

# 2013 YourSay Workplace Survey

## LHD Report



## Illawarra Shoalhaven Local Health District

### This Report

This report provides Illawarra Shoalhaven 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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3,057

ACTUAL RESPONSES

46%

1% Confidence Interval

ESTIMATED RESPONSE RATE

66%

2011: 64%

ENGAGEMENT INDEX

50%

2011: 45%

WORKPLACE CULTURE INDEX

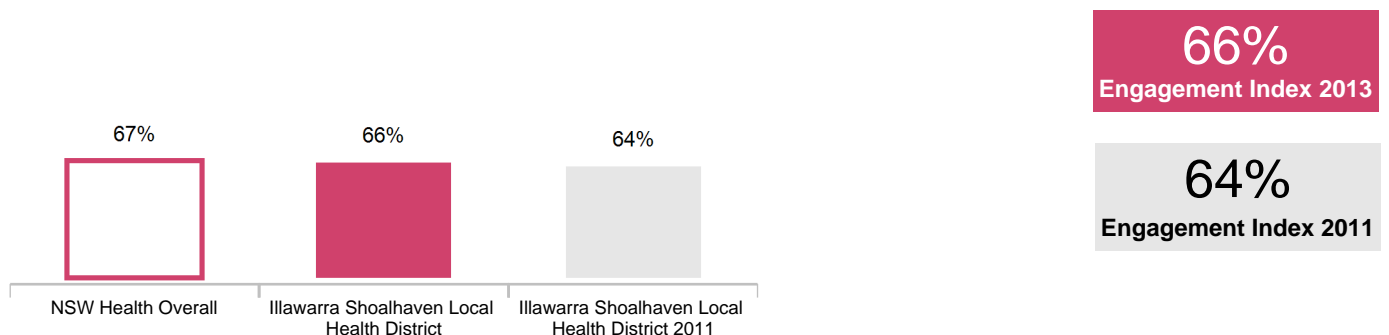
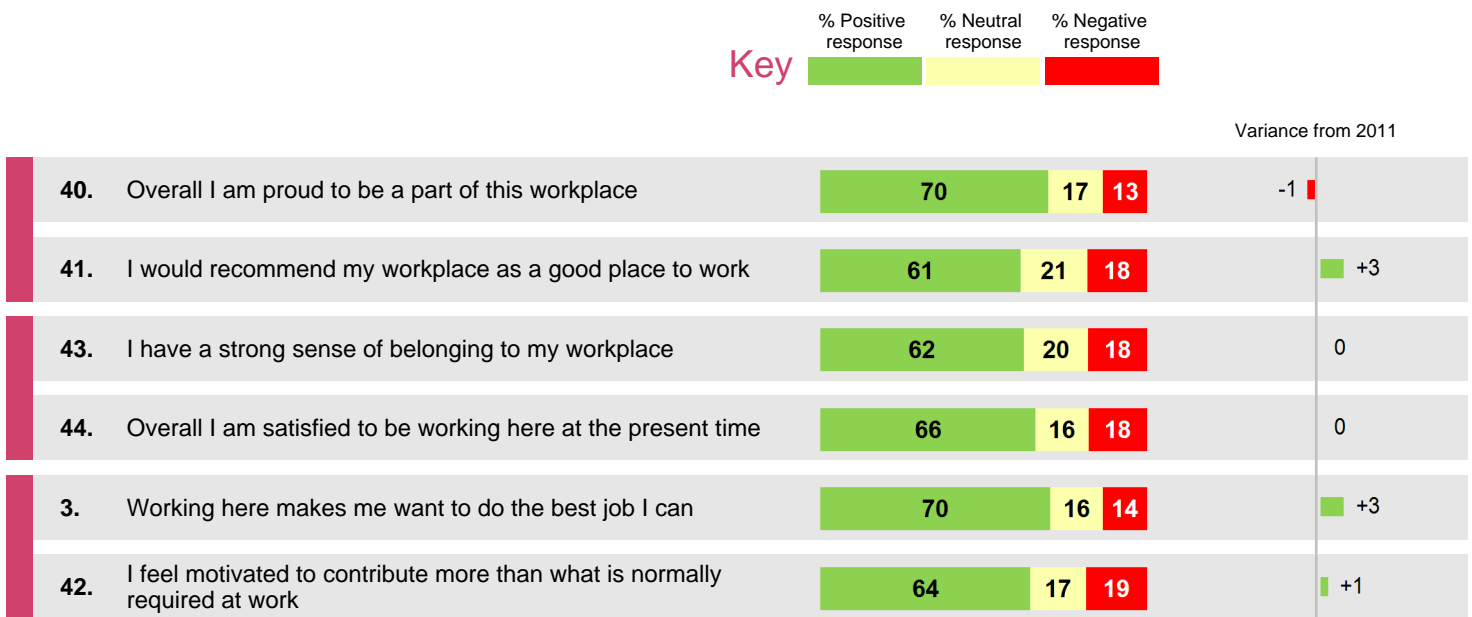
# Employee Engagement Index

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:

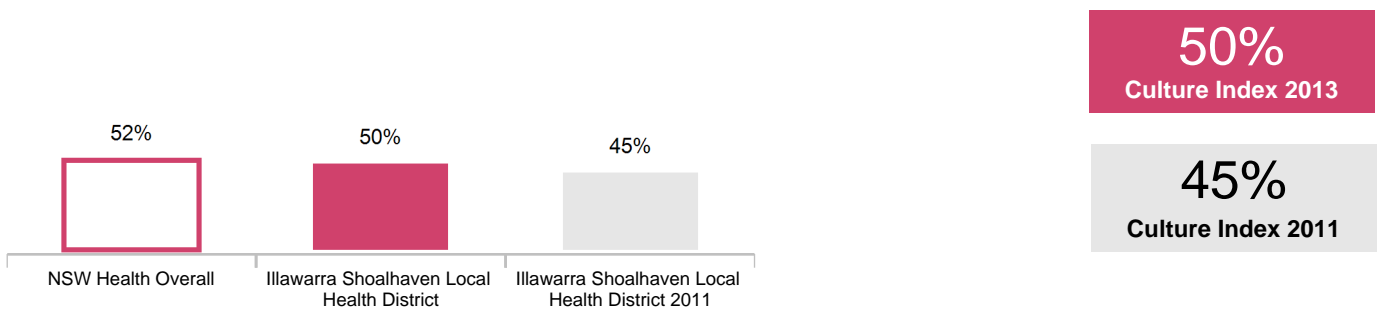


# Employee Workplace Culture Index

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	50	21	30	+7
12. I believe I am valued for what I can offer at my workplace	60	16	24	+4
13. In my workplace, we recognise our successes and innovations	53	23	23	+2
14. Staff are treated respectfully regardless of their job	59	16	25	+3
17. Overall, I have confidence in the decisions made by my line manager	61	18	20	+7
18b. The senior managers at my workplace ... have a clear direction for the future	35	33	32	+7
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	26	37	+6
20. Overall, I have confidence in the decisions made by my senior managers	38	27	35	+4
22. I have a say in decisions which affect my work	44	24	33	+2
23. I think it is safe to speak up and challenge the way things are done	47	20	33	+5
24a. Where I work, we share the lessons learnt when mistakes are made	58	22	21	+8
28. I have confidence in the processes that my workplace uses to resolve staff conflict	40	27	32	+3
37. My team's objectives/work plans are clearly outlined	62	23	15	+2
38. Our objectives/work plans help us to deliver a quality service	63	23	14	+3
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	35	30	+4



# 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 Illawarra Shoalhaven Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Illawarra Shoalhaven 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	Illawarra Shoalhaven 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		35	36	31
19.	There is a positive relationship between senior management and staff in my workplace		35	40	30
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		37	41	31
20.	Overall, I have confidence in the decisions made by my senior managers		38	42	34
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		40	42	37
18b.	The senior managers at my workplace ... have a clear direction for the future		35	40	28

# 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	68
Your Job	64
Your Line Manager	61

### Questions

	% Positive
1. My job makes good use of my skills and abilities	79
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76
15d. My line manager ... treats me with respect	74
3. Working here makes me want to do the best job I can	70
25. I have received the appropriate training and development to do my job effectively	70

## Lowlights

### Sections

	% Positive
Senior Managers	37
Communication	51
Work Environment	55

### Questions


	% Positive
19. There is a positive relationship between senior management and staff in my workplace	35
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35
18b. The senior managers at my workplace ... have a clear direction for the future	35
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37
20. Overall, I have confidence in the decisions made by my senior managers	38

# 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	51	 +6
Your Line Manager	61	 +5
Senior Managers	37	 +5

### Questions






	% Positive	Variance from 2011
<b>24a.</b> Where I work, we share the lessons learnt when mistakes are made	58	 +8
<b>11.</b> Morale is good in my team	50	 +7
<b>16.</b> I receive regular and constructive feedback on my performance	48	 +7
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	61	 +7
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	35	 +7

## Least improved

### Sections

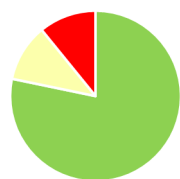
	% Positive	Variance from 2011
There are no scores below		

### Questions

	% Positive	Variance from 2011
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-6 
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	-2 
<b>25.</b> I have received the appropriate training and development to do my job effectively	70	-1 
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	64	-1 
<b>40.</b> Overall I am proud to be a part of this workplace	70	-1 

## Trend Comparison

This section shows comparisons between Illawarra Shoalhaven Local Health District and the 2011 survey results for Illawarra Shoalhaven Local Health District.

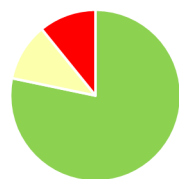


- 78% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 11% ■ Proportion of questions inline with the 2011 scores
- 11% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
<b>24a.</b> Where I work, we share the lessons learnt when mistakes are made	58	<span style="color: green;">■</span> +8
<b>11.</b> Morale is good in my team	50	<span style="color: green;">■</span> +7
<b>16.</b> I receive regular and constructive feedback on my performance	48	<span style="color: green;">■</span> +7
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	61	<span style="color: green;">■</span> +7
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	35	<span style="color: green;">■</span> +7
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	37	<span style="color: green;">■</span> +6
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	57	<span style="color: green;">■</span> +6
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	60	<span style="color: green;">■</span> +5
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	41	<span style="color: green;">■</span> +5
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	35	<span style="color: green;">■</span> +5
<b>23.</b> I think it is safe to speak up and challenge the way things are done	47	<span style="color: green;">■</span> +5
<b>2.</b> I feel I am able to suggest ideas to improve our ways of doing things	68	<span style="color: green;">■</span> +4
<b>12.</b> I believe I am valued for what I can offer at my workplace	60	<span style="color: green;">■</span> +4
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	62	<span style="color: green;">■</span> +4
<b>15b.</b> My line manager ... treats all staff in my team fairly	61	<span style="color: green;">■</span> +4
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	38	<span style="color: green;">■</span> +4

## Trend Comparison

This section shows comparisons between Illawarra Shoalhaven Local Health District and the 2011 survey results for Illawarra Shoalhaven Local Health District.



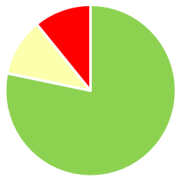
- 78% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 11% ■ Proportion of questions inline with the 2011 scores
- 11% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
21. I am kept well informed about what is happening in my workplace	48	+4
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	+4
1. My job makes good use of my skills and abilities	79	+3
3. Working here makes me want to do the best job I can	70	+3
7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	+3
14. Staff are treated respectfully regardless of their job	59	+3
28. I have confidence in the processes that my workplace uses to resolve staff conflict	40	+3
38. Our objectives/work plans help us to deliver a quality service	63	+3
41. I would recommend my workplace as a good place to work	61	+3
13. In my workplace, we recognise our successes and innovations	53	+2
22. I have a say in decisions which affect my work	44	+2
31. Reasonable expectations are placed on staff according to their position	52	+2
36. In my workplace patient safety is at the centre of all decision making	68	+2
37. My team's objectives/work plans are clearly outlined	62	+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	59	+1
8. In my team we generally acknowledge one another's efforts and achievements	69	+1



# Trend Comparison

This section shows comparisons between Illawarra Shoalhaven Local Health District and the 2011 survey results for Illawarra Shoalhaven Local Health District.



- 78% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 11% ■ Proportion of questions inline with the 2011 scores
- 11% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
10. My team resolves conflict quickly when it arises	50	+1
15d. My line manager ... treats me with respect	74	+1
30. There are mechanisms in place to support me if I experience stress or pressure	53	+1
42. I feel motivated to contribute more than what is normally required at work	64	+1
5. I have sufficient control over my work so I can do my job well	61	0
9. People in my team are honest and open	62	0
35. My work environment allows me to deliver the best possible services (patient care or support services)	56	0
43. I have a strong sense of belonging to my workplace	62	0
44. Overall I am satisfied to be working here at the present time	66	0
25. I have received the appropriate training and development to do my job effectively	70	-1
29. I am able to achieve a healthy work/life balance most of the time	64	-1
40. Overall I am proud to be a part of this workplace	70	-1
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	-2
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-6

## External Comparison

This section shows comparisons between Illawarra Shoalhaven 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.



- 6% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 86% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
15b. My line manager ... treats all staff in my team fairly	61	+3
17. Overall, I have confidence in the decisions made by my line manager	61	+2
22. I have a say in decisions which affect my work	44	+2
15a. My line manager ... recognises and acknowledges when I have done my job well	62	0
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	0
15d. My line manager ... treats me with respect	74	0
42. I feel motivated to contribute more than what is normally required at work	64	0
16. I receive regular and constructive feedback on my performance	48	-1
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	-1
19. There is a positive relationship between senior management and staff in my workplace	35	-1
21. I am kept well informed about what is happening in my workplace	48	-1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-1
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	-1
7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	-2
20. Overall, I have confidence in the decisions made by my senior managers	38	-2
24a. Where I work, we share the lessons learnt when mistakes are made	58	-2
41. I would recommend my workplace as a good place to work	61	-2

## External Comparison

This section shows comparisons between Illawarra Shoalhaven 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.



- 6% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 86% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	-2 <span style="color: red;">■</span>
18a. The senior managers at my workplace ... are aware of the issues I face in my job	41	-3 <span style="color: red;">■</span>
40. Overall I am proud to be a part of this workplace	70	-3 <span style="color: red;">■</span>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	-3 <span style="color: red;">■</span>
1. My job makes good use of my skills and abilities	79	-4 <span style="color: red;">■</span>
14. Staff are treated respectfully regardless of their job	59	-4 <span style="color: red;">■</span>
29. I am able to achieve a healthy work/life balance most of the time	64	-4 <span style="color: red;">■</span>
43. I have a strong sense of belonging to my workplace	62	-4 <span style="color: red;">■</span>
2. I feel I am able to suggest ideas to improve our ways of doing things	68	-5 <span style="color: red;">■</span>
8. In my team we generally acknowledge one another's efforts and achievements	69	-5 <span style="color: red;">■</span>
9. People in my team are honest and open	62	-5 <span style="color: red;">■</span>
36. In my workplace patient safety is at the centre of all decision making	68	-5 <span style="color: red;">■</span>
44. Overall I am satisfied to be working here at the present time	66	-5 <span style="color: red;">■</span>
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	59	-6 <span style="color: red;">■</span>
10. My team resolves conflict quickly when it arises	50	-6 <span style="color: red;">■</span>
11. Morale is good in my team	50	-6 <span style="color: red;">■</span>
12. I believe I am valued for what I can offer at my workplace	60	-6 <span style="color: red;">■</span>

## External Comparison

This section shows comparisons between Illawarra Shoalhaven 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.



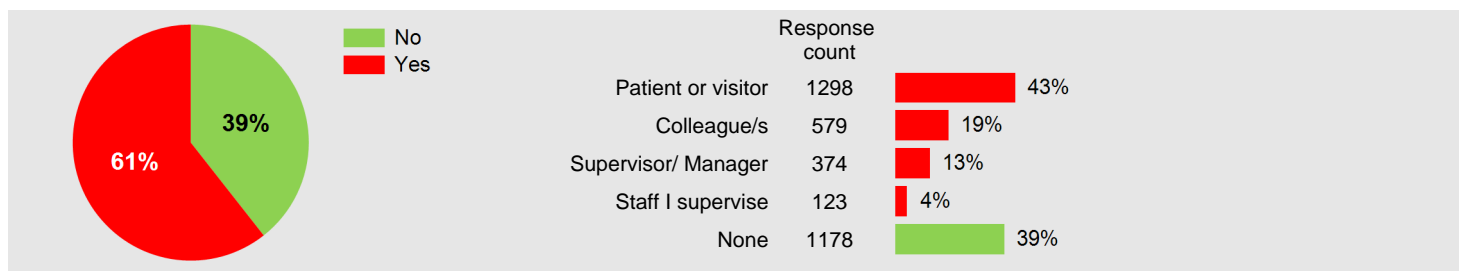
- 6% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 86% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
13. In my workplace, we recognise our successes and innovations	53	-6 <span style="color: red;">■</span>
23. I think it is safe to speak up and challenge the way things are done	47	-6 <span style="color: red;">■</span>
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	-6 <span style="color: red;">■</span>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	40	-6 <span style="color: red;">■</span>
30. There are mechanisms in place to support me if I experience stress or pressure	53	-6 <span style="color: red;">■</span>
24b. I am aware of the strategic objectives and direction of the organisation I work for	54	-7 <span style="color: red;">■</span>
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	-7 <span style="color: red;">■</span>
38. Our objectives/work plans help us to deliver a quality service	63	-7 <span style="color: red;">■</span>
3. Working here makes me want to do the best job I can	70	-8 <span style="color: red;">■</span>
25. I have received the appropriate training and development to do my job effectively	70	-8 <span style="color: red;">■</span>
18b. The senior managers at my workplace ... have a clear direction for the future	35	-9 <span style="color: red;">■</span>
31. Reasonable expectations are placed on staff according to their position	52	-9 <span style="color: red;">■</span>
37. My team's objectives/work plans are clearly outlined	62	-9 <span style="color: red;">■</span>
35. My work environment allows me to deliver the best possible services (patient care or support services)	56	-10 <span style="color: red;">■</span>
39. At my workplace there is a good balance between delivering services and monitoring service delivery	48	-10 <span style="color: red;">■</span>
5. I have sufficient control over my work so I can do my job well	61	-11 <span style="color: red;">■</span>
4. The right amount of approvals are required for routine decisions	44	-13 <span style="color: red;">■</span>

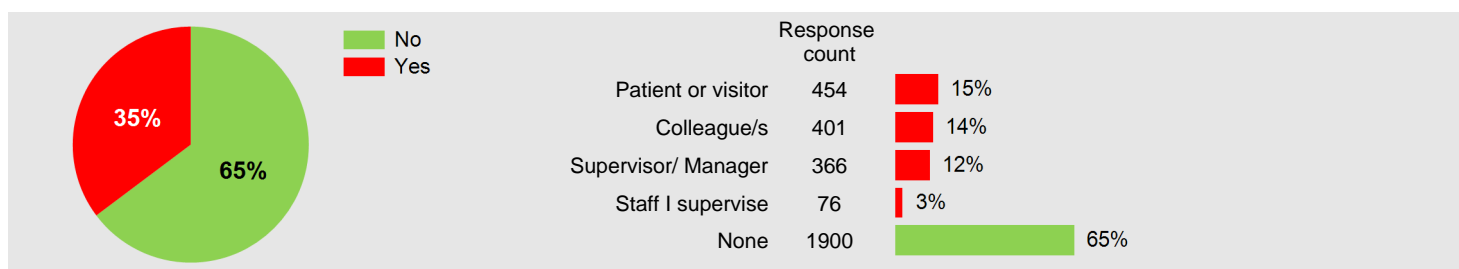
# Unacceptable Behaviour

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

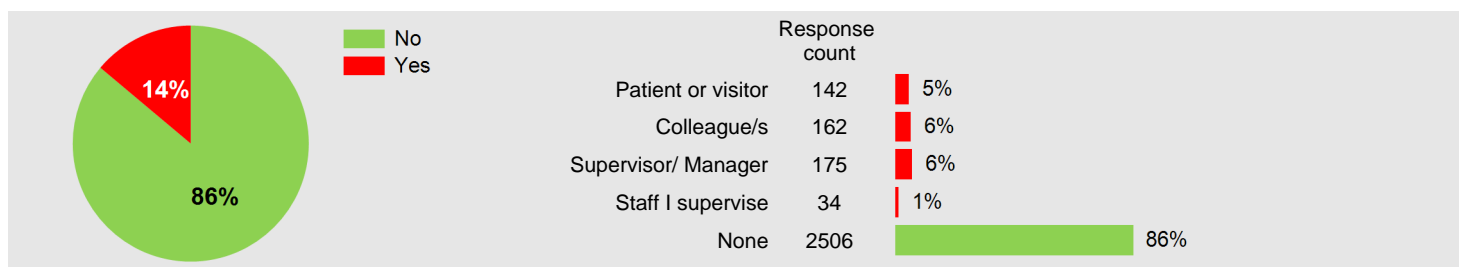
## 33a. In the last 12 months, I have been verbally abused by a ...



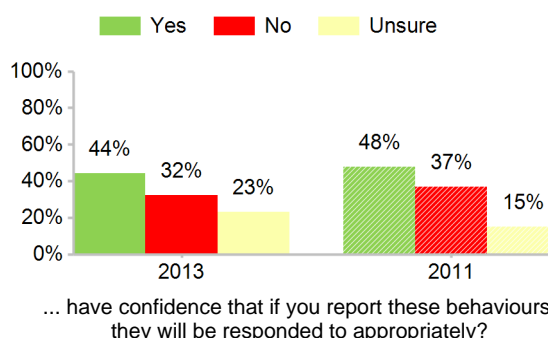
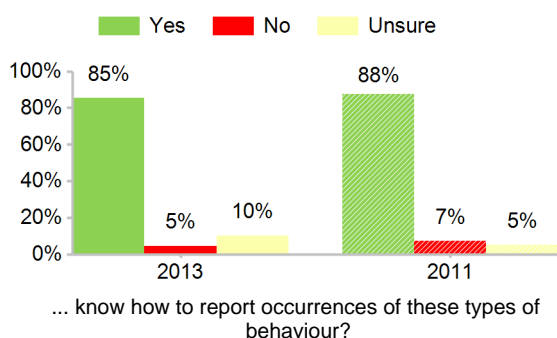
## 33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



## 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	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	79	9	12	79	76	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	68	13	19	68	64	68	73
3. Working here makes me want to do the best job I can	70	16	14	70	67	71	78
4. The right amount of approvals are required for routine decisions *	44	26	30	44		48	57
5. I have sufficient control over my work so I can do my job well	61	16	23	61	61	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	59	19	22	59	58	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	% Neutral	% Negative	% Positive Score	Illawarra Shoalhaven 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	66	15	19	66	63	68	68
8. In my team we generally acknowledge one another's efforts and achievements	69	14	18	69	68	69	74
9. People in my team are honest and open	62	20	18	62	62	63	67
10. My team resolves conflict quickly when it arises	50	26	24	50	49	51	56
11. Morale is good in my team	50	21	30	50	43	51	56

# All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% positive response	% neutral response	% negative response				
<b>Key</b> A question identified as being a key driver of employee engagement							
<b>Being valued</b>				<b>58</b>	<b>54</b>	<b>59</b>	<b>63</b>
12. I believe I am valued for what I can offer at my workplace	60	16	24	60	56	61	66
13. In my workplace, we recognise our successes and innovations	53	23	23	53	51	55	59
14. Staff are treated respectfully regardless of their job	59	16	25	59	56	60	63



# All Questions

This section shows the breakdown of responses to each question

				% Positive Score	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% positive response	% neutral response	% negative response				
<b>Key</b> A question identified as being a key driver of employee engagement							
<b>Your Line Manager</b>							
15a. My line manager ... recognises and acknowledges when I have done my job well	62	18	20	62	58	64	62
15b. My line manager ... treats all staff in my team fairly	61	16	24	61	57	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	17	23	60	55	60	60
15d. My line manager ... treats me with respect	74	12	14	74	73	75	74
16. I receive regular and constructive feedback on my performance	48	22	30	48	41	49	49
17. Overall, I have confidence in the decisions made by my line manager	61	18	20	61	54	62	59

# All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response				
<b>Key</b> 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	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>Senior Managers</b>				<b>37</b>	<b>32</b>	<b>42</b>	<b>40</b>
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job				<b>41</b>	<b>36</b>	<b>46</b>	<b>44</b>
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future				<b>35</b>	<b>28</b>	<b>40</b>	<b>44</b>
<b>K</b> <b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace				<b>37</b>	<b>31</b>	<b>41</b>	<b>38</b>
<b>K</b> <b>19.</b> There is a positive relationship between senior management and staff in my workplace				<b>35</b>	<b>30</b>	<b>40</b>	<b>36</b>
<b>K</b> <b>20.</b> Overall, I have confidence in the decisions made by my senior managers				<b>38</b>	<b>34</b>	<b>42</b>	<b>40</b>

# All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Comparators		
	% positive response	% neutral response	% negative response		Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>Key</b> A question identified as being a key driver of employee engagement							
<b>Communication</b>							
21. I am kept well informed about what is happening in my workplace	48	22	30	48	44	50	49
22. I have a say in decisions which affect my work	44	24	33	44	42	46	42
23. I think it is safe to speak up and challenge the way things are done	47	20	33	47	42	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	58	22	21	58	50	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	54	25	21	54		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	25	19	56		59	63

# All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% positive response	% neutral response	% negative response				
<b>Key</b> A question identified as being a key driver of employee engagement							
<b>Training and Development Opportunities</b>							
25. I have received the appropriate training and development to do my job effectively	70	15	15	70	71	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	82	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	57	19	24	57	51	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	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>K</b>	28. I have confidence in the processes that my workplace uses to resolve staff conflict		40	55	61
	29. I am able to achieve a healthy work/life balance most of the time		64	57	68
	30. There are mechanisms in place to support me if I experience stress or pressure		53	52	59
	31. Reasonable expectations are placed on staff according to their position		52	50	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		68	65	69

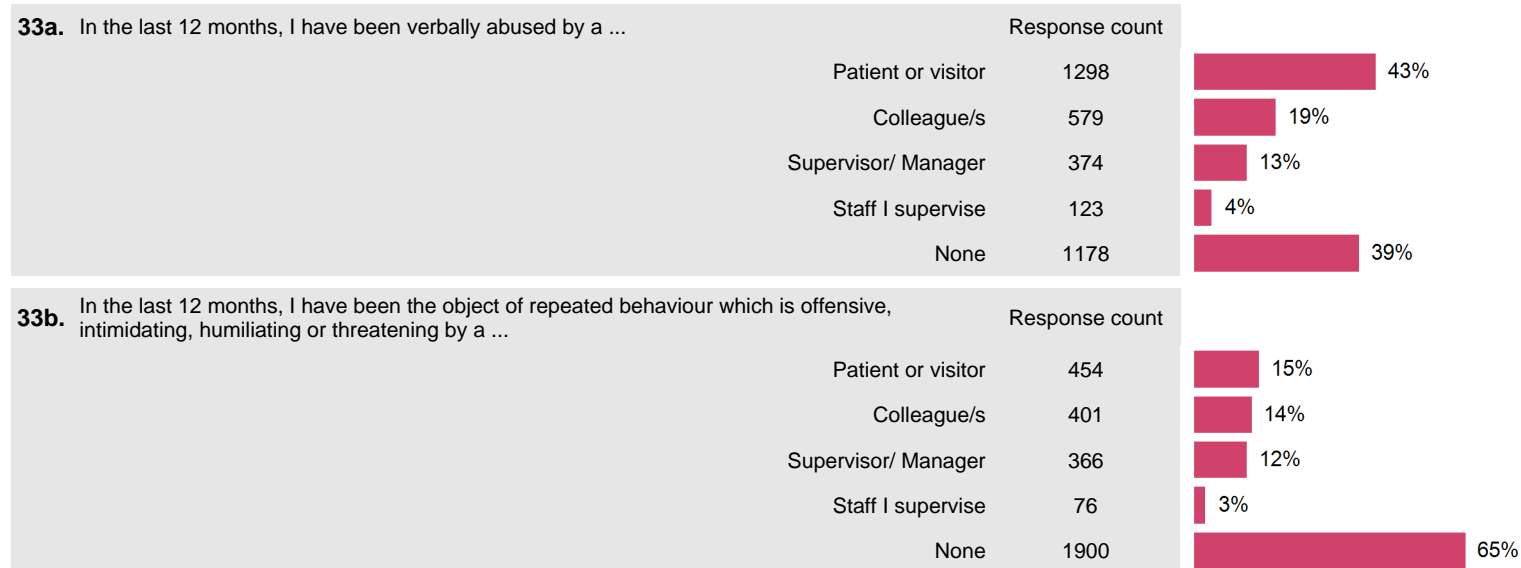
# All Questions

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

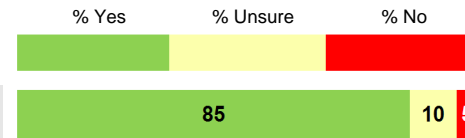
## Unacceptable Behaviour

**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	142
Colleague/s	162
Supervisor/ Manager	175
Staff I supervise	34
None	2506



**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  
 Illawarra Shoalhaven Local Health District 2011  
 NSW Health Overall 2013  
 Australian Health Sector Benchmark

<b>85</b>	<b>88</b>	<b>83</b>	<b>88</b>
<b>44</b>	<b>48</b>	<b>45</b>	<b>52</b>

# 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	Illawarra Shoalhaven Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>35.</b> My work environment allows me to deliver the best possible services (patient care or support services)	56	21	23	56	56	59	66
<b>36.</b> In my workplace patient safety is at the centre of all decision making	68	19	14	68	66	67	73
<b>37.</b> My team's objectives/work plans are clearly outlined	62	23	15	62	60	65	71
<b>38.</b> Our objectives/work plans help us to deliver a quality service	63	23	14	63	60	64	70
<b>39.</b> At my workplace there is a good balance between delivering services and monitoring service delivery *	48	30	21	48		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	Illawarra Shoalhaven Local Health District 2013	NSW Health Overall 2013	Australian Health Sector Benchmark
			% positive response	% neutral response	% negative response				
<b>Your Workplace</b>						<b>59</b>	<b>59</b>	<b>60</b>	<b>62</b>
40.		Overall I am proud to be a part of this workplace	70	17	13	70	71	71	73
41.		I would recommend my workplace as a good place to work	61	21	18	61	58	62	63
42.		I feel motivated to contribute more than what is normally required at work	64	17	19	64	63	65	64
43.		I have a strong sense of belonging to my workplace	62	20	18	62	62	64	66
44.		Overall I am satisfied to be working here at the present time	66	16	18	66	66	67	71
45.		Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	25	19	56		56	58
<b>K</b>		46. Overall, I believe the culture at my workplace has improved in the last 12 months	35	35	30	35	31	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:

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

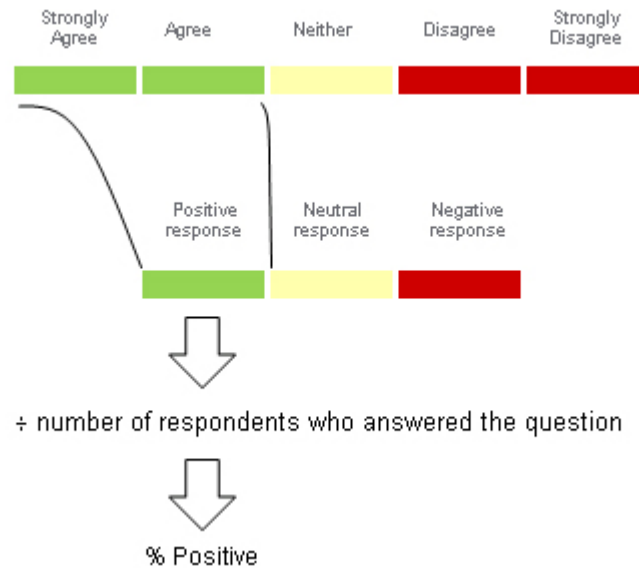
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

# 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.