

2013 YourSay Workplace Survey

LHD Report



Hunter New England Local Health District

This Report

This report provides Hunter New England 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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5,610

ACTUAL RESPONSES

38%

1% Confidence Interval

ESTIMATED RESPONSE RATE

69%

2011: 67%

ENGAGEMENT INDEX

54%

2011: 51%

WORKPLACE CULTURE INDEX

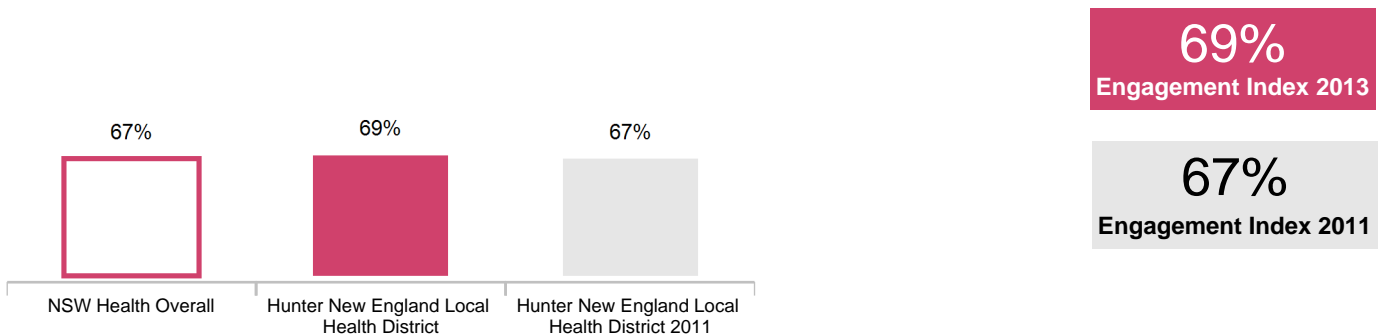
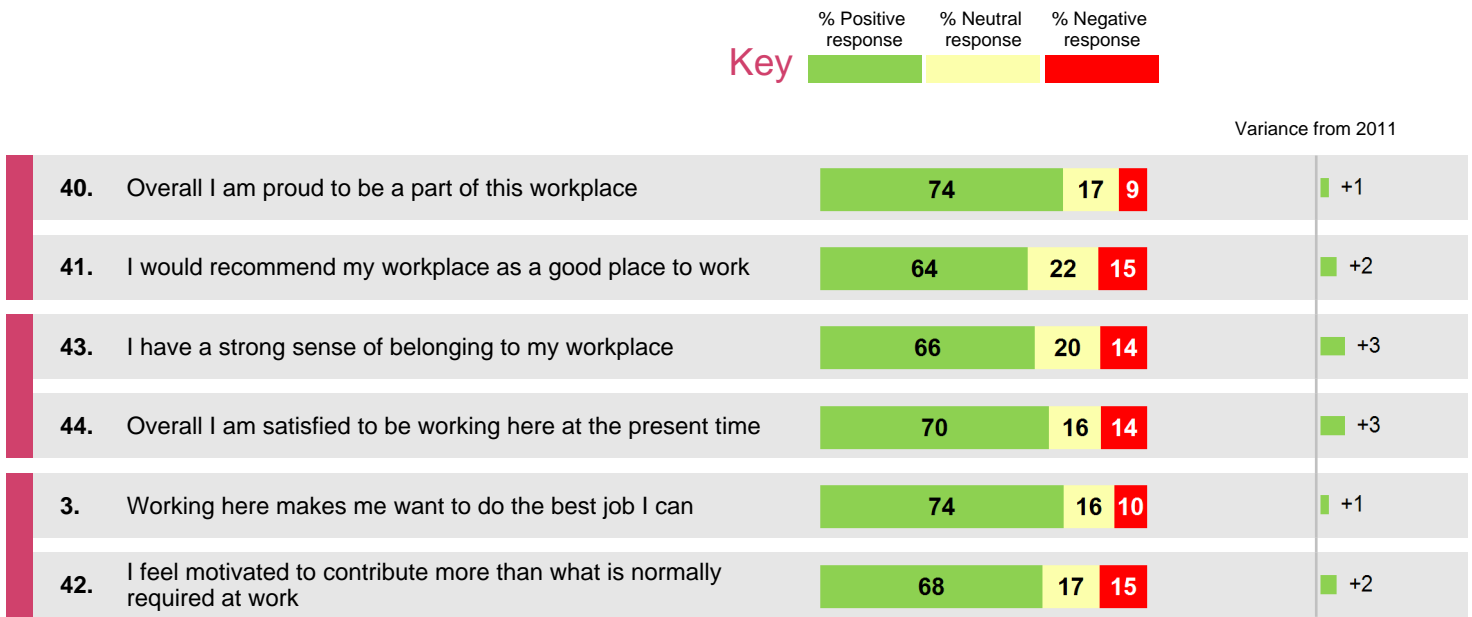
Employee Engagement Index

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:

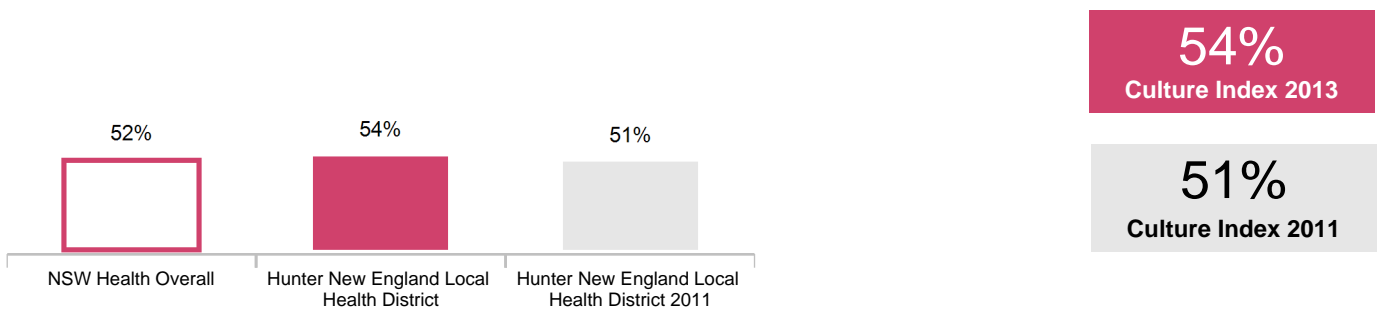


Employee Workplace Culture Index

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	52	21	28	+2
12. I believe I am valued for what I can offer at my workplace	63	18	19	+2
13. In my workplace, we recognise our successes and innovations	59	22	18	+2
14. Staff are treated respectfully regardless of their job	62	17	20	+2
17. Overall, I have confidence in the decisions made by my line manager	64	19	18	+2
18b. The senior managers at my workplace ... have a clear direction for the future	44	33	24	+4
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44	27	28	+4
20. Overall, I have confidence in the decisions made by my senior managers	45	29	26	+3
22. I have a say in decisions which affect my work	48	24	28	0
23. I think it is safe to speak up and challenge the way things are done	53	20	28	+1
24a. Where I work, we share the lessons learnt when mistakes are made	59	23	18	+2
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	27	31	+3
37. My team's objectives/work plans are clearly outlined	68	20	12	+5
38. Our objectives/work plans help us to deliver a quality service	67	22	11	+4
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	35	27	+3



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 Hunter New England Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Hunter New England 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	Hunter New England 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		38	36	35
19.	There is a positive relationship between senior management and staff in my workplace		41	40	37
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		42	42	39
20.	Overall, I have confidence in the decisions made by my senior managers		45	42	42
22.	I have a say in decisions which affect my work		48	46	48
11.	Morale is good in my team		52	51	50

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	71
Your Job	69
Service Delivery	64

Questions

	% Positive
1. My job makes good use of my skills and abilities	83
15d. My line manager ... treats me with respect	77
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76
25. I have received the appropriate training and development to do my job effectively	76
3. Working here makes me want to do the best job I can	74

Lowlights

Sections

	% Positive
Senior Managers	44
Communication	56
Work Environment	59

Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38
19. There is a positive relationship between senior management and staff in my workplace	41
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42
18b. The senior managers at my workplace ... have a clear direction for the future	44
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44

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
Communication	56	+4
Being valued	62	+3
Your Line Manager	64	+3

Questions

	% Positive	Variance from 2011
29. I am able to achieve a healthy work/life balance most of the time	69	+6
2. I feel I am able to suggest ideas to improve our ways of doing things	72	+5
37. My team's objectives/work plans are clearly outlined	68	+5
5. I have sufficient control over my work so I can do my job well	66	+4
16. I receive regular and constructive feedback on my performance	53	+4

Least improved

Sections

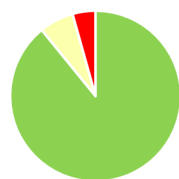
	% Positive	Variance from 2011
Training and Development Opportunities	71	-1

Questions

	% Positive	Variance from 2011
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-5
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	-1

Trend Comparison

This section shows comparisons between Hunter New England Local Health District and the 2011 survey results for Hunter New England Local Health District.



- 89% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 7% ■ Proportion of questions inline with the 2011 scores
- 4% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
29. I am able to achieve a healthy work/life balance most of the time	69	+6
2. I feel I am able to suggest ideas to improve our ways of doing things	72	+5
37. My team's objectives/work plans are clearly outlined	68	+5
5. I have sufficient control over my work so I can do my job well	66	+4
16. I receive regular and constructive feedback on my performance	53	+4
18b. The senior managers at my workplace ... have a clear direction for the future	44	+4
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44	+4
19. There is a positive relationship between senior management and staff in my workplace	41	+4
38. Our objectives/work plans help us to deliver a quality service	67	+4
1. My job makes good use of my skills and abilities	83	+3
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	63	+3
15a. My line manager ... recognises and acknowledges when I have done my job well	67	+3
20. Overall, I have confidence in the decisions made by my senior managers	45	+3
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	+3
30. There are mechanisms in place to support me if I experience stress or pressure	58	+3
35. My work environment allows me to deliver the best possible services (patient care or support services)	62	+3

Trend Comparison

This section shows comparisons between Hunter New England Local Health District and the 2011 survey results for Hunter New England Local Health District.



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- 7% ■ Proportion of questions inline with the 2011 scores
- 4% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
43. I have a strong sense of belonging to my workplace	66	+3
44. Overall I am satisfied to be working here at the present time	70	+3
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	+3
8. In my team we generally acknowledge one another's efforts and achievements	72	+2
10. My team resolves conflict quickly when it arises	50	+2
11. Morale is good in my team	52	+2
12. I believe I am valued for what I can offer at my workplace	63	+2
13. In my workplace, we recognise our successes and innovations	59	+2
14. Staff are treated respectfully regardless of their job	62	+2
15b. My line manager ... treats all staff in my team fairly	63	+2
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	+2
15d. My line manager ... treats me with respect	77	+2
17. Overall, I have confidence in the decisions made by my line manager	64	+2
18a. The senior managers at my workplace ... are aware of the issues I face in my job	48	+2
24a. Where I work, we share the lessons learnt when mistakes are made	59	+2
41. I would recommend my workplace as a good place to work	64	+2

Trend Comparison

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- 7% ■ Proportion of questions inline with the 2011 scores
- 4% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
42. I feel motivated to contribute more than what is normally required at work	68	+2
3. Working here makes me want to do the best job I can	74	+1
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	+1
21. I am kept well informed about what is happening in my workplace	52	+1
23. I think it is safe to speak up and challenge the way things are done	53	+1
25. I have received the appropriate training and development to do my job effectively	76	+1
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	73	+1
36. In my workplace patient safety is at the centre of all decision making	70	+1
40. Overall I am proud to be a part of this workplace	74	+1
9. People in my team are honest and open	65	0
22. I have a say in decisions which affect my work	48	0
31. Reasonable expectations are placed on staff according to their position	56	0
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	-1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-5

External Comparison

This section shows comparisons between Hunter New England 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.



- 37% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 16% ■ Proportion of questions inline with the benchmark
- 47% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44	■ +6
22. I have a say in decisions which affect my work	48	■ +6
15a. My line manager ... recognises and acknowledges when I have done my job well	67	■ +5
15b. My line manager ... treats all staff in my team fairly	63	■ +5
17. Overall, I have confidence in the decisions made by my line manager	64	■ +5
19. There is a positive relationship between senior management and staff in my workplace	41	■ +5
20. Overall, I have confidence in the decisions made by my senior managers	45	■ +5
16. I receive regular and constructive feedback on my performance	53	■ +4
18a. The senior managers at my workplace ... are aware of the issues I face in my job	48	■ +4
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	73	■ +4
42. I feel motivated to contribute more than what is normally required at work	68	■ +4
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	■ +3
15d. My line manager ... treats me with respect	77	■ +3
21. I am kept well informed about what is happening in my workplace	52	■ +3
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	■ +2
24b. I am aware of the strategic objectives and direction of the organisation I work for	62	■ +1
29. I am able to achieve a healthy work/life balance most of the time	69	■ +1

External Comparison

This section shows comparisons between Hunter New England 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.



- 37% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 16% ■ Proportion of questions inline with the benchmark
- 47% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
40. Overall I am proud to be a part of this workplace	74	+1
41. I would recommend my workplace as a good place to work	64	+1
1. My job makes good use of my skills and abilities	83	0
13. In my workplace, we recognise our successes and innovations	59	0
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	0
18b. The senior managers at my workplace ... have a clear direction for the future	44	0
23. I think it is safe to speak up and challenge the way things are done	53	0
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	63	0
43. I have a strong sense of belonging to my workplace	66	0
46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	0
2. I feel I am able to suggest ideas to improve our ways of doing things	72	-1
14. Staff are treated respectfully regardless of their job	62	-1
24a. Where I work, we share the lessons learnt when mistakes are made	59	-1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-1
30. There are mechanisms in place to support me if I experience stress or pressure	58	-1
44. Overall I am satisfied to be working here at the present time	70	-1
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	63	-2

External Comparison

This section shows comparisons between Hunter New England 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.



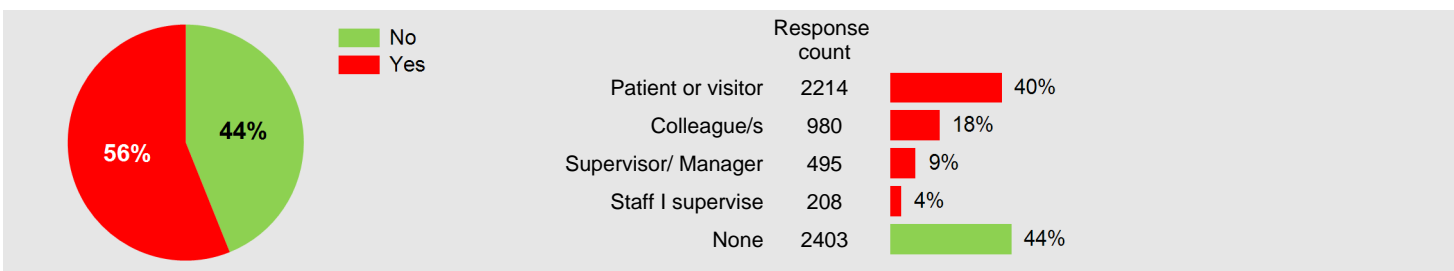
- 37% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 16% ■ Proportion of questions inline with the benchmark
- 47% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
8. In my team we generally acknowledge one another's efforts and achievements	72	-2 ■
9. People in my team are honest and open	65	-2 ■
25. I have received the appropriate training and development to do my job effectively	76	-2 ■
12. I believe I am valued for what I can offer at my workplace	63	-3 ■
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	-3 ■
36. In my workplace patient safety is at the centre of all decision making	70	-3 ■
37. My team's objectives/work plans are clearly outlined	68	-3 ■
38. Our objectives/work plans help us to deliver a quality service	67	-3 ■
3. Working here makes me want to do the best job I can	74	-4 ■
11. Morale is good in my team	52	-4 ■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	-4 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	62	-4 ■
39. At my workplace there is a good balance between delivering services and monitoring service delivery	54	-4 ■
4. The right amount of approvals are required for routine decisions	52	-5 ■
31. Reasonable expectations are placed on staff according to their position	56	-5 ■
5. I have sufficient control over my work so I can do my job well	66	-6 ■
10. My team resolves conflict quickly when it arises	50	-6 ■

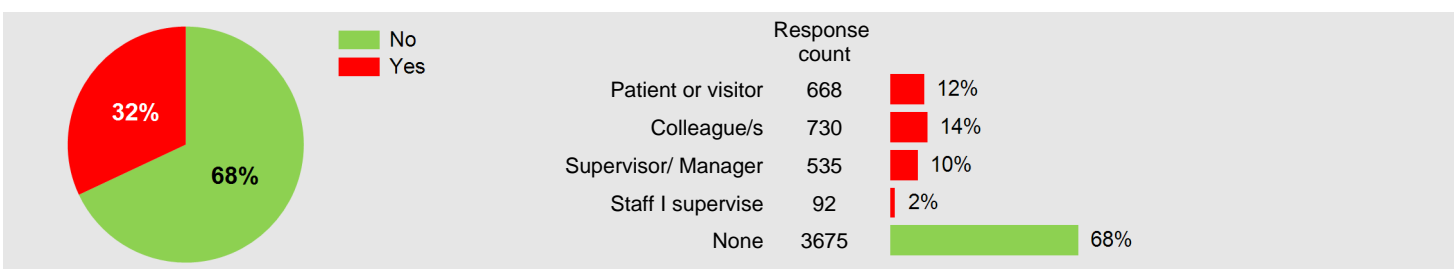
Unacceptable Behaviour

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

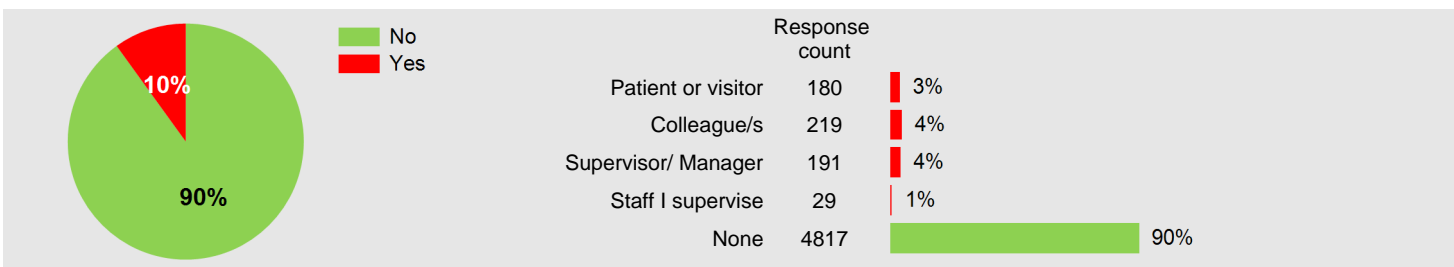
33a. In the last 12 months, I have been verbally abused by a ...



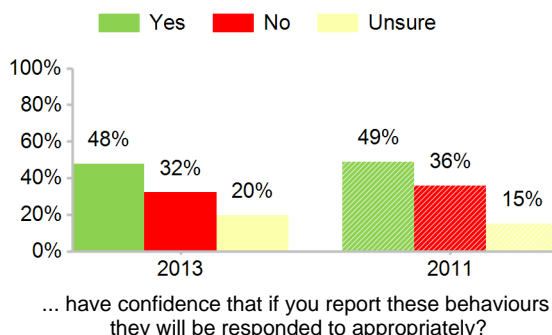
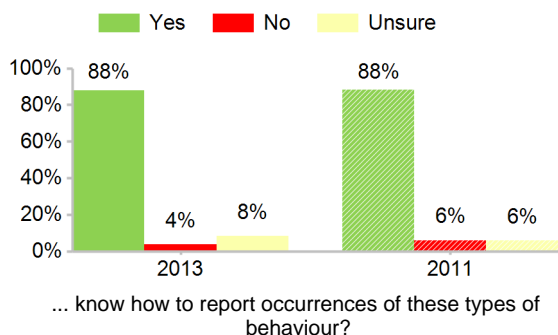
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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 Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	83	8	9	83	80	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	72	12	16	72	67	68	73
3. Working here makes me want to do the best job I can	74	16	10	74	73	71	78
4. The right amount of approvals are required for routine decisions *	52	25	22	52		48	57
5. I have sufficient control over my work so I can do my job well	66	16	18	66	62	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	63	20	18	63	60	60	65

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

Question	% positive response	% neutral response	% negative response	% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	15	14	71	61	60	64
8. In my team we generally acknowledge one another's efforts and achievements	72	14	14	72	70	69	74
9. People in my team are honest and open	65	20	14	65	65	63	67
10. My team resolves conflict quickly when it arises	50	26	24	50	48	51	56
11. Morale is good in my team	52	21	28	52	50	51	56

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% 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
Being valued							
12. I believe I am valued for what I can offer at my workplace	63	18	19	63	61	61	66
13. In my workplace, we recognise our successes and innovations	59	22	18	59	57	55	59
14. Staff are treated respectfully regardless of their job	62	17	20	62	60	60	63

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Hunter New England Local Health District 2013	NSW Health Overall 2013	Australian Health Sector Benchmark
	% 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 Line Manager							
15a. My line manager ... recognises and acknowledges when I have done my job well	67	17	17	67	64	62	62
15b. My line manager ... treats all staff in my team fairly	63	16	21	63	61	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	19	21	60	58	60	60
15d. My line manager ... treats me with respect	77	12	11	77	75	75	74
16. I receive regular and constructive feedback on my performance	53	21	25	53	49	49	49
17. Overall, I have confidence in the decisions made by my line manager	64	19	18	64	62	62	59

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	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Senior Managers					44	41	42	40
18a.	The senior managers at my workplace ... are aware of the issues I face in my job	48	23	29	48	46	46	44
18b.	The senior managers at my workplace ... have a clear direction for the future	44	33	24	44	40	40	44
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace	44	27	28	44	40	41	38
K	19. There is a positive relationship between senior management and staff in my workplace	41	27	31	41	37	40	36
K	20. Overall, I have confidence in the decisions made by my senior managers	45	29	26	45	42	42	40

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	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Communication				56	52	53	55
21. I am kept well informed about what is happening in my workplace	52	21	27	52	51	50	49
K 22. I have a say in decisions which affect my work	48	24	28	48	48	46	42
23. I think it is safe to speak up and challenge the way things are done	53	20	28	53	52	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	59	23	18	59	57	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	62	22	16	62		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	63	23	14	63		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	Response Breakdown			% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
		% positive response	% neutral response	% negative response				
Training and Development Opportunities								
25.	I have received the appropriate training and development to do my job effectively	76	14	10	76	75	71	78
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	11	13	76	81	76	77
27.	I am encouraged to take opportunities to learn new skills and have new experiences	60	20	20	60	61	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	Hunter New England 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		42	57	61
	29. I am able to achieve a healthy work/life balance most of the time		69	63	68
	30. There are mechanisms in place to support me if I experience stress or pressure		58	55	59
	31. Reasonable expectations are placed on staff according to their position		56	56	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		73	72	69

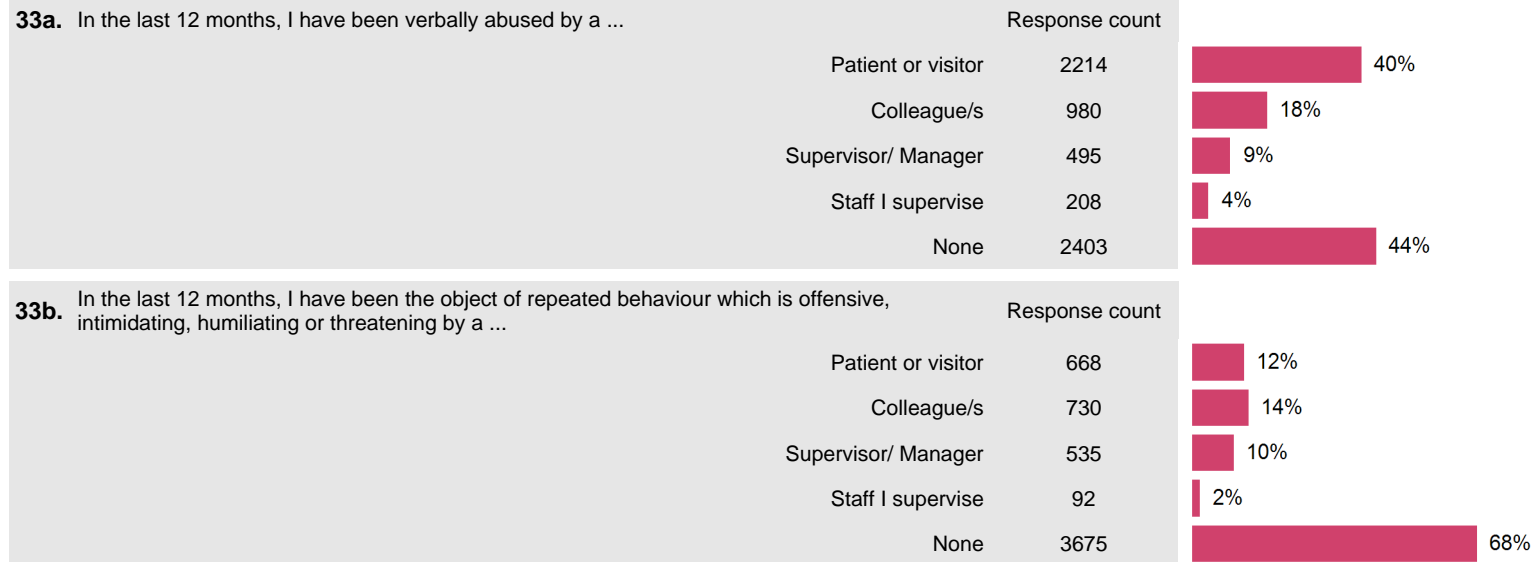
All Questions

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



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

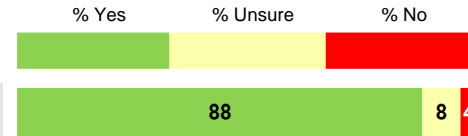
Unacceptable Behaviour

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	180
Colleague/s	219
Supervisor/ Manager	191
Staff I supervise	29
None	4817



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
Hunter New England Local Health District 2011
NSW Health Overall 2013
Australian Health Sector Benchmark

Question	% Positive Score	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
34a.	88	88	83	88
34b.	48	49	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 Score	Hunter New England 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)	62	18	19	62	59	59	66
36. In my workplace patient safety is at the centre of all decision making	70	18	11	70	69	67	73
37. My team's objectives/work plans are clearly outlined	68	20	12	68	63	65	71
38. Our objectives/work plans help us to deliver a quality service	67	22	11	67	63	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	54	28	18	54		52	58

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	Hunter New England Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
40. Overall I am proud to be a part of this workplace	74	17	9	74	73	71	73
41. I would recommend my workplace as a good place to work	64	22	15	64	62	62	63
42. I feel motivated to contribute more than what is normally required at work	68	17	15	68	66	65	64
43. I have a strong sense of belonging to my workplace	66	20	14	66	63	64	66
44. Overall I am satisfied to be working here at the present time	70	16	14	70	67	67	71
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	24	16	60		56	58
K 46. Overall, I believe the culture at my workplace has improved in the last 12 months	38	35	27	38	35	36	38

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	$\frac{18750}{18750 + 7753}$	$\times 1661 = 1175$ Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661		
Agency (4)	132	$\frac{7753}{18750 + 7753}$	$\times 1661 = 486$ Part time
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:

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

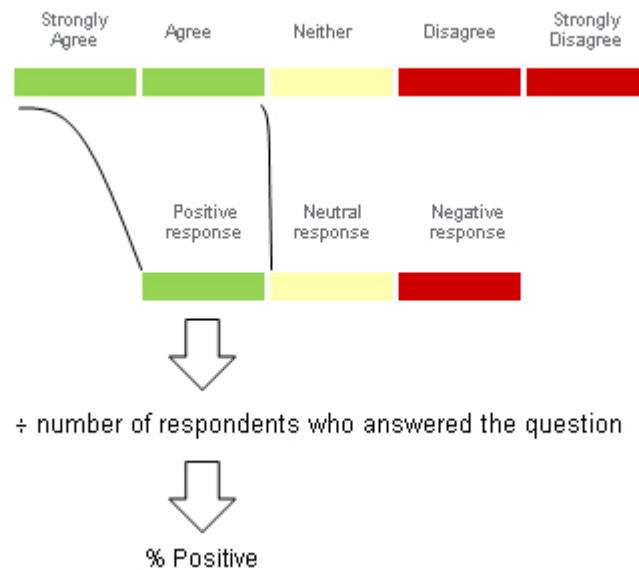
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

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.