

2013 YourSay Workplace Survey

LHD Report



Central Coast Local Health District

This Report

This report provides Central Coast Local Health District with data from the 2013 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 2 April 2013. 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%.

Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2013 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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2,781

2011: 2,031

ACTUAL RESPONSES

45%

2011: 40%

1% Confidence Interval

ESTIMATED RESPONSE RATE

67%

2011: 61%

ENGAGEMENT INDEX

49%

2011: 41%

WORKPLACE CULTURE INDEX

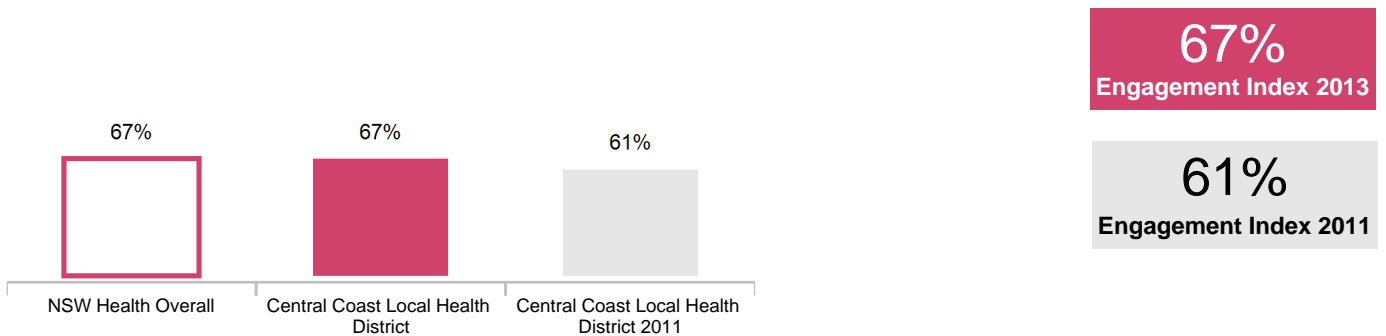
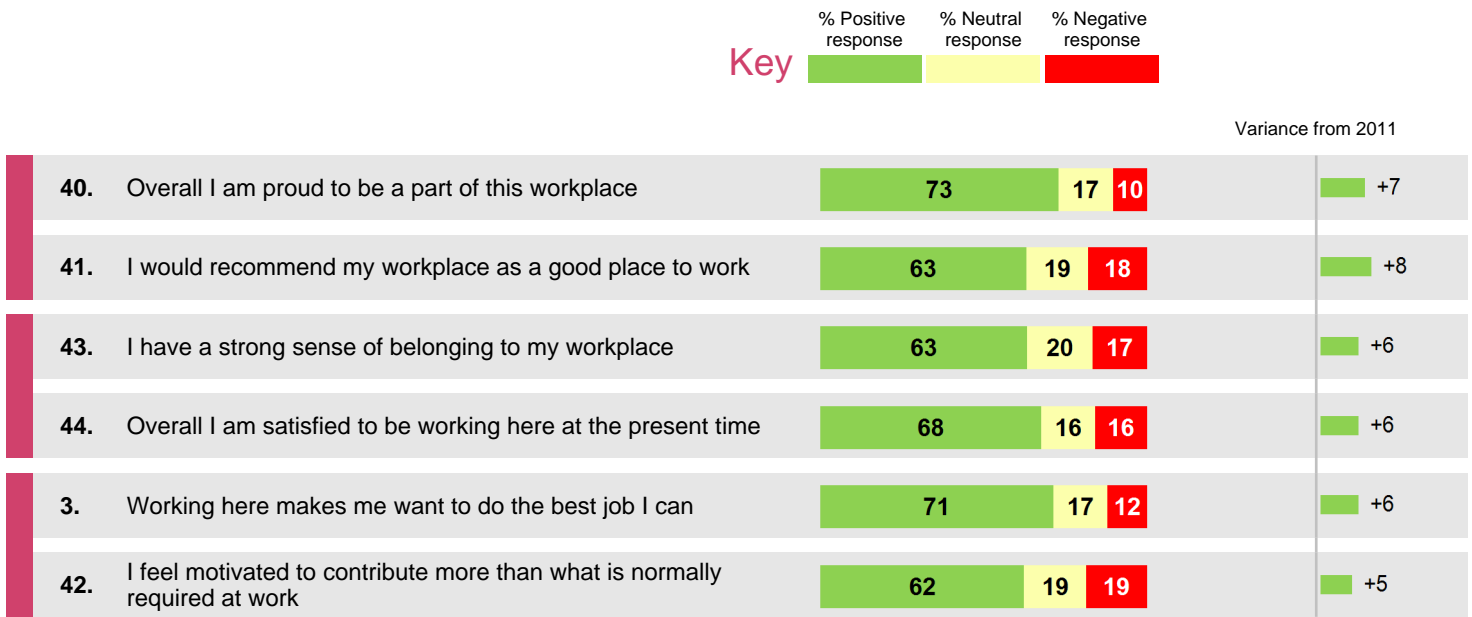
Employee Engagement Index

The Engagement Index is a measure of respondents 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:

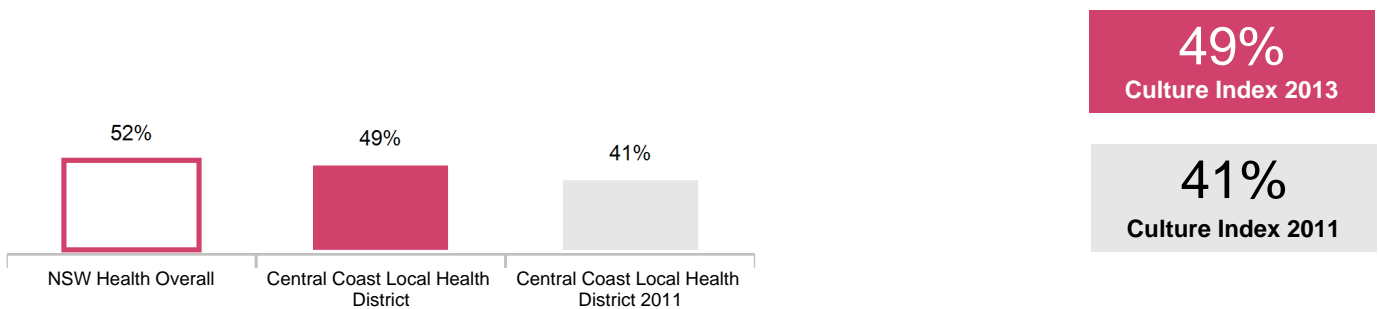


Employee Workplace Culture Index

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:

	Key			Variance from 2011
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	47	21	31	+5
12. I believe I am valued for what I can offer at my workplace	60	18	23	+5
13. In my workplace, we recognise our successes and innovations	51	23	25	+7
14. Staff are treated respectfully regardless of their job	58	18	25	+7
17. Overall, I have confidence in the decisions made by my line manager	59	20	22	+3
18b. The senior managers at my workplace ... have a clear direction for the future	36	36	28	+12
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	30	32	+11
20. Overall, I have confidence in the decisions made by my senior managers	40	29	32	+11
22. I have a say in decisions which affect my work	40	25	36	+7
23. I think it is safe to speak up and challenge the way things are done	48	21	31	+5
24a. Where I work, we share the lessons learnt when mistakes are made	55	22	22	+8
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	28	33	+8
37. My team's objectives/work plans are clearly outlined	64	22	14	+7
38. Our objectives/work plans help us to deliver a quality service	63	24	13	+9
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	37	31	+8



Drivers of Engagement

The impact analysis below identifies the areas that have the potential to improve and maintain the engagement of your employees. The dashboard below shows the questions with the greatest impact on Employee Engagement for Central Coast Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Central Coast Local Health District as a whole.

The questions derived from the impact analysis 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 score	Central Coast Local Health District 2011 % positive score
		<i>Greatest</i>			
46.	Overall, I believe the culture at my workplace has improved in the last 12 months		32	36	24
22.	I have a say in decisions which affect my work		40	46	33
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		39	42	31
11.	Morale is good in my team		47	51	42
20.	Overall, I have confidence in the decisions made by my senior managers		40	42	29
19.	There is a positive relationship between senior management and staff in my workplace		37	40	27

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	70
Your Job	64
Service Delivery	60

Questions

	% Positive
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	81
1. My job makes good use of my skills and abilities	80
40. Overall I am proud to be a part of this workplace	73
15d. My line manager ... treats me with respect	73
25. I have received the appropriate training and development to do my job effectively	72

Lowlights

Sections

	% Positive
Senior Managers	39
Communication	49
Work Environment	56




Questions




	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32
18b. The senior managers at my workplace ... have a clear direction for the future	36
19. There is a positive relationship between senior management and staff in my workplace	37
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39

Most Improved and Least Improved since 2011

This section shows the three most improved sections and five most improved questions since 2011. It also shows the three sections and five questions that have least improved since 2011.

Most improved

Sections	% Positive	Variance from 2011
Senior Managers	39	 +11
Communication	49	 +9
Work Environment	56	 +7

Questions	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	36	 +12
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	 +11
20. Overall, I have confidence in the decisions made by my senior managers	40	 +11
18a. The senior managers at my workplace ... are aware of the issues I face in my job	43	 +10
19. There is a positive relationship between senior management and staff in my workplace	37	 +10

Least improved

Sections	% Positive	Variance from 2011
There are no scores below		

Questions	% Positive	Variance from 2011
There are no scores below		

Trend Comparison

This section shows comparisons between Central Coast Local Health District and the 2011 survey results for Central Coast Local Health District.



- 100% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 0% ■ Proportion of questions inline with the 2011 scores
- 0% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	36	+12
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	+11
20. Overall, I have confidence in the decisions made by my senior managers	40	+11
18a. The senior managers at my workplace ... are aware of the issues I face in my job	43	+10
19. There is a positive relationship between senior management and staff in my workplace	37	+10
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	+9
38. Our objectives/work plans help us to deliver a quality service	63	+9
2. I feel I am able to suggest ideas to improve our ways of doing things	67	+8
24a. Where I work, we share the lessons learnt when mistakes are made	55	+8
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	+8
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	67	+8
35. My work environment allows me to deliver the best possible services (patient care or support services)	57	+8
41. I would recommend my workplace as a good place to work	63	+8
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	+8
13. In my workplace, we recognise our successes and innovations	51	+7
14. Staff are treated respectfully regardless of their job	58	+7

Trend Comparison

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- 0% ■ Proportion of questions inline with the 2011 scores
- 0% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
22. I have a say in decisions which affect my work	40	+7
25. I have received the appropriate training and development to do my job effectively	72	+7
29. I am able to achieve a healthy work/life balance most of the time	66	+7
30. There are mechanisms in place to support me if I experience stress or pressure	53	+7
37. My team's objectives/work plans are clearly outlined	64	+7
40. Overall I am proud to be a part of this workplace	73	+7
3. Working here makes me want to do the best job I can	71	+6
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	56	+6
10. My team resolves conflict quickly when it arises	47	+6
15a. My line manager ... recognises and acknowledges when I have done my job well	59	+6
31. Reasonable expectations are placed on staff according to their position	55	+6
43. I have a strong sense of belonging to my workplace	63	+6
44. Overall I am satisfied to be working here at the present time	68	+6
1. My job makes good use of my skills and abilities	80	+5
11. Morale is good in my team	47	+5
12. I believe I am valued for what I can offer at my workplace	60	+5

Trend Comparison

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- 100% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 0% ■ Proportion of questions inline with the 2011 scores
- 0% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
16. I receive regular and constructive feedback on my performance	43	+5
21. I am kept well informed about what is happening in my workplace	45	+5
23. I think it is safe to speak up and challenge the way things are done	48	+5
42. I feel motivated to contribute more than what is normally required at work	62	+5
15b. My line manager ... treats all staff in my team fairly	58	+4
36. In my workplace patient safety is at the centre of all decision making	68	+4
5. I have sufficient control over my work so I can do my job well	62	+3
7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	+3
8. In my team we generally acknowledge one another's efforts and achievements	65	+3
9. People in my team are honest and open	60	+3
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	56	+3
15d. My line manager ... treats me with respect	73	+3
17. Overall, I have confidence in the decisions made by my line manager	59	+3
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	81	+2

External Comparison

This section shows comparisons between Central Coast Local Health District and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.



- 4% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 12% ■ Proportion of questions inline with the benchmark
- 84% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	81	■ +4
19. There is a positive relationship between senior management and staff in my workplace	37	■ +1
15b. My line manager ... treats all staff in my team fairly	58	0
17. Overall, I have confidence in the decisions made by my line manager	59	0
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	0
20. Overall, I have confidence in the decisions made by my senior managers	40	0
40. Overall I am proud to be a part of this workplace	73	0
41. I would recommend my workplace as a good place to work	63	0
15d. My line manager ... treats me with respect	73	-1 ■
18a. The senior managers at my workplace ... are aware of the issues I face in my job	43	-1 ■
22. I have a say in decisions which affect my work	40	-2 ■
29. I am able to achieve a healthy work/life balance most of the time	66	-2 ■
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	67	-2 ■
42. I feel motivated to contribute more than what is normally required at work	62	-2 ■
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	-2 ■
1. My job makes good use of my skills and abilities	80	-3 ■
15a. My line manager ... recognises and acknowledges when I have done my job well	59	-3 ■

External Comparison

This section shows comparisons between Central Coast Local Health District and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.



- 4% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 12% ■ Proportion of questions inline with the benchmark
- 84% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
43. I have a strong sense of belonging to my workplace	63	-3 ■
44. Overall I am satisfied to be working here at the present time	68	-3 ■
7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	-4 ■
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	56	-4 ■
21. I am kept well informed about what is happening in my workplace	45	-4 ■
14. Staff are treated respectfully regardless of their job	58	-5 ■
23. I think it is safe to speak up and challenge the way things are done	48	-5 ■
24a. Where I work, we share the lessons learnt when mistakes are made	55	-5 ■
36. In my workplace patient safety is at the centre of all decision making	68	-5 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	67	-6 ■
12. I believe I am valued for what I can offer at my workplace	60	-6 ■
16. I receive regular and constructive feedback on my performance	43	-6 ■
25. I have received the appropriate training and development to do my job effectively	72	-6 ■
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	-6 ■
30. There are mechanisms in place to support me if I experience stress or pressure	53	-6 ■
31. Reasonable expectations are placed on staff according to their position	55	-6 ■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	-6 ■

External Comparison

This section shows comparisons between Central Coast Local Health District and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.



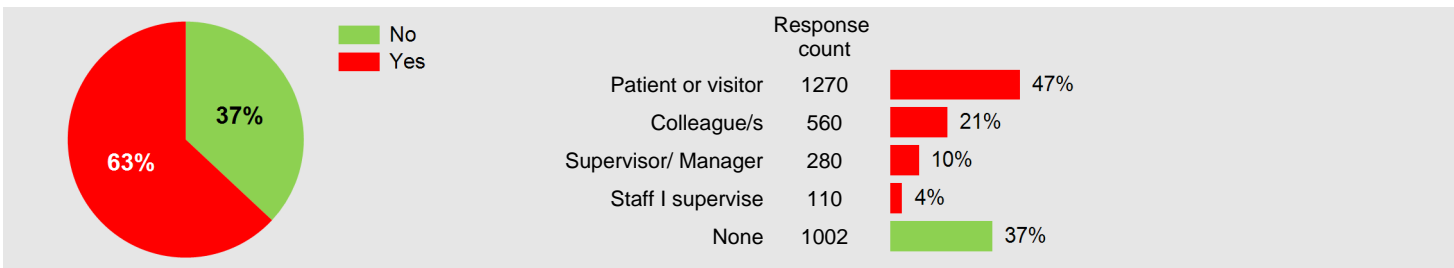
- 4% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 12% ■ Proportion of questions inline with the benchmark
- 84% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
3. Working here makes me want to do the best job I can	71	-7 ■
9. People in my team are honest and open	60	-7 ■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	-7 ■
37. My team's objectives/work plans are clearly outlined	64	-7 ■
38. Our objectives/work plans help us to deliver a quality service	63	-7 ■
13. In my workplace, we recognise our successes and innovations	51	-8 ■
18b. The senior managers at my workplace ... have a clear direction for the future	36	-8 ■
4. The right amount of approvals are required for routine decisions	48	-9 ■
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	-9 ■
8. In my team we generally acknowledge one another's efforts and achievements	65	-9 ■
10. My team resolves conflict quickly when it arises	47	-9 ■
11. Morale is good in my team	47	-9 ■
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	-9 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	57	-9 ■
39. At my workplace there is a good balance between delivering services and monitoring service delivery	49	-9 ■
5. I have sufficient control over my work so I can do my job well	62	-10 ■
24b. I am aware of the strategic objectives and direction of the organisation I work for	50	-11 ■

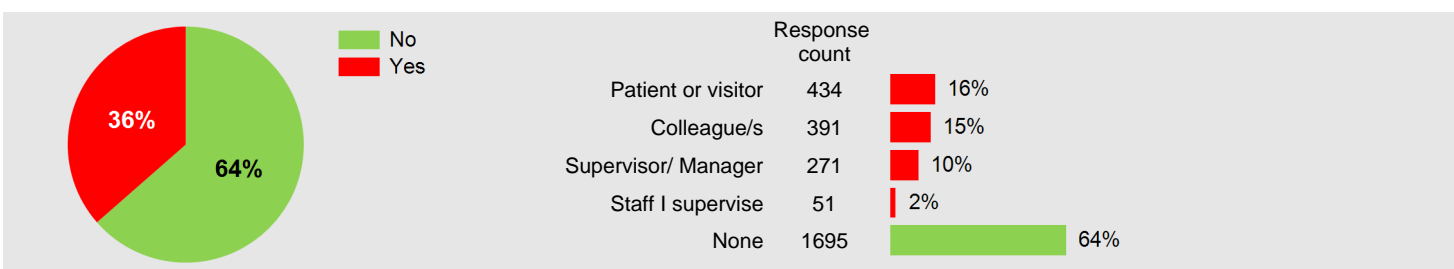
Unacceptable Behaviour

This section shows the results to questions asked regarding unacceptable behaviour.

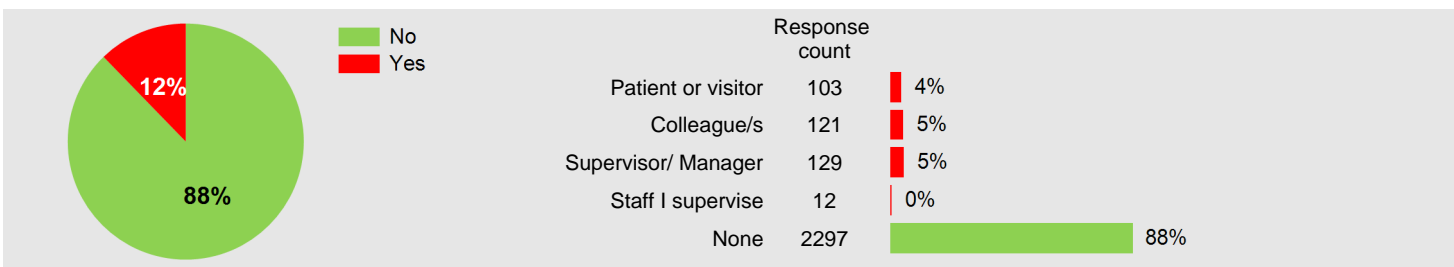
33a. In the last 12 months, I have been verbally abused by a ...



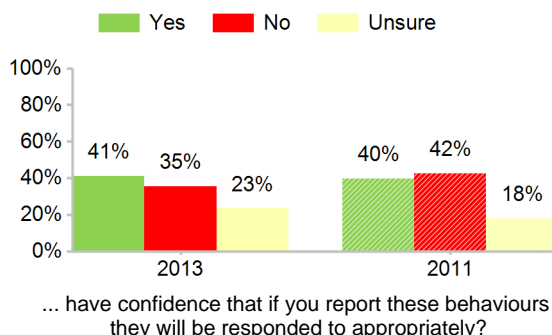
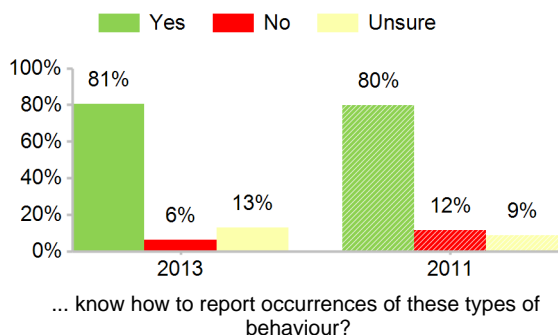
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, homosexuality, transgender or carers responsibilities by a ...



34. Do you currently ...



All Questions

This section shows the breakdown of responses to each question

* This question was negatively worded in 2011 and is not directly comparable to 2013 results

Key

A question identified as being a key driver of employee engagement

% positive response % neutral response % negative response

At least 1% greater than comparator

At least 1% less than comparator

Your Job

	% positive response	% neutral response	% negative response	% Positive Score	Central Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	80	8	12	80	75	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	67	14	20	67	59	68	73
3. Working here makes me want to do the best job I can	71	17	12	71	65	71	78
4. The right amount of approvals are required for routine decisions *	48	25	27	48		48	57
5. I have sufficient control over my work so I can do my job well	62	17	21	62	59	64	72
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	21	23	56	50	60	65

All Questions

This section shows the breakdown of responses to each question

		% positive response	% neutral response	% negative response					
Key	A question identified as being a key driver of employee engagement				At least 1% greater than comparator				
					At least 1% less than comparator				
					% Positive Score	Central Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark	
Your Team					57	53	60	64	
7.	The people I work with are willing to help each other even if this means doing something outside their usual job		64	17	19	64	61	68	68
8.	In my team we generally acknowledge one another's efforts and achievements		65	16	19	65	62	69	74
9.	People in my team are honest and open		60	23	17	60	57	63	67
10.	My team resolves conflict quickly when it arises		47	26	27	47	41	51	56
K	11. Morale is good in my team		47	21	31	47	42	51	56

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Key	At least 1% greater than comparator	At least 1% less than comparator
	% positive response	% neutral response	% negative response			
Being valued						
12. I believe I am valued for what I can offer at my workplace	60	18	23			
13. In my workplace, we recognise our successes and innovations	51	23	25			
14. Staff are treated respectfully regardless of their job	58	18	25			
	56				50	59
					63	
	60				55	61
					66	
	51				44	55
					59	
	58				51	60
					63	

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Key	At least 1% greater than comparator	At least 1% less than comparator	
	% positive response	% neutral response	% negative response				
Your Line Manager							
15a. My line manager ... recognises and acknowledges when I have done my job well	59	19	22				
15b. My line manager ... treats all staff in my team fairly	58	17	25				
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	56	19	25				
15d. My line manager ... treats me with respect	73	13	14				
16. I receive regular and constructive feedback on my performance	43	24	33				
17. Overall, I have confidence in the decisions made by my line manager	59	20	22				
				% Positive Score	Central Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
				58	54	62	60

All Questions

This section shows the breakdown of responses to each question

Key	A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response	At least 1% greater than comparator	At least 1% less than comparator

Senior Managers

				% Positive Score	Central Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark	
18a.	The senior managers at my workplace ... are aware of the issues I face in my job				43	33	46	44
18b.	The senior managers at my workplace ... have a clear direction for the future				36	24	40	44
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace				38	27	41	38
19.	There is a positive relationship between senior management and staff in my workplace				37	27	40	36
K	20. Overall, I have confidence in the decisions made by my senior managers				40	29	42	40

All Questions

This section shows the breakdown of responses to each question

Key	A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response	At least 1% greater than comparator	At least 1% less than comparator

Training and Development Opportunities

Question	% positive response	% neutral response	% negative response	% Positive Score	Central Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	72	15	13	70	64	69	73
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	81	9	10	81	79	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	19	24	57	48	59	63

All Questions

This section shows the breakdown of responses to each question

Key	A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response	At least 1% greater than comparator	At least 1% less than comparator

Work Environment

		% Positive Score	Central Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
K	28. I have confidence in the processes that my workplace uses to resolve staff conflict		39	49	61
	29. I am able to achieve a healthy work/life balance most of the time		66	59	68
	30. There are mechanisms in place to support me if I experience stress or pressure		53	46	59
	31. Reasonable expectations are placed on staff according to their position		55	49	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		67	59	69

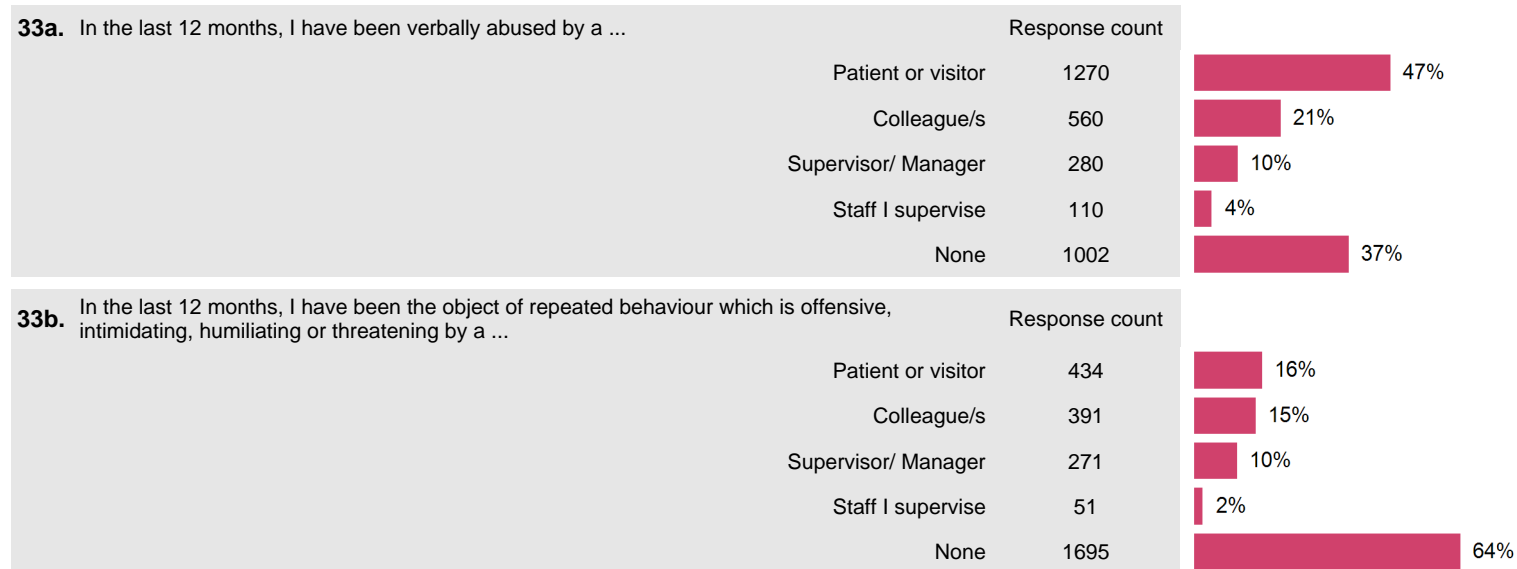
All Questions

This section shows the breakdown of responses to each question

At least 1% greater than comparator
At least 1% less than comparator

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

Unacceptable Behaviour



All Questions

This section shows the breakdown of responses to each question

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

At least 1% greater than comparator
At least 1% less than comparator

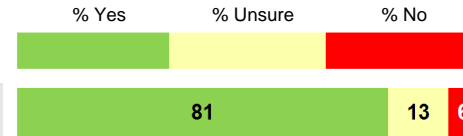
Unacceptable Behaviour

33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, homosexuality, transgender or carers responsibilities by a ...

	Response count
Patient or visitor	103
Colleague/s	121
Supervisor/ Manager	129
Staff I supervise	12
None	2297



34a. Do you currently ... know how to report occurrences of these types of behaviour?



34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?



% Positive Score
Central Coast Local Health District 2011
NSW Health Overall 2013
Australian Health Sector Benchmark

81 **80** **83** **88**
41 **40** **45** **52**

All Questions

This section shows the breakdown of responses to each question

* This question was negatively worded in 2011 and is not directly comparable to 2013 results

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator

At least 1% less than comparator

Service Delivery

	% positive response	% neutral response	% negative response	% Positive Score	Central Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
35. My work environment allows me to deliver the best possible services (patient care or support services)	57	22	22	57	49	59	66
36. In my workplace patient safety is at the centre of all decision making	68	21	11	68	64	67	73
37. My team's objectives/work plans are clearly outlined	64	22	14	64	57	65	71
38. Our objectives/work plans help us to deliver a quality service	63	24	13	63	54	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	49	32	19	49		52	58

All Questions

This section shows the breakdown of responses to each question

	Key	A question identified as being a key driver of employee engagement	Response Breakdown			% Positive Score	Comparators		
			% positive response	% neutral response	% negative response		Central Coast Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Workplace						60	54	60	62
40.		Overall I am proud to be a part of this workplace	73	17	10	73	66	71	73
41.		I would recommend my workplace as a good place to work	63	19	18	63	55	62	63
42.		I feel motivated to contribute more than what is normally required at work	62	19	19	62	57	65	64
43.		I have a strong sense of belonging to my workplace	63	20	17	63	57	64	66
44.		Overall I am satisfied to be working here at the present time	68	16	16	68	62	67	71
45.		Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	25	19	56		56	58
K		46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	37	31	32	24	36	38

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Role												
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	2781	119	1331	255	283	364	52	78	30	(r)	26	137	24	63
Employee Engagement Index	67	67	69	63	69	69	78	54	80	(r)	73	44	42	68

Your Job

1. My job makes good use of my skills and abilities	80	86	85	69	77	85	88	72	93	(r)	96	46	75	79
2. I feel I am able to suggest ideas to improve our ways of doing things	67	63	68	64	70	77	84	51	63	(r)	96	33	46	66
3. Working here makes me want to do the best job I can	71	67	74	70	70	75	77	61	83	(r)	77	48	54	77
4. The right amount of approvals are required for routine decisions	48	41	52	48	48	44	60	37	60	(r)	50	29	38	49
5. I have sufficient control over my work so I can do my job well	62	54	62	68	66	65	73	55	77	(r)	62	40	38	67
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	58	58	50	58	65	81	32	55	(r)	85	28	33	51

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2781	546	2170	360	123	43	(r)	1546	890	168	(r)	146	16	556	2111	85
Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Your Job

1. My job makes good use of my skills and abilities	80	87	78	87	88	86	(r)	80	78	88	(r)	75	100	77	82	59
2. I feel I am able to suggest ideas to improve our ways of doing things	67	77	64	76	81	74	(r)	67	65	82	(r)	49	75	63	69	29
3. Working here makes me want to do the best job I can	71	75	70	74	76	74	(r)	70	71	85	(r)	76	75	66	74	36
4. The right amount of approvals are required for routine decisions	48	43	49	44	44	33	(r)	46	47	57	(r)	58	63	42	50	33
5. I have sufficient control over my work so I can do my job well	62	58	63	60	55	56	(r)	60	62	79	(r)	61	63	55	64	33
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	68	54	66	75	74	(r)	57	55	73	(r)	46	50	55	58	33

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	2781	231	170	355	634	782	573	125	218	214	261	352	394	530	335	193	106
Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37

Your Job

1. My job makes good use of my skills and abilities	80	82	79	79	78	79	85	86	85	79	83	80	81	80	81	78	55
2. I feel I am able to suggest ideas to improve our ways of doing things	67	68	63	63	65	66	72	66	70	69	69	68	64	67	71	67	42
3. Working here makes me want to do the best job I can	71	85	80	67	68	68	74	81	72	71	70	71	71	72	75	75	45
4. The right amount of approvals are required for routine decisions	48	70	53	45	45	44	48	63	54	44	50	48	47	43	52	51	31
5. I have sufficient control over my work so I can do my job well	62	75	69	59	59	58	62	72	64	59	65	59	59	61	69	67	34
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	65	65	50	53	55	60	76	60	56	59	54	56	57	59	55	21

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	2781	119	1331	255	283	364	52	78	30	(r)	26	137	24	63	
Employee Engagement Index	67	67	69	63	69	69	78	54	80	(r)	73	44	42	68	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	66	65	55	66	75	82	51	67	(r)	69	38	54	68
8. In my team we generally acknowledge one another's efforts and achievements	65	76	67	58	64	74	78	44	70	(r)	96	32	46	63
9. People in my team are honest and open	60	74	62	48	59	72	69	41	50	(r)	73	28	50	63
10. My team resolves conflict quickly when it arises	47	61	48	35	52	56	65	27	43	(r)	62	24	43	50
11. Morale is good in my team	47	53	50	37	49	54	67	29	37	(r)	65	17	21	53

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2781	546	2170	360	123	43	(r)	1546	890	168	(r)	146	16	556	2111	85
Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	68	63	65	72	84	(r)	63	64	82	(r)	63	63	64	65	52
8. In my team we generally acknowledge one another's efforts and achievements	65	74	63	72	81	79	(r)	65	63	80	(r)	61	75	62	67	48
9. People in my team are honest and open	60	67	59	66	66	77	(r)	59	58	75	(r)	60	75	61	61	36
10. My team resolves conflict quickly when it arises	47	55	45	50	61	72	(r)	47	43	63	(r)	47	69	52	47	24
11. Morale is good in my team	47	54	46	54	54	54	(r)	46	45	75	(r)	49	44	49	48	17

Results by Demographic

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Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Length of Service at NSW Health						Age Group									
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Respondents	2781	231	170	355	634	782	573	125	218	214	261	352	394	530	335	193	106
Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	64	75	65	61	60	65	66	81	68	63	60	64	63	62	65	65	53
8. In my team we generally acknowledge one another's efforts and achievements	65	72	75	64	59	65	67	80	72	63	62	62	66	63	69	66	50
9. People in my team are honest and open	60	70	65	59	59	56	63	79	66	59	59	61	59	58	63	57	36
10. My team resolves conflict quickly when it arises	47	62	51	46	43	46	47	68	51	45	48	48	49	42	50	45	24
11. Morale is good in my team	47	68	60	48	43	43	46	75	56	50	48	48	45	42	49	46	16

Results by Demographic

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	Central Coast Local Health District	Role													
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Respondents	2781	119	1331	255	283	364	52	78	30	(r)	26	137	24	63	
Employee Engagement Index	67	67	69	63	69	69	78	54	80	(r)	73	44	42	68	

Being valued

12. I believe I am valued for what I can offer at my workplace	60	57	62	53	62	68	75	44	72	(r)	62	30	29	65
13. In my workplace, we recognise our successes and innovations	51	52	55	40	54	60	76	32	52	(r)	73	16	25	48
14. Staff are treated respectfully regardless of their job	58	62	61	46	60	70	78	44	52	(r)	65	20	29	59

Results by Demographic

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Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Being valued

12. I believe I am valued for what I can offer at my workplace	60	64	59	63	71	56	(r)	60	57	77	(r)	53	69	56	62	22
13. In my workplace, we recognise our successes and innovations	51	61	49	59	67	53	(r)	52	48	73	(r)	44	56	49	53	25
14. Staff are treated respectfully regardless of their job	58	65	56	62	71	65	(r)	57	56	77	(r)	55	75	56	60	25

Results by Demographic

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Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37

Being valued

12. I believe I am valued for what I can offer at my workplace	60	72	66	59	57	55	63	72	67	62	64	58	59	60	59	59	30
13. In my workplace, we recognise our successes and innovations	51	67	64	50	47	48	52	73	64	53	49	53	47	51	51	47	28
14. Staff are treated respectfully regardless of their job	58	74	67	56	55	55	57	73	66	65	62	56	55	56	59	52	28

Results by Demographic

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Employee Engagement Index	67	67	69	63	69	69	78	54	80	(r)	73	44	42	68	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	59	54	60	49	63	74	86	43	66	(r)	77	26	50	60
15b. My line manager ... treats all staff in my team fairly	58	67	59	43	60	73	84	39	45	(r)	81	17	54	60
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	56	62	58	44	59	70	76	44	59	(r)	73	19	46	54
15d. My line manager ... treats me with respect	73	70	76	63	73	86	92	63	69	(r)	81	27	71	71
16. I receive regular and constructive feedback on my performance	43	42	44	33	46	54	65	35	59	(r)	54	16	21	43
17. Overall, I have confidence in the decisions made by my line manager	59	66	61	44	63	68	76	43	68	(r)	65	19	54	63

Results by Demographic

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Respondents	2781	546	2170	360	123	43	(r)	1546	890	168	(r)	146	16	556	2111	85
Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	59	65	58	63	72	58	(r)	60	54	76	(r)	63	69	59	60	35
15b. My line manager ... treats all staff in my team fairly	58	63	57	57	76	67	(r)	57	54	76	(r)	58	75	62	58	29
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	56	61	56	59	65	63	(r)	55	55	77	(r)	58	69	58	57	29
15d. My line manager ... treats me with respect	73	78	72	78	82	72	(r)	71	72	86	(r)	79	69	70	75	48
16. I receive regular and constructive feedback on my performance	43	46	42	46	47	35	(r)	43	41	62	(r)	36	31	42	44	24
17. Overall, I have confidence in the decisions made by my line manager	59	65	58	64	70	60	(r)	58	56	77	(r)	64	69	60	60	30

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key



At least 5% greater than overall score



At least 5% less than overall score

(r) Where group has less than 10 respondents

	Central Coast Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	2781	231	170	355	634	782	573	125	218	214	261	352	394	530	335	193	106
Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	59	71	69	57	56	57	59	69	68	64	60	59	57	57	60	54	36
15b. My line manager ... treats all staff in my team fairly	58	80	70	58	54	54	55	79	67	64	64	59	57	51	54	55	34
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	56	78	68	58	53	52	53	79	62	66	60	60	56	49	54	49	32
15d. My line manager ... treats me with respect	73	88	82	74	71	68	73	93	80	79	75	71	71	71	72	69	49
16. I receive regular and constructive feedback on my performance	43	59	53	40	39	41	43	55	50	48	48	47	39	40	41	36	23
17. Overall, I have confidence in the decisions made by my line manager	59	79	70	59	56	55	56	76	69	65	64	60	57	53	59	52	31

Results by Demographic

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Respondents	2781	119	1331	255	283	364	52	78	30	(r)	26	137	24	63	
Employee Engagement Index	67	67	69	63	69	69	78	54	80	(r)	73	44	42	68	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	43	43	43	38	48	46	63	32	59	(r)	69	23	17	52
18b. The senior managers at my workplace ... have a clear direction for the future	36	34	34	35	47	42	57	28	48	(r)	62	14	4	40
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	32	37	35	49	45	61	20	45	(r)	62	13	4	47
19. There is a positive relationship between senior management and staff in my workplace	37	37	36	31	48	45	59	16	46	(r)	69	13	4	42
20. Overall, I have confidence in the decisions made by my senior managers	40	34	38	35	53	47	66	22	61	(r)	62	16	8	48

Results by Demographic

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Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	43	50	41	44	61	65	(r)	44	38	58	(r)	49	63	44	43	27
18b. The senior managers at my workplace ... have a clear direction for the future	36	44	34	39	52	58	(r)	37	31	54	(r)	40	31	38	37	17
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	44	36	40	54	47	(r)	38	33	58	(r)	42	31	39	39	12
19. There is a positive relationship between senior management and staff in my workplace	37	41	36	36	48	57	(r)	37	32	62	(r)	41	25	39	38	14
20. Overall, I have confidence in the decisions made by my senior managers	40	44	39	40	51	49	(r)	40	34	63	(r)	48	19	39	41	13

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key



At least 5% greater than overall score



At least 5% less than overall score

(r) Where group has less than 10 respondents

	Central Coast Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
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Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	43	66	54	43	37	39	42	61	48	48	43	47	40	40	39	43	28
18b. The senior managers at my workplace ... have a clear direction for the future	36	61	49	36	30	33	35	58	42	39	37	36	36	34	35	34	15
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	64	54	37	33	34	35	63	45	44	39	40	34	37	37	28	17
19. There is a positive relationship between senior management and staff in my workplace	37	64	55	40	31	33	32	67	49	42	37	38	35	33	34	26	16
20. Overall, I have confidence in the decisions made by my senior managers	40	66	60	42	33	35	35	68	54	47	42	39	38	35	35	28	17

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	2781	119	1331	255	283	364	52	78	30	(r)	26	137	24	63	
Employee Engagement Index	67	67	69	63	69	69	78	54	80	(r)	73	44	42	68	

Communication

21. I am kept well informed about what is happening in my workplace	45	44	45	36	50	53	72	42	64	(r)	69	16	29	53
22. I have a say in decisions which affect my work	40	44	39	34	49	43	66	36	36	(r)	73	17	25	47
23. I think it is safe to speak up and challenge the way things are done	48	53	50	42	52	52	62	41	46	(r)	73	21	25	47
24a. Where I work, we share the lessons learnt when mistakes are made	55	62	59	49	53	57	69	54	68	(r)	81	24	13	53
24b. I am aware of the strategic objectives and direction of the organisation I work for	50	49	49	48	62	50	84	43	61	(r)	77	23	21	58
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	50	51	59	70	52	84	51	68	(r)	85	33	42	63

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2781	546	2170	360	123	43	(r)	1546	890	168	(r)	146	16	556	2111	85
Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Communication

21. I am kept well informed about what is happening in my workplace	45	51	44	48	59	56	(r)	45	41	67	(r)	39	50	44	46	24
22. I have a say in decisions which affect my work	40	49	37	45	56	58	(r)	40	36	60	(r)	28	56	45	40	17
23. I think it is safe to speak up and challenge the way things are done	48	57	46	54	66	60	(r)	49	44	68	(r)	38	75	49	49	15
24a. Where I work, we share the lessons learnt when mistakes are made	55	61	54	60	65	60	(r)	55	52	72	(r)	54	69	54	57	27
24b. I am aware of the strategic objectives and direction of the organisation I work for	50	57	48	51	65	71	(r)	51	45	65	(r)	48	50	47	51	36
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	60	52	55	69	63	(r)	55	49	69	(r)	54	67	52	55	43

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	2781	231	170	355	634	782	573	125	218	214	261	352	394	530	335	193	106
Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37

Communication

21. I am kept well informed about what is happening in my workplace	45	67	55	48	39	41	43	65	56	51	46	45	45	40	41	43	27
22. I have a say in decisions which affect my work	40	54	44	41	33	38	43	50	47	43	44	38	37	39	43	33	20
23. I think it is safe to speak up and challenge the way things are done	48	59	57	47	43	46	50	54	53	57	54	47	45	47	51	43	19
24a. Where I work, we share the lessons learnt when mistakes are made	55	71	64	59	52	52	52	76	66	61	58	57	52	52	56	48	28
24b. I am aware of the strategic objectives and direction of the organisation I work for	50	64	59	46	44	49	52	62	52	50	46	46	50	50	50	55	42
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	66	58	48	50	53	55	63	50	52	53	52	56	53	56	56	44

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

		Central Coast Local Health District	Role												
			Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		2781	119	1331	255	283	364	52	78	30	(r)	26	137	24	63
Employee Engagement Index		67	67	69	63	69	69	78	54	80	(r)	73	44	42	68

Training and Development Opportunities

25.	I have received the appropriate training and development to do my job effectively	72	84	78	61	65	71	68	65	93	(r)	62	45	38	68
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	81	70	83	78	88	86	96	77	96	(r)	88	61	67	73
27.	I am encouraged to take opportunities to learn new skills and have new experiences	57	61	66	39	53	58	68	40	61	(r)	69	17	17	53

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2781	546	2170	360	123	43	(r)	1546	890	168	(r)	146	16	556	2111	85
Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	72	76	71	75	75	84	(r)	71	71	75	(r)	71	94	66	74	49
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	81	83	81	83	81	84	(r)	83	80	84	(r)	74	50	78	83	65
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	65	55	67	61	63	(r)	58	52	75	(r)	56	56	54	59	26

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	2781	231	170	355	634	782	573	125	218	214	261	352	394	530	335	193	106
Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	72	77	74	67	68	72	75	80	77	73	77	69	68	70	74	76	50
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	81	83	78	79	80	82	85	86	85	80	78	77	81	80	85	91	70
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	70	66	57	52	55	58	75	69	64	62	57	50	53	59	52	30

Results by Demographic

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	Central Coast Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	2781	119	1331	255	283	364	52	78	30	(r)	26	137	24	63	
Employee Engagement Index	67	67	69	63	69	69	78	54	80	(r)	73	44	42	68	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	42	40	33	44	42	55	29	50	(r)	62	18	17	40
29. I am able to achieve a healthy work/life balance most of the time	66	64	68	70	72	66	82	57	71	(r)	62	41	50	65
30. There are mechanisms in place to support me if I experience stress or pressure	53	48	55	51	56	58	54	47	46	(r)	69	35	38	56
31. Reasonable expectations are placed on staff according to their position	55	63	56	50	53	61	76	56	67	(r)	62	32	38	50
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	67	71	67	68	70	78	74	57	89	(r)	88	45	39	59

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2781	546	2170	360	123	43	(r)	1546	890	168	(r)	146	16	556	2111	85
Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	43	38	40	50	49	(r)	36	37	63	(r)	47	50	39	40	13
29. I am able to achieve a healthy work/life balance most of the time	66	65	67	64	71	65	(r)	63	70	74	(r)	73	75	64	68	36
30. There are mechanisms in place to support me if I experience stress or pressure	53	57	52	55	65	53	(r)	52	53	67	(r)	54	44	52	55	32
31. Reasonable expectations are placed on staff according to their position	55	59	54	57	64	60	(r)	54	54	76	(r)	50	63	55	56	33
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	67	74	66	73	78	74	(r)	67	66	80	(r)	67	75	61	70	40

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	2781	231	170	355	634	782	573	125	218	214	261	352	394	530	335	193	106
Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	64	55	40	35	34	36	68	48	45	45	40	37	35	32	33	13
29. I am able to achieve a healthy work/life balance most of the time	66	78	68	66	64	65	67	75	66	68	71	69	65	67	65	71	35
30. There are mechanisms in place to support me if I experience stress or pressure	53	62	58	53	49	52	54	67	54	50	58	56	51	55	53	47	31
31. Reasonable expectations are placed on staff according to their position	55	74	63	52	51	52	55	78	60	57	56	56	53	54	56	52	24
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	67	78	79	68	63	64	69	81	72	72	63	69	65	68	68	69	41

Results by Demographic

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	Central Coast Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	2781	119	1331	255	283	364	52	78	30	(r)	26	137	24	63	
Employee Engagement Index	67	67	69	63	69	69	78	54	80	(r)	73	44	42	68	

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	81	70	84	79	84	75	90	66	93	(r)	92	72	57	74
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	41	40	40	37	47	49	60	40	52	(r)	73	20	17	39

Results by Demographic

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	Central Coast Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2781	546	2170	360	123	43	(r)	1546	890	168	(r)	146	16	556	2111	85
Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	81	89	78	88	92	88	(r)	81	80	79	(r)	77	75	74	83	74
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	41	47	40	43	59	43	(r)	38	41	62	(r)	44	63	38	43	17

Results by Demographic

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Respondents	2781	231	170	355	634	782	573	125	218	214	261	352	394	530	335	193	106
Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	81	67	71	77	81	83	87	67	76	82	80	80	81	83	84	84	74
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	41	59	44	41	37	38	42	52	44	44	46	43	41	39	38	46	15

Results by Demographic

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	Central Coast Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	2781	119	1331	255	283	364	52	78	30	(r)	26	137	24	63	
Employee Engagement Index	67	67	69	63	69	69	78	54	80	(r)	73	44	42	68	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	57	47	58	59	63	53	63	53	71	(r)	62	47	50	52
36. In my workplace patient safety is at the centre of all decision making	68	56	74	63	59	68	56	64	89	(r)	65	56	58	61
37. My team's objectives/work plans are clearly outlined	64	67	68	53	63	66	84	52	86	(r)	73	42	33	62
38. Our objectives/work plans help us to deliver a quality service	63	59	66	55	66	64	82	60	79	(r)	69	42	33	67
39. At my workplace there is a good balance between delivering services and monitoring service delivery	49	42	52	40	54	48	77	51	79	(r)	65	29	17	51

Results by Demographic

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	Central Coast Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2781	546	2170	360	123	43	(r)	1546	890	168	(r)	146	16	556	2111	85
Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	57	54	57	54	56	49	(r)	56	57	64	(r)	60	38	51	59	38
36. In my workplace patient safety is at the centre of all decision making	68	70	68	73	67	58	(r)	67	68	73	(r)	72	50	59	71	51
37. My team's objectives/work plans are clearly outlined	64	71	63	69	73	72	(r)	62	65	76	(r)	63	69	61	66	42
38. Our objectives/work plans help us to deliver a quality service	63	66	62	66	63	70	(r)	61	64	77	(r)	66	63	57	65	40
39. At my workplace there is a good balance between delivering services and monitoring service delivery	49	51	49	51	48	53	(r)	48	49	64	(r)	54	38	45	52	21

Results by Demographic

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Respondents	2781	231	170	355	634	782	573	125	218	214	261	352	394	530	335	193	106	
Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37	
Service Delivery																		
35. My work environment allows me to deliver the best possible services (patient care or support services)	57	70	65	52	54	53	60	66	58	53	55	54	56	58	62	60	36	
36. In my workplace patient safety is at the centre of all decision making	68	78	75	66	65	64	72	83	73	61	66	64	67	70	70	71	46	
37. My team's objectives/work plans are clearly outlined	64	76	68	60	61	61	68	81	66	64	60	65	66	63	67	67	37	
38. Our objectives/work plans help us to deliver a quality service	63	75	68	59	60	57	70	81	66	60	61	62	65	63	65	64	36	
39. At my workplace there is a good balance between delivering services and monitoring service delivery	49	66	59	42	46	46	52	70	56	50	48	50	47	50	50	45	21	

Results by Demographic

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	Central Coast Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	2781	119	1331	255	283	364	52	78	30	(r)	26	137	24	63	
Employee Engagement Index	67	67	69	63	69	69	78	54	80	(r)	73	44	42	68	

Your Workplace

40. Overall I am proud to be a part of this workplace	73	70	76	68	77	73	84	58	89	(r)	81	53	54	72
41. I would recommend my workplace as a good place to work	63	64	66	56	65	66	80	49	71	(r)	77	40	33	62
42. I feel motivated to contribute more than what is normally required at work	62	64	64	59	67	65	80	49	68	(r)	65	40	29	63
43. I have a strong sense of belonging to my workplace	63	64	66	58	69	66	73	49	75	(r)	69	36	38	61
44. Overall I am satisfied to be working here at the present time	68	69	70	66	67	71	76	58	93	(r)	68	45	46	70
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	56	58	45	58	61	80	41	70	(r)	73	30	38	60
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	27	36	24	38	28	47	21	36	(r)	38	15	13	33

Results by Demographic

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	Central Coast Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2781	546	2170	360	123	43	(r)	1546	890	168	(r)	146	16	556	2111	85
Employee Engagement Index	67	73	65	71	75	74	(r)	66	65	79	(r)	68	68	63	69	34

Your Workplace

40. Overall I am proud to be a part of this workplace	73	79	71	77	85	79	(r)	73	71	84	(r)	73	75	70	75	45
41. I would recommend my workplace as a good place to work	63	68	62	67	70	72	(r)	62	61	78	(r)	70	56	59	66	26
42. I feel motivated to contribute more than what is normally required at work	62	69	61	67	72	70	(r)	62	60	75	(r)	67	56	60	64	32
43. I have a strong sense of belonging to my workplace	63	73	61	71	74	79	(r)	65	62	70	(r)	48	69	61	65	33
44. Overall I am satisfied to be working here at the present time	68	72	67	71	73	67	(r)	67	66	84	(r)	72	75	64	70	34
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	60	55	58	61	67	(r)	53	57	75	(r)	55	60	52	57	35
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	41	30	39	46	43	(r)	34	28	39	(r)	29	25	30	33	13

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Central Coast Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	2781	231	170	355	634	782	573	125	218	214	261	352	394	530	335	193	106
Employee Engagement Index	67	80	77	64	63	64	68	80	70	69	68	66	65	68	69	67	37

Your Workplace

40. Overall I am proud to be a part of this workplace	73	84	81	71	69	72	73	85	77	76	74	71	71	74	74	73	44
41. I would recommend my workplace as a good place to work	63	80	73	63	60	59	62	82	70	68	67	62	61	64	62	56	30
42. I feel motivated to contribute more than what is normally required at work	62	79	76	62	57	58	63	73	66	63	60	61	61	64	66	67	34
43. I have a strong sense of belonging to my workplace	63	70	70	57	61	63	66	75	66	66	67	62	60	65	66	65	34
44. Overall I am satisfied to be working here at the present time	68	83	79	66	64	64	69	85	71	71	71	66	65	67	71	69	36
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	74	69	54	53	50	55	78	59	57	57	57	54	54	53	56	34
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	35	41	39	29	29	31	38	36	37	32	35	32	29	32	29	15

Guide to using this report

Methodology

The YourSay survey was delivered as an online and paper based survey to meet the operational needs of a workforce that operates 24 hours a day, 7 days a week.

Questionnaire design

The questionnaire was designed by ORC International in conjunction with the NSW Health workplace culture project team, the Department of Health Workplace Culture Survey Reference Group and Chief Executives of all NSW Health organisations. The questionnaire was designed to be succinct and provide actionable results to help inform the organisation and highlight areas for improvement.

Data collection

The survey used an online methodology with all staff invited to participate however, paper copies of the survey were also made available.

All staff were given the opportunity to complete the survey between 25th March to the 29th April, 2013. Paper surveys were accepted until the 3rd of May, 2013.

ORC International set up and hosted the online survey. Respondents were asked to put in a user name and password unique to them in order to enable the respondent to leave and return the survey.

Estimated Response Rate Calculation

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 2nd April 2013. 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 proportion of Full time and Part time staff have been taken from those who responded to "Q5. Which of the following best describes your current employment status?" A Part-time respondent has been weighted by 0.33 (i.e. they are assumed to work one in three days).

Example calculation for NSW Health Overall:

Q5. Which of the following best describes your current employment status?

	Responses	<i>Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).</i>	
Permanent Full time (1)	18750	$\frac{18750}{18750 + 7753}$	× 1661 = 1175 Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661	$\frac{7753}{18750 + 7753}$	× 1661 = 486 Part time
Agency (4)	132		
Casual (5)	975		
Contractor (6)	203		
TOTAL answering Q51	29474		
TOTAL number of respondents to the survey	31493		

Total estimated Full time responses as a proportion of all respondents to the survey:

$$\frac{1850 + 1175}{29474} \times 31493 = 21290 \text{ Estimated Full Time responses}$$

Total estimated Part time responses as a proportion of all respondents to the survey:

$$\frac{7753 + 486}{29474} \times 31493 = 8803 \text{ Estimated Part Time responses}$$

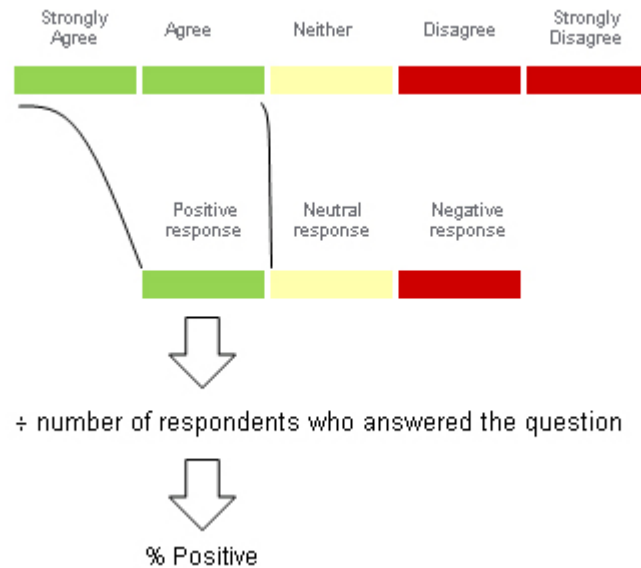
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

$$\frac{21289 + (8803 \times 0.33)}{94882.6} = 25\% \text{ Estimated Response Rate}$$

Guide to using this report

% Positive

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.



Index and Section Scores

Index and Section scores are calculated as the sum of positive responses given to all questions in that Index or Section divided by the number of answers to all questions in the group.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
Number of Responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Rounded Percentage	25%	27%	29%	16%	4%	101%
Number of positive responses	(151	+	166)	=	317	
% Positive	317	÷	613	=	52%	

Trend data

Comparisons to the previous survey relate to the results from the 2011 YourSay Workplace Survey. Questions 4 and 39 were negatively worded in 2011 and so are not directly comparable to 2013 results. Questions 33a and 33b specifically excluded patients and visitors from the inappropriate behaviour and are not directly comparable to 2013 results. Questions 24b, 24c and 33c were introduced to the survey in 2013 and therefore do not have trend data.

Benchmark data

ORC International facilitates a benchmarking programme which allows organisations to benchmark their results against the results of other organisations in their sector. In this report, the external benchmark data is the average % positive score achieved from a recent surveys of a random sample of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.