

2011 YourSay Workplace Survey

Facility Report



Western Sydney Local Health District

This Report

This report provides Western Sydney 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.

Content

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

4,230

ACTUAL RESPONSES

45%

1% Confidence Interval

ESTIMATED RESPONSE RATE

61%

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

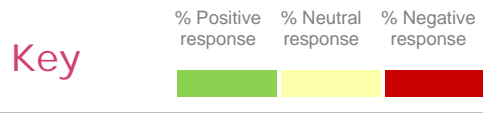
Stay

An emotional commitment to the organisation and a desire to stay

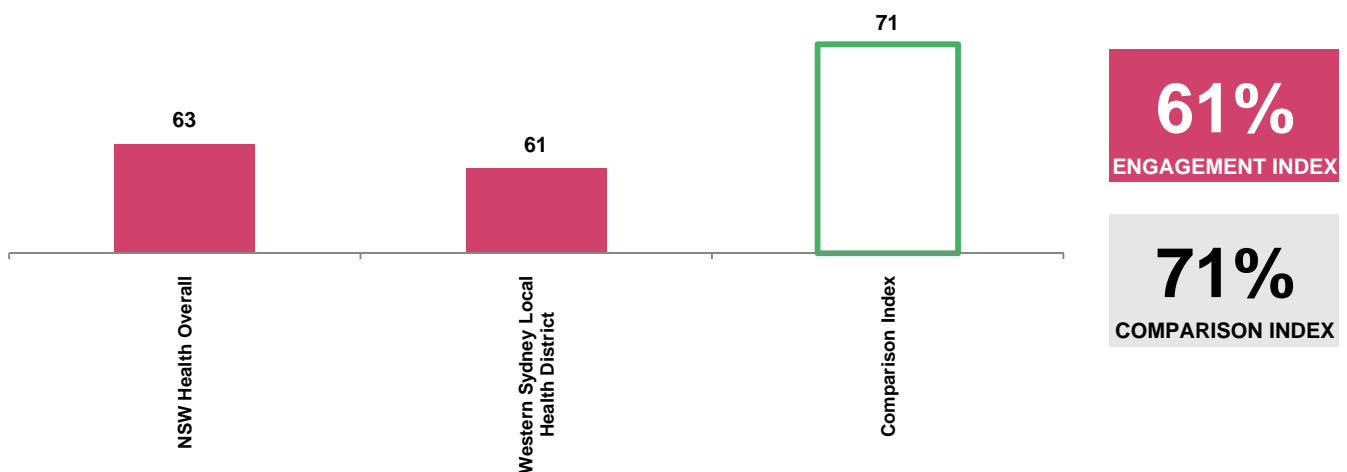
Strive

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	66% Positive, 20% Neutral, 14% Negative	-2
42. I would recommend my workplace as a good place to work	55% Positive, 22% Neutral, 23% Negative	-3
44. I have a strong sense of belonging to my workplace	60% Positive, 19% Neutral, 20% Negative	
45. Overall I am satisfied to be working here at the present time	61% Positive, 18% Neutral, 21% Negative	-3
3. Working here makes me want to do the best job I can	66% Positive, 18% Neutral, 16% Negative	
43. I feel motivated to contribute more than what is normally required at work	57% Positive, 20% Neutral, 22% Negative	-4

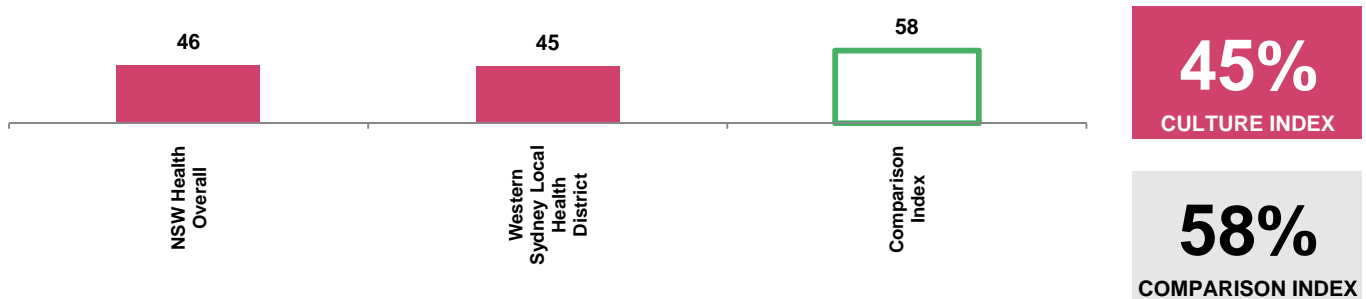


Employee Workplace Culture Index

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	46	20	34		0
12. I believe I am valued for what I can offer at my workplace	57	17	26		-1
13. In my workplace, we recognise our successes and innovations	47	24	29		-3
14. Staff are treated respectfully regardless of their job	52	18	29		-3
17. Overall, I have confidence in the decisions made by my line manager	55	20	25		-3
18b. The senior managers at my workplace have a clear direction for the future	30	33	37		-2
18c. The senior managers at my workplace lead by example in creating a positive workplace	33	29	38		-1
20. Overall, I have confidence in the decisions made by my senior managers	34	29	37		-2
22. I have a say in decisions which affect my work	39	23	38		-2
23. I think it is safe to speak up and challenge the way things are done	43	20	37		-3
24. Where I work, we share the lessons learnt when mistakes are made	52	21	27		-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	60	22	18		0
39. Our objectives/work plans help us to deliver a quality service	60	23	17		0
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	31	36		+3



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 Western Sydney Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Western Sydney 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> 	57	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		51	54
2. I feel I am able to suggest ideas to improve our ways of doing things		62	65
36. My work environment allows me to deliver the best possible services (patient care or support services)		55	54
39. Our objectives/work plans help us to deliver a quality service		60	60
38. My team's objectives/work plans are clearly outlined		60	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	66
Your Line Manager	56
Your Team	56

Questions	% Positive
1. My job makes good use of my skills and abilities	77
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	77
15d. My line manager treats me with respect	70
25. I have received the appropriate training and development to do my job effectively	68
37. In my workplace patient safety is at the centre of all decision making	66

Lowlights

Sections	% Positive
Senior Managers	34
Communication	44
Work Environment	49

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*	25
18b. The senior managers at my workplace have a clear direction for the future	30
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32
19. There is a positive relationship between senior management and staff in my workplace	33

External Comparison

This section shows comparisons between Western Sydney 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	77	0	
40. At my workplace we are too focused on monitoring rather than delivering services*	25	-3	■
4. Too many approvals are required for routine decisions*	13	-3	■
15d. My line manager treats me with respect	70	-5	■
37. In my workplace patient safety is at the centre of all decision making	66	-6	■
44. I have a strong sense of belonging to my workplace	60	-7	■
15b. My line manager treats all staff in my team fairly	56	-8	■
1. My job makes good use of my skills and abilities	77	-8	■
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	-8	■
43. I feel motivated to contribute more than what is normally required at work	57	-9	■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	-9	■
22. I have a say in decisions which affect my work	39	-9	■
17. Overall, I have confidence in the decisions made by my line manager	55	-10	■

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
15a. My line manager recognises and acknowledges when I have done my job well	58	-10	■
18a. The senior managers at my workplace are aware of the issues I face in my job	39	-10	■
42. I would recommend my workplace as a good place to work	55	-11	■
16. I receive regular and constructive feedback on my performance	43	-11	■
7. The people I work with are willing to help each other even if this means doing something outside their usual job	62	-11	■
25. I have received the appropriate training and development to do my job effectively	68	-11	■
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	62	-11	■
41. Overall I am proud to be a part of this workplace	66	-11	■
31. Reasonable expectations are placed on staff according to their position	50	-11	■
19. There is a positive relationship between senior management and staff in my workplace	33	-11	■
38. My team's objectives/work plans are clearly outlined	60	-12	■
45. Overall I am satisfied to be working here at the present time	61	-12	■
39. Our objectives/work plans help us to deliver a quality service	60	-12	■

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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
3. Working here makes me want to do the best job I can	66	-12	■
12. I believe I am valued for what I can offer at my workplace	57	-12	■
5. I have sufficient control over my work so I can do my job well	58	-12	■
2. I feel I am able to suggest ideas to improve our ways of doing things	62	-12	■
18c. The senior managers at my workplace lead by example in creating a positive workplace	33	-12	■
20. Overall, I have confidence in the decisions made by my senior managers	34	-12	■
8. In my team we generally acknowledge one another's efforts and achievements	64	-12	■
11. Morale is good in my team	46	-13	■
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	51	-13	■
14. Staff are treated respectfully regardless of their job	52	-13	■
24. Where I work, we share the lessons learnt when mistakes are made	52	-13	■
27. I am encouraged to take opportunities to learn new skills and have new experiences	54	-13	■
9. People in my team are honest and open	58	-13	■

External Comparison

This section shows comparisons between Western Sydney 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.

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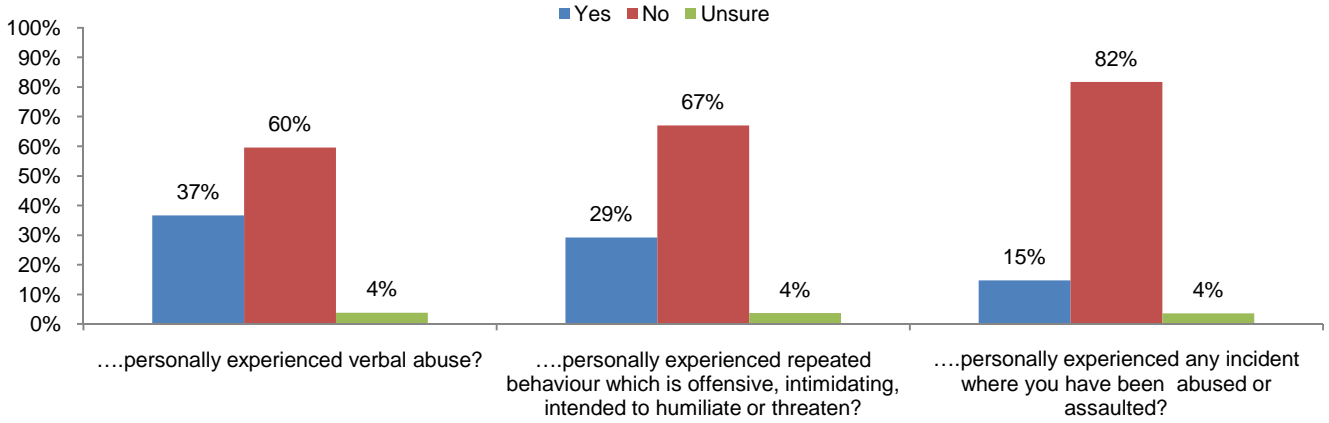
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
10. My team resolves conflict quickly when it arises	48	-14	■
29. I am able to achieve a healthy work/life balance most of the time	57	-14	■
23. I think it is safe to speak up and challenge the way things are done	43	-14	■
21. I am kept well informed about what is happening in my workplace	43	-15	■
36. My work environment allows me to deliver the best possible services (patient care or support services)	55	-15	■
13. In my workplace, we recognise our successes and innovations	47	-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	30	-20	■
30. There are mechanisms in place to support me if I experience stress or pressure	40	-22	■

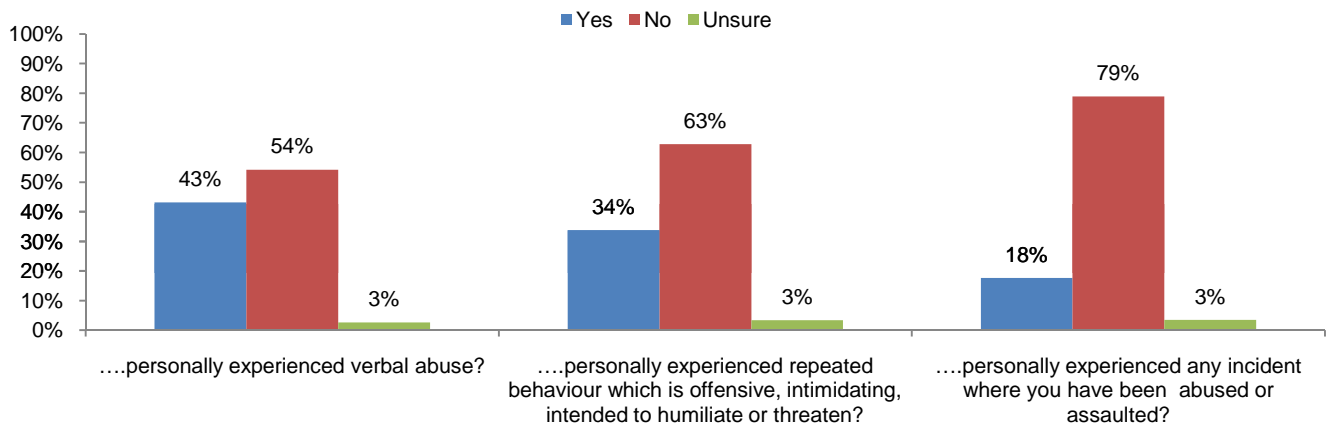
Inappropriate Behaviour

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

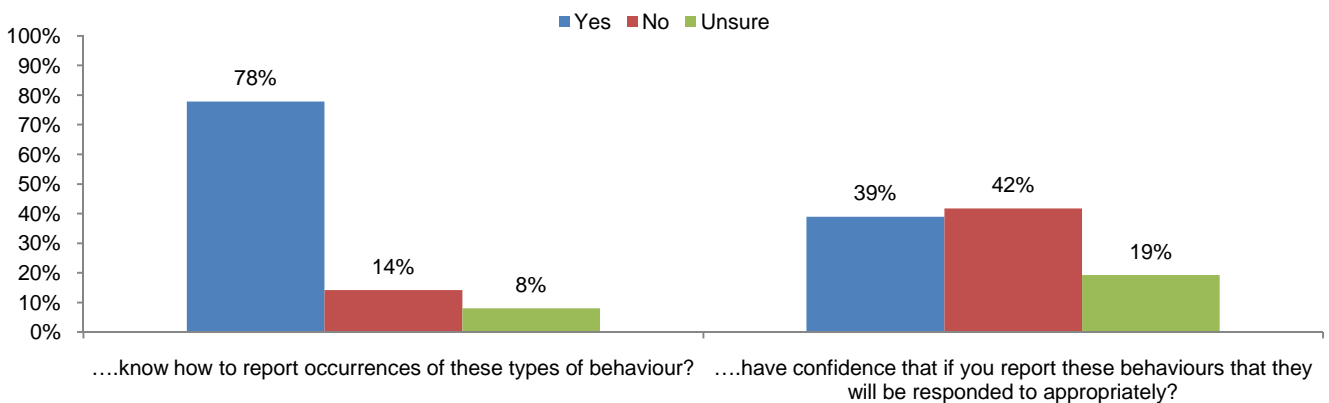
33. In the last three (3) months have you....



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



35. Do you currently....

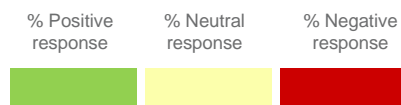


All Questions

This section shows the breakdown of responses to each question.

Key

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



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

Your Job

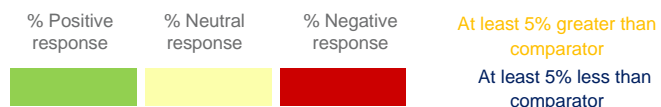
	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
		54	-2 -11
1. My job makes good use of my skills and abilities	77 10 13	77	+1 -8
2. I feel I am able to suggest ideas to improve our ways of doing things	62 15 23	62	-3 -12
3. Working here makes me want to do the best job I can	66 18 16	66	-1 -12
4. Too many approvals are required for routine decisions*	13 19 68	13	-1 -3
5. I have sufficient control over my work so I can do my job well	58 18 24	58	-2 -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	51 23 26	51	-3 -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 Team

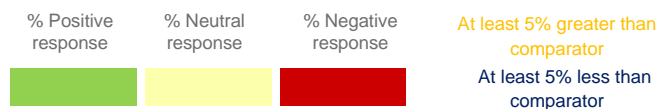
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
7. The people I work with are willing to help each other even if this means doing something outside their usual job	62	62	16	22	62	-3	-1	-12
8. In my team we generally acknowledge one another's efforts and achievements	64	64	16	20	64	-2	-2	-12
9. People in my team are honest and open	58	58	20	22	58	-2	-2	-13
10. My team resolves conflict quickly when it arises	48	48	24	28	48	+1	+1	-14
11. Morale is good in my team	46	46	20	34	46	+0	+0	-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



Being valued

Key

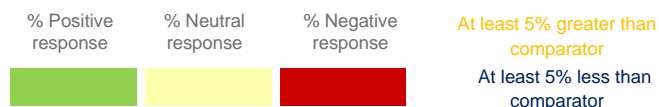
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
12. I believe I am valued for what I can offer at my workplace	57	17	26	57	-1	-12	
13. In my workplace, we recognise our successes and innovations	47	24	29	47	-3	-16	
14. Staff are treated respectfully regardless of their job	52	18	29	52	-3	-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

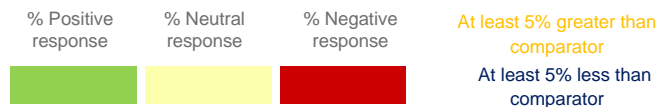
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
15a. My line manager recognises and acknowledges when I have done my job well	58	18	24	58	-2	-2	-9
15b. My line manager treats all staff in my team fairly	56	16	28	56	-2	-2	-8
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	18	26	56	-0	-0	-8
15d. My line manager treats me with respect	70	15	15	70	-3	-3	-5
16. I receive regular and constructive feedback on my performance	43	23	33	43	-1	-1	-11
17. Overall, I have confidence in the decisions made by my line manager	55	20	25	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

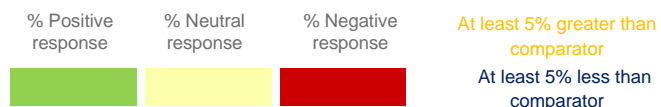
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	39	21	40	39	-1	-10	-13
18b. The senior managers at my workplace have a clear direction for the future	30	33	37	30	-2	-20	-20
18c. The senior managers at my workplace lead by example in creating a positive workplace	33	29	38	33	-1	-12	-12
19. There is a positive relationship between senior management and staff in my workplace	33	28	40	33	-1	-11	-11
20. Overall, I have confidence in the decisions made by my senior managers	34	29	37	34	-2	-12	-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	43	21	36	43	-2	-15
22. I have a say in decisions which affect my work	39	23	38	39	-2	-9
23. I think it is safe to speak up and challenge the way things are done	43	20	37	43	-3	-14
24. Where I work, we share the lessons learnt when mistakes are made	52	21	27	52	-1	-13

All Questions

This section shows the breakdown of responses to each question.

Key

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



Training and Development Opportunities

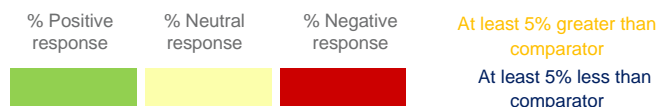
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	68	68	16	16	68	-1	-8	
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	77	77	10	13	77	+1	0	
27. I am encouraged to take opportunities to learn new skills and have new experiences	54	54	22	24	54	-1	-13	

All Questions

This section shows the breakdown of responses to each question.

Key

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



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	27	36	37	0	-17
29. I am able to achieve a healthy work/life balance most of the time	57	19	24	57	-3	-14
30. There are mechanisms in place to support me if I experience stress or pressure	40	25	35	40	-9	-22
31. Reasonable expectations are placed on staff according to their position	50	19	32	50	-2	-11
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	62	20	18	62	-3	-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

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

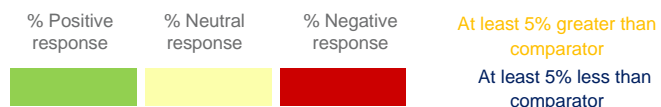
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark
33a. In the last three (3) months, have you personally experienced verbal abuse?	60		37	60	-3	-3
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	67		29	67	-4	-5
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	82		15	82	-3	-2
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	54		43	54	+0	-4
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	63		34	63	-2	-7
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	79		18	79	-3	-4
		% Yes response	% Unsure response	% No response		
35a. Do you currently know how to report occurrences of these types of behaviour?		78	8	14	78	-5
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?		39	19	42	39	-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

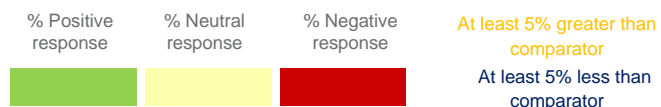
	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response	NSW Health Overall	Australian and International Health Sector Benchmark	
				53	0	-10
Key 36. My work environment allows me to deliver the best possible services (patient care or support services)	55	20	26	55	+1	-15
37. In my workplace patient safety is at the centre of all decision making	66	19	15	66	+2	-6
Key 38. My team's objectives/work plans are clearly outlined	60	22	18	60	+0	-12
Key 39. Our objectives/work plans help us to deliver a quality service	60	23	17	60	0	-12
40. At my workplace we are too focused on monitoring rather than delivering services*	25	29	46	25	-2	-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



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	66	20	14	66	-2	-11
42. I would recommend my workplace as a good place to work	55	22	23	55	-3	-11
43. I feel motivated to contribute more than what is normally required at work	57	20	22	57	-4	-9
44. I have a strong sense of belonging to my workplace	60	19	20	60	-1	-7
45. Overall I am satisfied to be working here at the present time	61	18	21	61	-3	-12
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	31	36	32	+3	-9