

2013 YourSay Workplace Survey

Facility Report



Clinical Excellence Commission

This Report

This report provides Clinical Excellence Commission 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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66

ACTUAL RESPONSES

93%

3% Confidence Interval

ESTIMATED RESPONSE RATE

79%

ENGAGEMENT INDEX

64%

WORKPLACE CULTURE INDEX

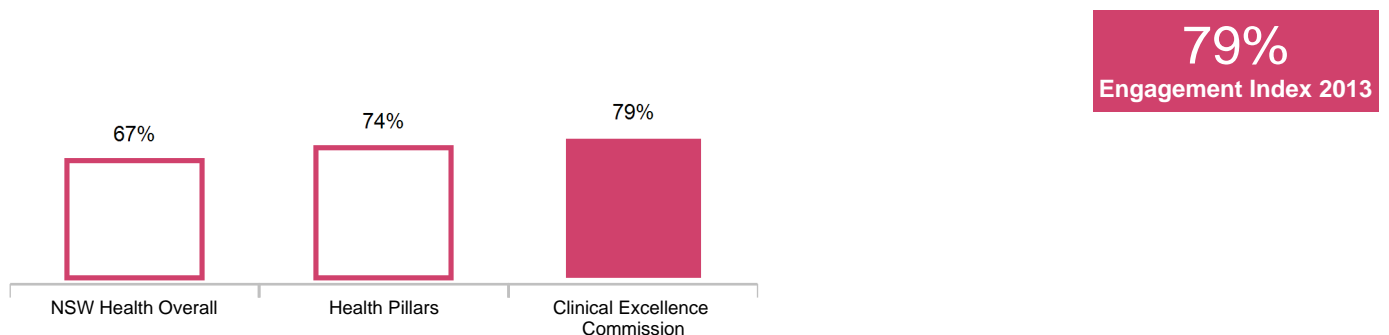
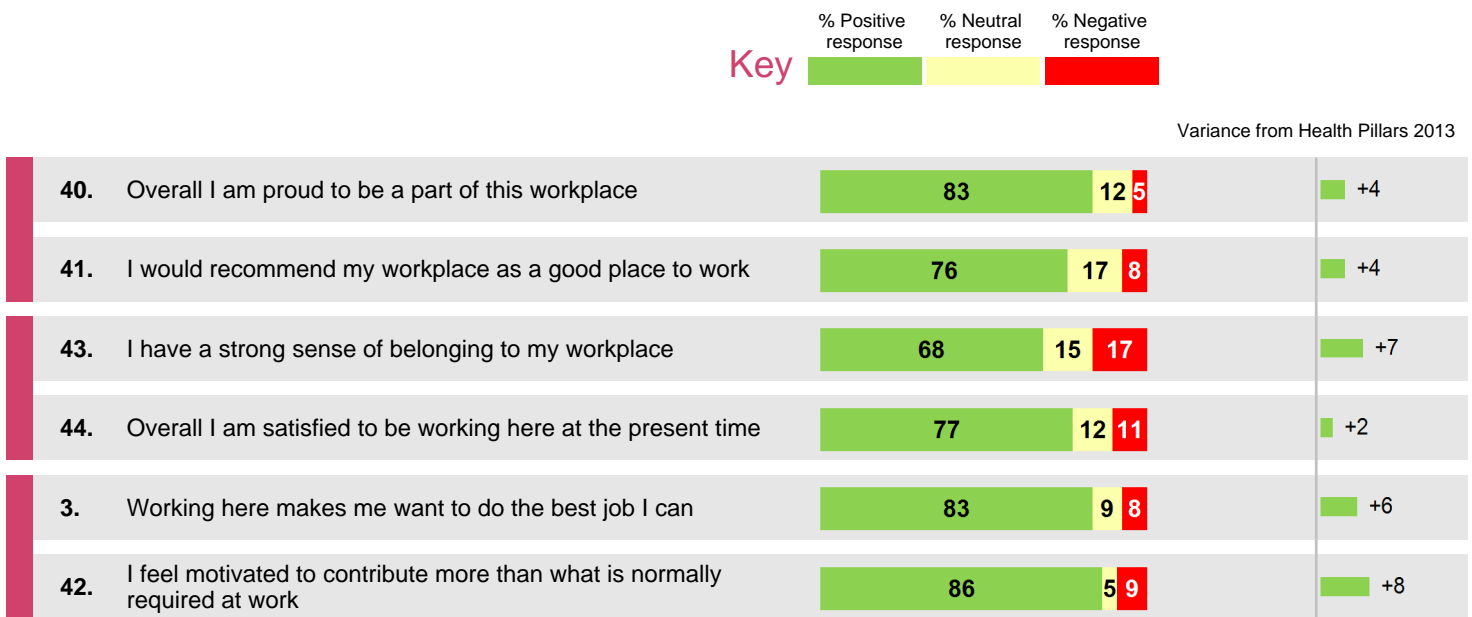
Employee Engagement Index

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:

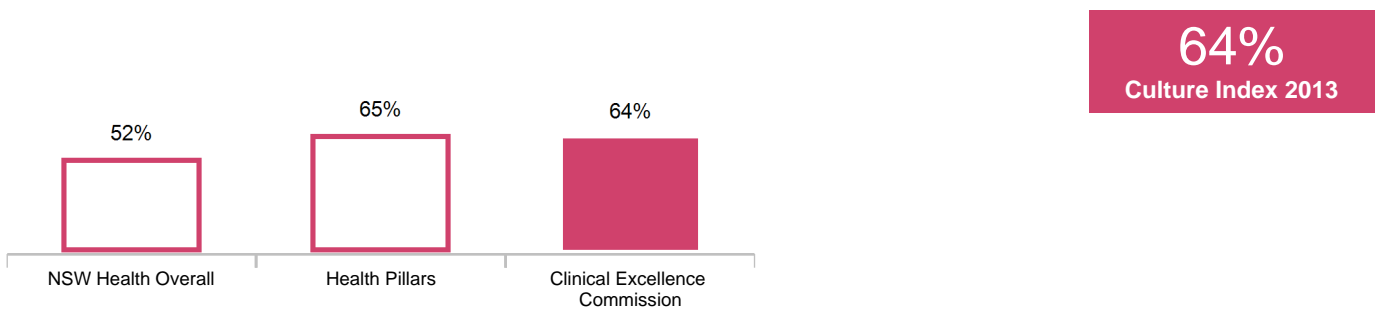


Employee Workplace Culture Index

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:

Question	Key			Variance from Health Pillars 2013
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	65	14	21	-1
12. I believe I am valued for what I can offer at my workplace	76	11	14	+2
13. In my workplace, we recognise our successes and innovations	76	23		+2
14. Staff are treated respectfully regardless of their job	61	27	12	-13
17. Overall, I have confidence in the decisions made by my line manager	79	11	11	+3
18b. The senior managers at my workplace ... have a clear direction for the future	62	28	11	-2
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	65	26	9	-5
20. Overall, I have confidence in the decisions made by my senior managers	71	22	8	+4
22. I have a say in decisions which affect my work	59	20	21	-2
23. I think it is safe to speak up and challenge the way things are done	69	15	15	+2
24a. Where I work, we share the lessons learnt when mistakes are made	54	26	20	-3
28. I have confidence in the processes that my workplace uses to resolve staff conflict	27	42	30	-12
37. My team's objectives/work plans are clearly outlined	71	20	9	-2
38. Our objectives/work plans help us to deliver a quality service	80	11	9	+9
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	48	14	-11



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 Clinical Excellence Commission. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Clinical Excellence Commission 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	Health Pillars % positive score	NSW Health Overall % positive score
	<i>Greatest</i>			
28. I have confidence in the processes that my workplace uses to resolve staff conflict		27	39	42
18c. The senior managers at my workplace ... lead by example in creating a positive workplace		65	70	41
14. Staff are treated respectfully regardless of their job		61	74	60
22. I have a say in decisions which affect my work		59	61	46
30. There are mechanisms in place to support me if I experience stress or pressure		61	52	54
18b. The senior managers at my workplace ... have a clear direction for the future		62	64	40

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
Your Job	77
Your Line Manager	76
Service Delivery	72

Questions

	% Positive
15a. My line manager ... recognises and acknowledges when I have done my job well	88
42. I feel motivated to contribute more than what is normally required at work	86
1. My job makes good use of my skills and abilities	85
36. In my workplace patient safety is at the centre of all decision making	85
15d. My line manager ... treats me with respect	85

Lowlights

Sections

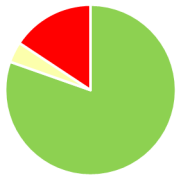
	% Positive
Work Environment	56
Senior Managers	63
Training and Development Opportunities	65

Questions

	% Positive
28. I have confidence in the processes that my workplace uses to resolve staff conflict	27
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38
21. I am kept well informed about what is happening in my workplace	47
24a. Where I work, we share the lessons learnt when mistakes are made	54
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	58

External Comparison

This section shows comparisons between Clinical Excellence Commission 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.

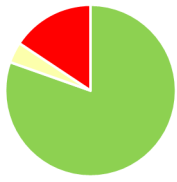


- 80% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 4% ■ Proportion of questions inline with the benchmark
- 16% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
20. Overall, I have confidence in the decisions made by my senior managers	71	■ +31
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	65	■ +27
15a. My line manager ... recognises and acknowledges when I have done my job well	88	■ +26
19. There is a positive relationship between senior management and staff in my workplace	58	■ +22
42. I feel motivated to contribute more than what is normally required at work	86	■ +22
17. Overall, I have confidence in the decisions made by my line manager	79	■ +20
24b. I am aware of the strategic objectives and direction of the organisation I work for	80	■ +19
18b. The senior managers at my workplace ... have a clear direction for the future	62	■ +18
13. In my workplace, we recognise our successes and innovations	76	■ +17
22. I have a say in decisions which affect my work	59	■ +17
15b. My line manager ... treats all staff in my team fairly	74	■ +16
18a. The senior managers at my workplace ... are aware of the issues I face in my job	60	■ +16
23. I think it is safe to speak up and challenge the way things are done	69	■ +16
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	79	■ +16
16. I receive regular and constructive feedback on my performance	64	■ +15
41. I would recommend my workplace as a good place to work	76	■ +13
36. In my workplace patient safety is at the centre of all decision making	85	■ +12

External Comparison

This section shows comparisons between Clinical Excellence Commission 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.



- 80% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 4% ■ Proportion of questions inline with the benchmark
- 16% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
15d. My line manager ... treats me with respect	85	■ +11
2. I feel I am able to suggest ideas to improve our ways of doing things	83	■ +10
12. I believe I am valued for what I can offer at my workplace	76	■ +10
38. Our objectives/work plans help us to deliver a quality service	80	■ +10
40. Overall I am proud to be a part of this workplace	83	■ +10
9. People in my team are honest and open	76	■ +9
11. Morale is good in my team	65	■ +9
4. The right amount of approvals are required for routine decisions	65	■ +8
5. I have sufficient control over my work so I can do my job well	79	■ +7
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	67	■ +7
10. My team resolves conflict quickly when it arises	62	■ +6
29. I am able to achieve a healthy work/life balance most of the time	74	■ +6
44. Overall I am satisfied to be working here at the present time	77	■ +6
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	64	■ +6
3. Working here makes me want to do the best job I can	83	■ +5
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	■ +3
8. In my team we generally acknowledge one another's efforts and achievements	77	■ +3

External Comparison

This section shows comparisons between Clinical Excellence Commission 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.



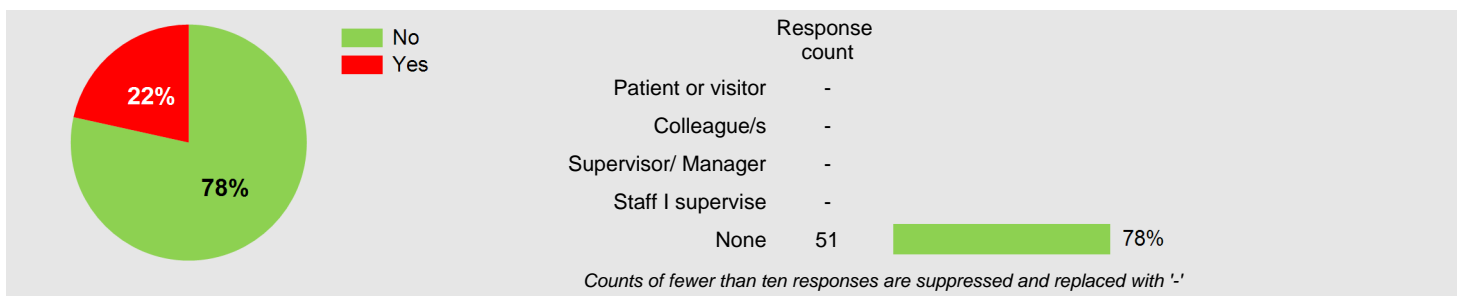
- 80% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 4% ■ Proportion of questions inline with the benchmark
- 16% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
39. At my workplace there is a good balance between delivering services and monitoring service delivery	61	+3
1. My job makes good use of my skills and abilities	85	+2
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	67	+2
30. There are mechanisms in place to support me if I experience stress or pressure	61	+2
43. I have a strong sense of belonging to my workplace	68	+2
27. I am encouraged to take opportunities to learn new skills and have new experiences	64	+1
31. Reasonable expectations are placed on staff according to their position	62	+1
37. My team's objectives/work plans are clearly outlined	71	0
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	0
35. My work environment allows me to deliver the best possible services (patient care or support services)	65	-1
14. Staff are treated respectfully regardless of their job	61	-2
21. I am kept well informed about what is happening in my workplace	47	-2
24a. Where I work, we share the lessons learnt when mistakes are made	54	-6
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	67	-10
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	58	-11
25. I have received the appropriate training and development to do my job effectively	64	-14
28. I have confidence in the processes that my workplace uses to resolve staff conflict	27	-19

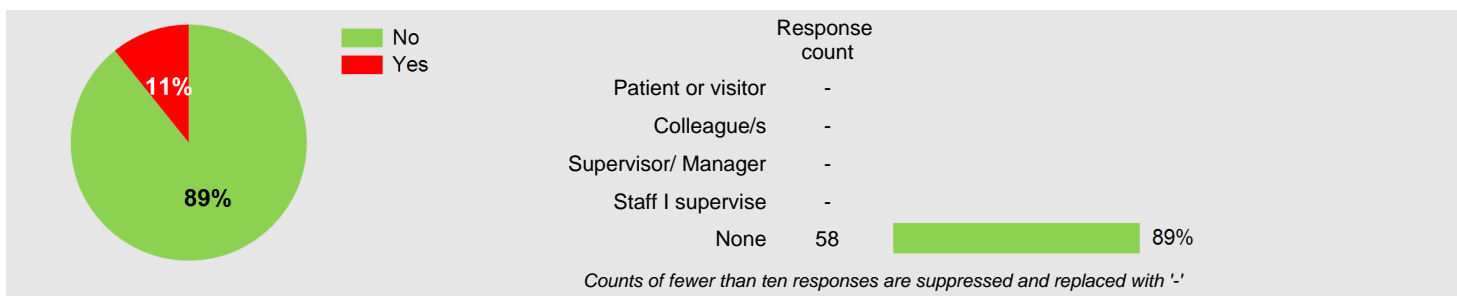
Unacceptable Behaviour

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

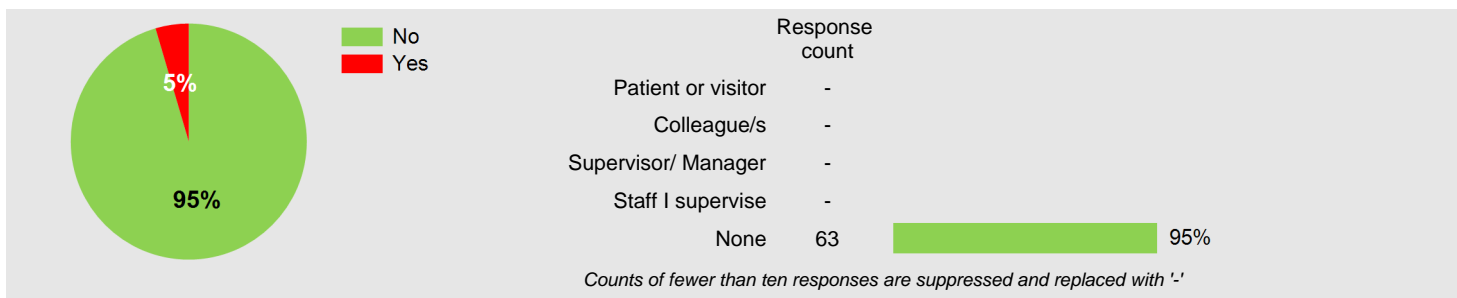
33a. In the last 12 months, I have been verbally abused by a ...



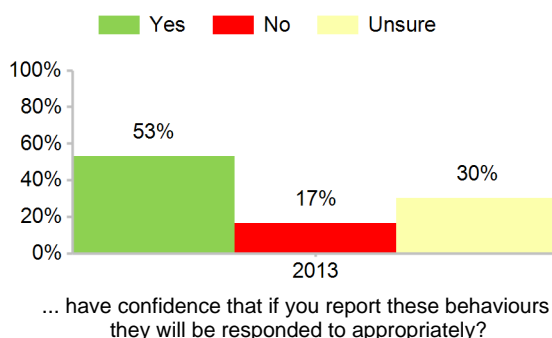
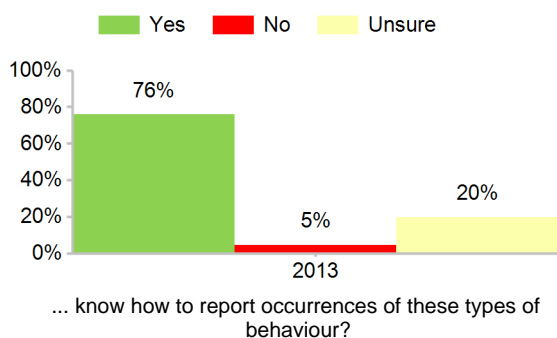
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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

	% 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		
Your Job					% Positive Score	Health Pillars 2013
						NSW Health Overall 2013
					77	71
1. My job makes good use of my skills and abilities					85	79
2. I feel I am able to suggest ideas to improve our ways of doing things					83	80
3. Working here makes me want to do the best job I can					83	77
4. The right amount of approvals are required for routine decisions					65	52
5. I have sufficient control over my work so I can do my job well					79	69
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					67	68

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

Your Team

				% Positive Score	Health Pillars 2013	NSW Health Overall 2013
				70	75	60
7.	The people I work with are willing to help each other even if this means doing something outside their usual job			71	83	68
8.	In my team we generally acknowledge one another's efforts and achievements			77	86	69
9.	People in my team are honest and open			76	79	63
10.	My team resolves conflict quickly when it arises			62	62	51
11.	Morale is good in my team			65	66	51

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	Health Pillars 2013	NSW Health Overall 2013
	Being valued				71	74	59
	12. I believe I am valued for what I can offer at my workplace	76	11	14	76	74	61
	13. In my workplace, we recognise our successes and innovations	76	23		76	74	55
K	14. Staff are treated respectfully regardless of their job	61	27	12	61	74	60

All Questions

This section shows the breakdown of responses to each question

				At least 1% greater than comparator	At least 1% less than comparator	
	% positive response	% neutral response	% negative response			
Key A question identified as being a key driver of employee engagement						
Your Line Manager				76	77	62
15a. My line manager ... recognises and acknowledges when I have done my job well	88	8	5	88	84	64
15b. My line manager ... treats all staff in my team fairly	74	12	14	74	79	62
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	67	17	17	67	71	60
15d. My line manager ... treats me with respect	85	9	6	85	87	75
16. I receive regular and constructive feedback on my performance	64	20	17	64	66	49
17. Overall, I have confidence in the decisions made by my line manager	79	11	11	79	76	62

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	Health Pillars 2013	NSW Health Overall 2013
				63	65	42
18a.	The senior managers at my workplace ... are aware of the issues I face in my job		60	60	59	46
18b.	The senior managers at my workplace ... have a clear direction for the future		62	62	64	40
K 18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		65	65	70	41
19.	There is a positive relationship between senior management and staff in my workplace		58	58	68	40
20.	Overall, I have confidence in the decisions made by my senior managers		71	71	67	42

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response		At least 1% greater than comparator	At least 1% less than comparator
Key A question identified as being a key driver of employee engagement						
Communication				% Positive Score	Health Pillars 2013	NSW Health Overall 2013
21. I am kept well informed about what is happening in my workplace	47	21	32	47	62	50
K 22. I have a say in decisions which affect my work	59	20	21	59	61	46
23. I think it is safe to speak up and challenge the way things are done	69	15	15	69	67	51
24a. Where I work, we share the lessons learnt when mistakes are made	54	26	20	54	57	58
24b. I am aware of the strategic objectives and direction of the organisation I work for	80	17	3	80	81	56
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	79	15	6	79	78	59

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	Health Pillars 2013	NSW Health Overall 2013
		% positive response	% neutral response	% negative response			
Training and Development Opportunities					65	64	69
	25. I have received the appropriate training and development to do my job effectively	64	24	12	64	65	71
	26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	67	29	5	67	59	76
	27. I am encouraged to take opportunities to learn new skills and have new experiences	64	17	20	64	69	59

All Questions

This section shows the breakdown of responses to each question

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

Work Environment

					% Positive Score	Health Pillars 2013	NSW Health Overall 2013
K	28. I have confidence in the processes that my workplace uses to resolve staff conflict	27	42	30	27	39	42
	29. I am able to achieve a healthy work/life balance most of the time	74	17	9	74	71	65
K	30. There are mechanisms in place to support me if I experience stress or pressure	61	27	12	61	52	54
	31. Reasonable expectations are placed on staff according to their position	62	24	14	62	67	56
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	58	42		58	52	68

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

33a. In the last 12 months, I have been verbally abused by a ...	Response count
Patient or visitor	-
Colleague/s	-
Supervisor/ Manager	-
Staff I supervise	-
None	51

Please note: Counts of fewer than ten responses are suppressed and replaced with '-'



33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...	Response count
Patient or visitor	-
Colleague/s	-
Supervisor/ Manager	-
Staff I supervise	-
None	58

Please note: Counts of fewer than ten responses are suppressed and replaced with '-'



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

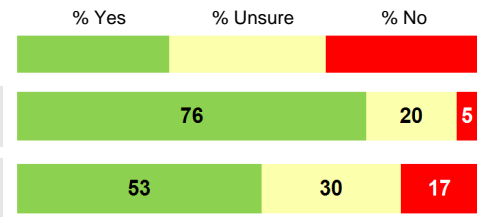
Unacceptable Behaviour

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	-
	Colleague/s	-
	Supervisor/ Manager	-
	Staff I supervise	-
	None	63

Please note: Counts of fewer than ten responses are suppressed and replaced with '-'



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?



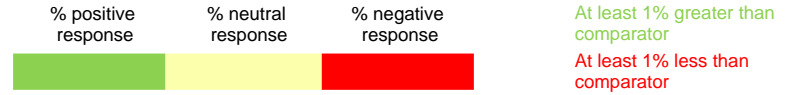
% Positive Score
Health Pillars 2013
NSW Health Overall 2013

76 70 83
53 58 45

All Questions

This section shows the breakdown of responses to each question

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



Service Delivery

	% positive response	% neutral response	% negative response	% Positive Score	Health Pillars 2013	NSW Health Overall 2013
35. My work environment allows me to deliver the best possible services (patient care or support services)	65	21	14	65	63	59
36. In my workplace patient safety is at the centre of all decision making	85	9	6	85	59	67
37. My team's objectives/work plans are clearly outlined	71	20	9	71	73	65
38. Our objectives/work plans help us to deliver a quality service	80	11	9	80	71	64
39. At my workplace there is a good balance between delivering services and monitoring service delivery	61	27	12	61	55	52

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 Workplace					70	69	60
40. Overall I am proud to be a part of this workplace	83	12	5		83	79	71
41. I would recommend my workplace as a good place to work	76	17	8		76	72	62
42. I feel motivated to contribute more than what is normally required at work	86	5	9		86	78	65
43. I have a strong sense of belonging to my workplace	68	15	17		68	61	64
44. Overall I am satisfied to be working here at the present time	77	12	11		77	75	67
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	64	24	12		64	66	56
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	48	14		38	49	36

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:

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

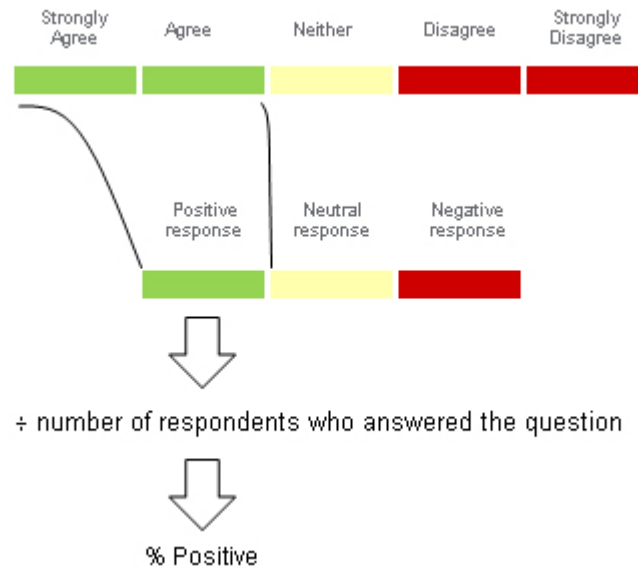
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

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%	

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.