<b>84</b>
1. My job makes good use of my skills and abilities	<b>83</b>
3. Working here makes me want to do the best job I can	<b>81</b>
15d. My line manager treats me with respect	<b>80</b>

## Lowlights

### Sections

% Positive

Senior Managers	<b>45</b>
Communication	<b>57</b>
Work Environment	<b>58</b>

### Questions

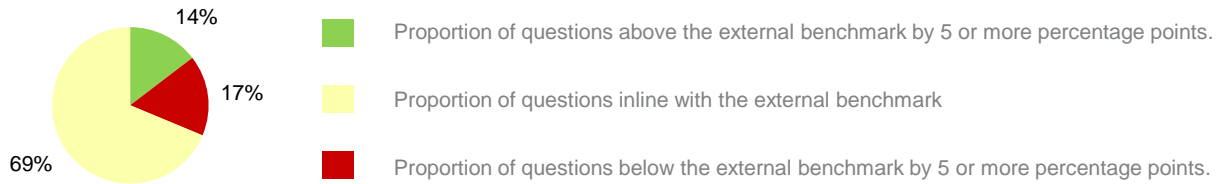
% Positive

4. Too many approvals are required for routine decisions*	<b>17</b>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	<b>30</b>
40. At my workplace we are too focused on monitoring rather than delivering services*	<b>38</b>
18b. The senior managers at my workplace have a clear direction for the future	<b>43</b>
18a. The senior managers at my workplace are aware of the issues I face in my job	<b>44</b>

# External Comparison

This section shows comparisons between The Sydney Children's Hospitals Network and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

Please see the Guide to using this report for further information

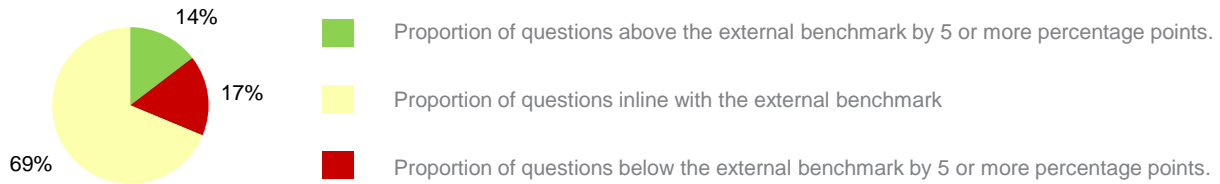


	% Positive	Variance from Australian and International Health Sector benchmark % Positive
40. At my workplace we are too focused on monitoring rather than delivering services*	38	+10
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	86	+9
42. I would recommend my workplace as a good place to work	75	+9
43. I feel motivated to contribute more than what is normally required at work	73	+7
41. Overall I am proud to be a part of this workplace	84	+7
44. I have a strong sense of belonging to my workplace	73	+6
15d. My line manager treats me with respect	80	+5
20. Overall, I have confidence in the decisions made by my senior managers	50	+4
3. Working here makes me want to do the best job I can	81	+3
17. Overall, I have confidence in the decisions made by my line manager	68	+3
14. Staff are treated respectfully regardless of their job	68	+3
21. I am kept well informed about what is happening in my workplace	60	+2
45. Overall I am satisfied to be working here at the present time	75	+2

# External Comparison

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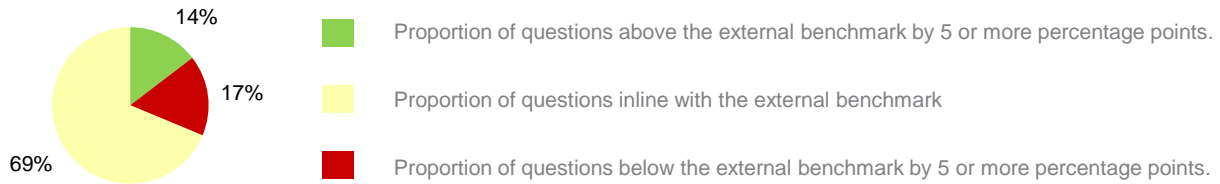


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
37. In my workplace patient safety is at the centre of all decision making	74	+2	
4. Too many approvals are required for routine decisions*	17	+1	
13. In my workplace, we recognise our successes and innovations	64	+1	
19. There is a positive relationship between senior management and staff in my workplace	45	+1	
22. I have a say in decisions which affect my work	49	+1	
15b. My line manager treats all staff in my team fairly	64	0	
15a. My line manager recognises and acknowledges when I have done my job well	68	0	
18c. The senior managers at my workplace lead by example in creating a positive workplace	45	0	
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	64	0	
15c. My line manager ensures that when issues are raised in the team, they are addressed	64	0	
27. I am encouraged to take opportunities to learn new skills and have new experiences	66	-1	
12. I believe I am valued for what I can offer at my workplace	68	-1	
31. Reasonable expectations are placed on staff according to their position	60	-1	

# External Comparison

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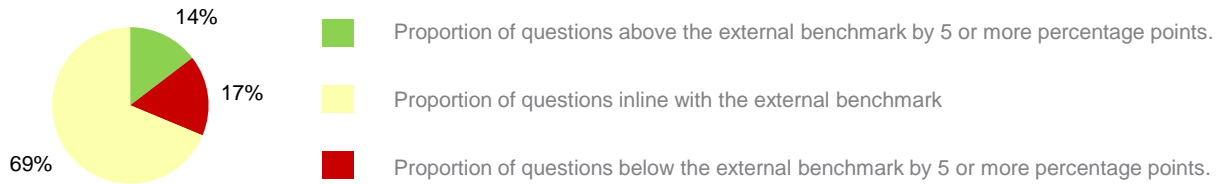
	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
7. The people I work with are willing to help each other even if this means doing something outside their usual job	72	-1	
23. I think it is safe to speak up and challenge the way things are done	56	-1	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	-1	
2. I feel I am able to suggest ideas to improve our ways of doing things	72	-2	
11. Morale is good in my team	57	-2	
39. Our objectives/work plans help us to deliver a quality service	70	-2	
38. My team's objectives/work plans are clearly outlined	70	-2	
1. My job makes good use of my skills and abilities	83	-2	
5. I have sufficient control over my work so I can do my job well	67	-3	
24. Where I work, we share the lessons learnt when mistakes are made	62	-3	
8. In my team we generally acknowledge one another's efforts and achievements	73	-3	
25. I have received the appropriate training and development to do my job effectively	75	-4	
36. My work environment allows me to deliver the best possible services (patient care or support services)	66	-4	



# External Comparison

This section shows comparisons between The Sydney Children's Hospitals Network 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.

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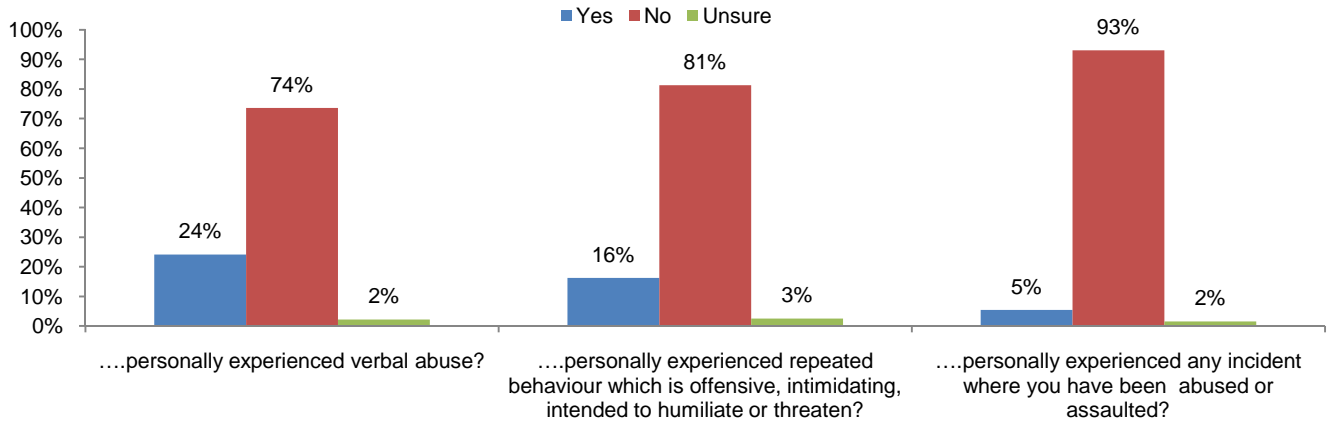


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
9. People in my team are honest and open	67	-4	
16. I receive regular and constructive feedback on my performance	49	-5	
18a. The senior managers at my workplace are aware of the issues I face in my job	44	-5	
18b. The senior managers at my workplace have a clear direction for the future	43	-7	
29. I am able to achieve a healthy work/life balance most of the time	62	-9	
10. My team resolves conflict quickly when it arises	53	-9	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	45	-9	
30. There are mechanisms in place to support me if I experience stress or pressure	52	-10	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	30	-11	

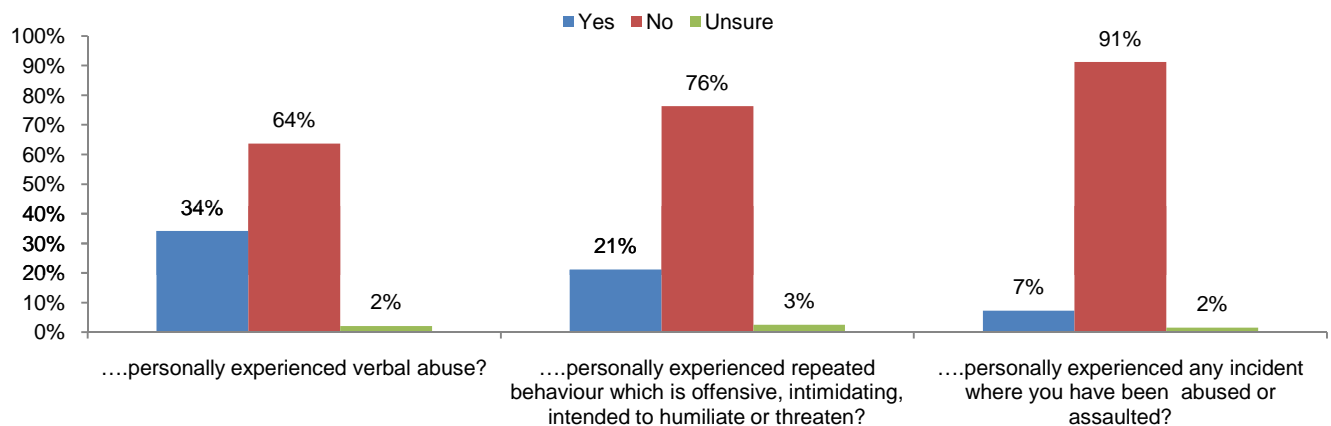
# Inappropriate Behaviour

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

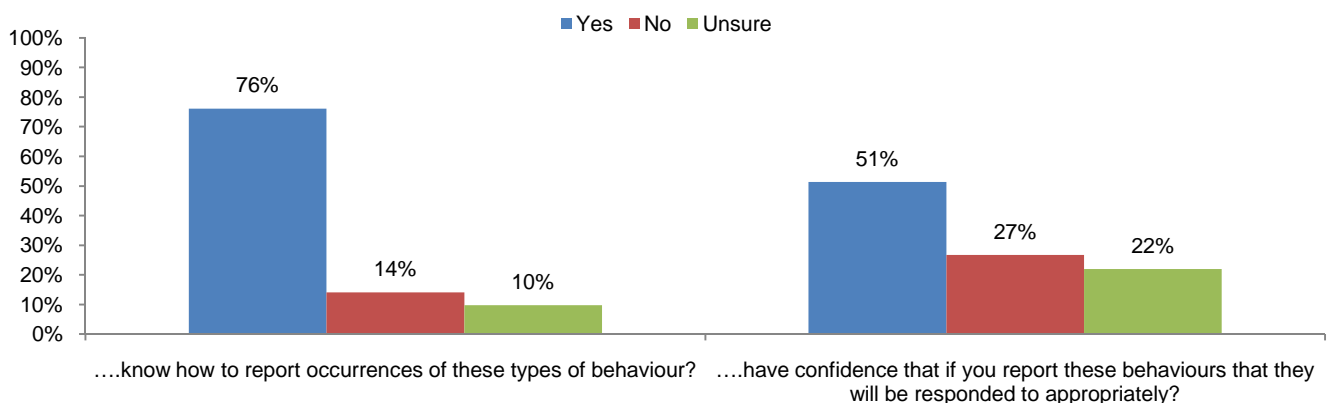
## 33. In the last three (3) months have you....



## 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

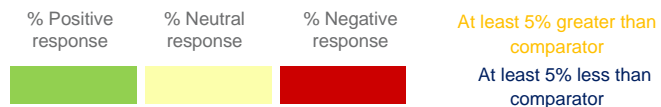
	Response Scale	% Positive Score	NSW Health Overall	Australian and International Health Sector Benchmark
<b>Key</b> 1. My job makes good use of my skills and abilities	83 (7% Neutral, 10% Negative)	83	+8	-1
2. I feel I am able to suggest ideas to improve our ways of doing things	72 (14% Neutral, 14% Negative)	72	+7	-2
3. Working here makes me want to do the best job I can	81 (11% Neutral, 7% Negative)	81	+14	+3
4. Too many approvals are required for routine decisions*	17 (25% Neutral, 58% Negative)	17	+3	+1
5. I have sufficient control over my work so I can do my job well	67 (16% Neutral, 17% Negative)	67	+7	-3
<b>Key</b> 6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	64 (20% Neutral, 16% Negative)	64	+10	0

# 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

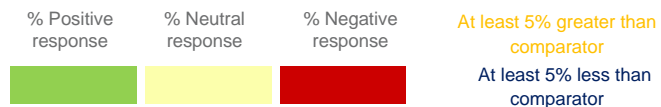
	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
7. The people I work with are willing to help each other even if this means doing something outside their usual job	72 (Green) 15 (Yellow) 13 (Red)	72	+7 -4
8. In my team we generally acknowledge one another's efforts and achievements	73 (Green) 14 (Yellow) 13 (Red)	73	+7 -3
9. People in my team are honest and open	67 (Green) 20 (Yellow) 13 (Red)	67	+7 -4
10. My team resolves conflict quickly when it arises	53 (Green) 26 (Yellow) 21 (Red)	53	+6 -9
<b>Key</b> 11. Morale is good in my team	57 (Green) 21 (Yellow) 21 (Red)	57	+11 -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



## Being valued

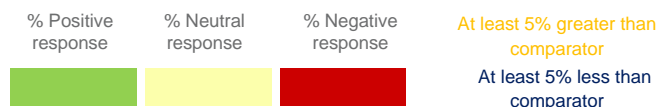
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:
					NSW Health Overall	Australian and International Health Sector Benchmark
<b>Key</b> 12. I believe I am valued for what I can offer at my workplace	68	68	16	16	67	+13
13. In my workplace, we recognise our successes and innovations	64	64	21	15	64	+14
<b>Key</b> 14. Staff are treated respectfully regardless of their job	68	68	17	16	68	+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



## Your Line Manager

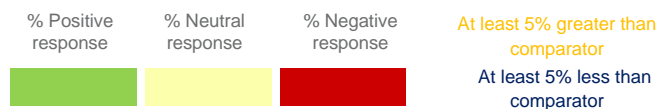
Question	Response Scale	% Positive Score	% Positive Variance Compared to:	Australian and International Health Sector Benchmark
		66	+8	+1
<b>15a.</b> My line manager recognises and acknowledges when I have done my job well	68 (17% Neutral, 15% Negative)	68	+8	0
<b>15b.</b> My line manager treats all staff in my team fairly	64 (16% Neutral, 20% Negative)	64	+6	0
<b>15c.</b> My line manager ensures that when issues are raised in the team, they are addressed	64 (18% Neutral, 18% Negative)	64	+8	0
<b>15d.</b> My line manager treats me with respect	80 (12% Neutral, 8% Negative)	80	+7	+5
<b>16.</b> I receive regular and constructive feedback on my performance	49 (23% Neutral, 28% Negative)	49	+5	-5
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	68 (18% Neutral, 14% Negative)	68	+10	+3

# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Senior Managers

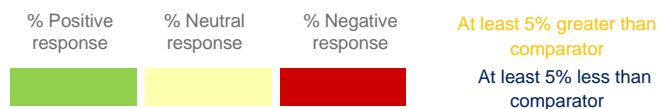
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>18a.</b> The senior managers at my workplace are aware of the issues I face in my job	44	26	30	44	+4	-5
<b>18b.</b> The senior managers at my workplace have a clear direction for the future	43	36	21	43	+11	-7
<b>18c.</b> The senior managers at my workplace lead by example in creating a positive workplace	45	33	22	45	+11	0
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	45	32	23	45	+11	+1
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	50	32	18	50	+14	+4

# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Communication

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
21. I am kept well informed about what is happening in my workplace	60	19	20	60	+15	+2
22. I have a say in decisions which affect my work	49	26	25	49	+8	+1
23. I think it is safe to speak up and challenge the way things are done	56	22	22	56	+10	-1
24. Where I work, we share the lessons learnt when mistakes are made	62	22	16	62	+9	-3

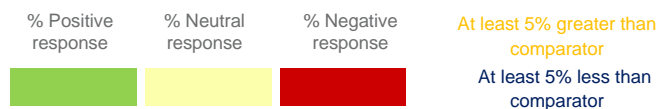


# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Training and Development Opportunities

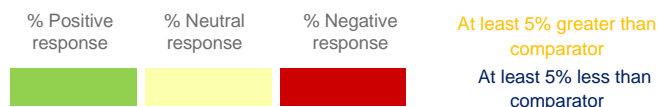
	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
<b>25.</b> I have received the appropriate training and development to do my job effectively	75 (14% Neutral, 11% Negative)	76	+9, +2
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	86 (7% Neutral, 7% Negative)	86	+7, +9
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	66 (18% Neutral, 16% Negative)	66	+11, -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



## 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	45	31	24	45	+8	-9
29. I am able to achieve a healthy work/life balance most of the time	62	18	20	62	+2	-9
30. There are mechanisms in place to support me if I experience stress or pressure	52	26	23	52	+3	-10
31. Reasonable expectations are placed on staff according to their position	60	19	21	60	+8	-1
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	21	7	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:

## Inappropriate Behaviour

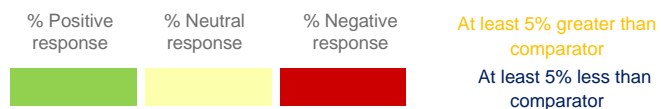
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark	
<b>33a.</b> In the last three (3) months, have you personally experienced verbal abuse?	74		24	74	+8	+5	
<b>33b.</b> In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	81		16	81	+10	+9	
<b>33c.</b> In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	93		5	93	+8	+9	
<b>34a.</b> In the last twelve (12) months, have you personally experienced verbal abuse?	64		34	64	+10	+6	
<b>34b.</b> In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	76		21	76	+11	+6	
<b>34c.</b> In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	91		7	91	+9	+8	
		% Yes response	% Unsure response	% No response			
<b>35a.</b> Do you currently know how to report occurrences of these types of behaviour?		76	10	14	76	-7	-5
<b>35b.</b> Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?		51	22	27	51	+8	-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



## Service Delivery

**Key**

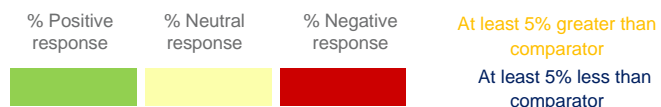
Question	Response Scale	% Positive Score	NSW Health Overall	Australian and International Health Sector Benchmark
36. My work environment allows me to deliver the best possible services (patient care or support services)	66 (66% Positive, 18% Neutral, 16% Negative)	66	+11	+1
37. In my workplace patient safety is at the centre of all decision making	74 (74% Positive, 19% Neutral, 7% Negative)	74	+10	+2
38. My team's objectives/work plans are clearly outlined	70 (70% Positive, 19% Neutral, 11% Negative)	70	+10	-2
39. Our objectives/work plans help us to deliver a quality service	70 (70% Positive, 21% Neutral, 9% Negative)	70	+10	-2
40. At my workplace we are too focused on monitoring rather than delivering services*	38 (38% Positive, 36% Neutral, 25% Negative)	38	+11	+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 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	84	11	5	84	+16	+7
42. I would recommend my workplace as a good place to work	75	17	9	75	+17	+9
43. I feel motivated to contribute more than what is normally required at work	73	16	11	73	+12	+7
44. I have a strong sense of belonging to my workplace	73	17	10	73	+12	+6
45. Overall I am satisfied to be working here at the present time	75	14	11	75	+11	+2
46. Overall, I believe the culture at my workplace has improved in the last 12 months	30	41	29	30	+1	-11