

# 2013 YourSay Workplace Survey

## LHD Report



## Northern NSW Local Health District

### This Report

This report provides Northern NSW Local Health District with data from the 2013 YourSay Workplace Survey. It summarises staff views and presents comparative data to help put the results into perspective.

### Response Rates

The Actual Responses gives the total number of valid surveys that were returned for this facility.

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 2 April 2013. This figure does not include contractors, agency staff and volunteers, nor does it account for staff on secondment or extended leave, hence the estimated response rate is not accurate.

The final estimated response rates have been weighted to account for our part-time and temporary staff.

The estimated response rates for individual facilities cannot be provided where the actual number of surveys received exceeded the nominated FTE for that facility. This error could be from an incorrect FTE value being used and/or errors in self selection when completing the survey.

### Confidence Intervals

Confidence intervals have been calculated on the total facility responses (within a 5% error rating). If the CI is less than 5% these responses are a representative sample of this facility population.

If the CI is greater than 5% these responses are a snapshot of the views of staff at this facility, as opposed to being a representative sample.

### Results

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses ("Strongly Agree" + "Agree") and dividing by the number of respondents which answered the question.

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, results may not total 100%.

### Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2013 Workplace Survey.

### Anonymity

It is ORC International's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Results for teams with less than ten will not receive an individual report. However, their data will still contribute to the scores for their group and the organisation overall.

Summary responses for each question by demographic data is not provided where there are less than ten respondents from each demographic.

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2,038

ACTUAL RESPONSES

35%

2% Confidence Interval

ESTIMATED RESPONSE RATE

68%

2011: 58%

ENGAGEMENT INDEX

50%

2011: 41%

WORKPLACE CULTURE INDEX

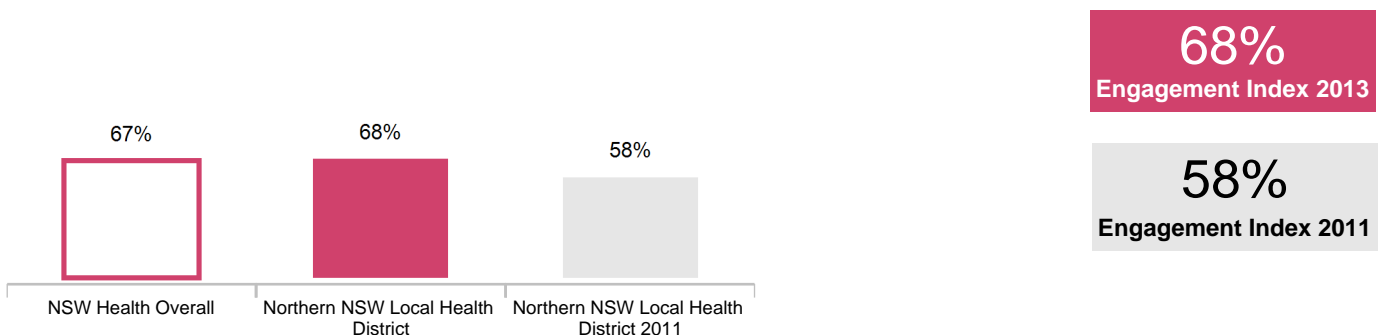
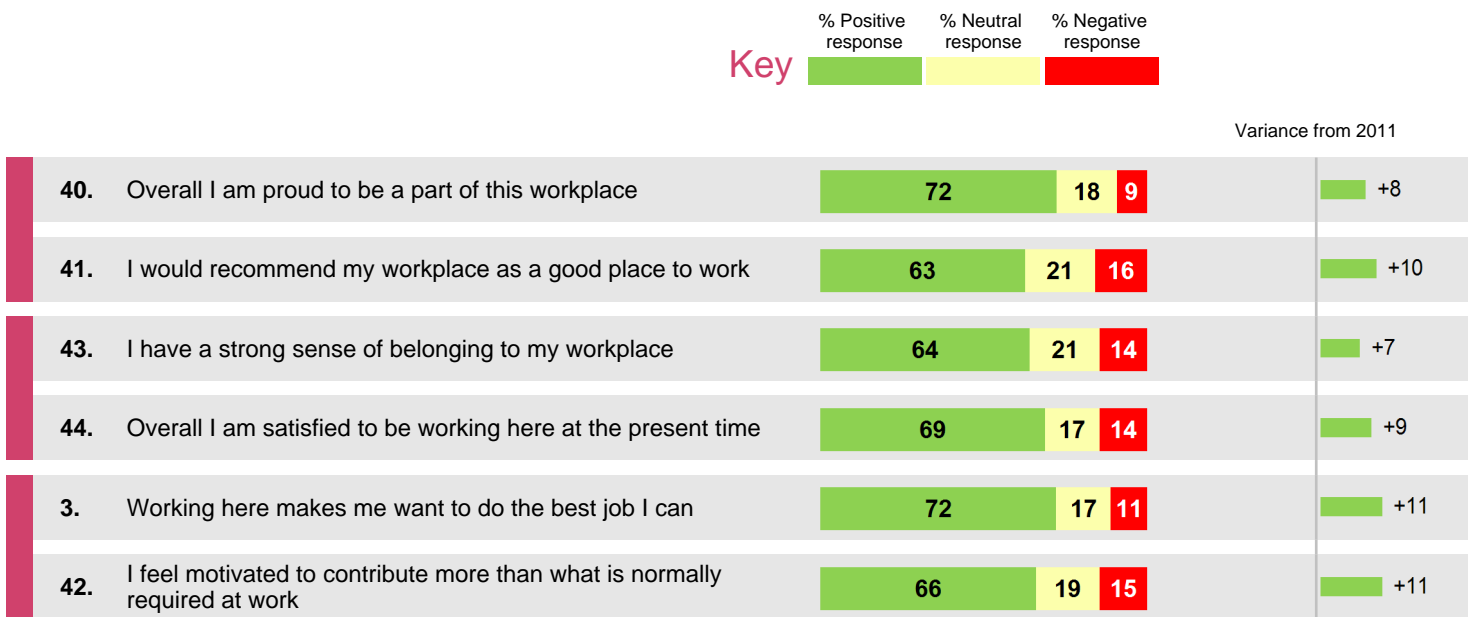
# Employee Engagement Index

The Engagement Index is a measure of respondents commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

The three elements of Employee Engagement

- Say** Strongly advocating the organisation
- Stay** An emotional commitment to the organisation and a desire to stay
- Strive** Providing sustained additional effort in line with organisational goals

The following six questions have been identified as being most aligned to Employee Engagement. The Engagement Index is an average of the following scores:

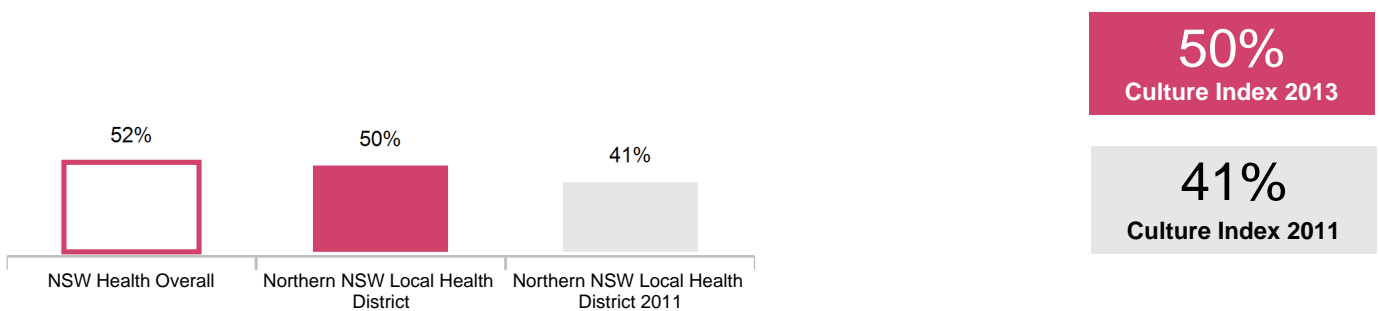


# Employee Workplace Culture Index

The Workplace Culture Index is a measure statistically constructed based on the NSW Health Workplace Culture Framework.

The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture Index is an average of the following scores:

	Key			Variance from 2011
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	50	23	28	+9
12. I believe I am valued for what I can offer at my workplace	62	19	19	+8
13. In my workplace, we recognise our successes and innovations	55	25	20	+9
14. Staff are treated respectfully regardless of their job	61	19	20	+8
17. Overall, I have confidence in the decisions made by my line manager	63	20	17	+8
18b. The senior managers at my workplace ... have a clear direction for the future	34	35	31	+12
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	29	34	+9
20. Overall, I have confidence in the decisions made by my senior managers	36	30	33	+6
22. I have a say in decisions which affect my work	43	26	31	+6
23. I think it is safe to speak up and challenge the way things are done	50	21	29	+8
24a. Where I work, we share the lessons learnt when mistakes are made	57	24	19	+6
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	29	34	+11
37. My team's objectives/work plans are clearly outlined	64	22	14	+8
38. Our objectives/work plans help us to deliver a quality service	63	25	13	+10
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	36	31	+9



# 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 Northern NSW Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Northern NSW 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	Northern NSW 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		33	36	24
19.	There is a positive relationship between senior management and staff in my workplace		35	40	27
20.	Overall, I have confidence in the decisions made by my senior managers		36	42	30
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		38	42	27
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		37	41	28
11.	Morale is good in my team		50	51	41

## 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	67
Your Job	66
Your Line Manager	63

#### Questions

	% Positive
1. My job makes good use of my skills and abilities	81
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
40. Overall I am proud to be a part of this workplace	72
3. Working here makes me want to do the best job I can	72

### Lowlights

#### Sections

	% Positive
Senior Managers	37
Communication	51
Work Environment	59

#### Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33
18b. The senior managers at my workplace ... have a clear direction for the future	34
19. There is a positive relationship between senior management and staff in my workplace	35
20. Overall, I have confidence in the decisions made by my senior managers	36
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37

# 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	 +9
Work Environment	59	 +9
Being valued	59	 +8

### Questions

	% Positive	Variance from 2011
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	34	 +12
<b>3.</b> Working here makes me want to do the best job I can	72	 +11
<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict	38	 +11
<b>42.</b> I feel motivated to contribute more than what is normally required at work	66	 +11
<b>2.</b> I feel I am able to suggest ideas to improve our ways of doing things	70	 +10

## Least improved

### Sections

	% Positive	Variance from 2011
There are no scores below		

### Questions

	% Positive	Variance from 2011
There are no scores below		

## Trend Comparison

This section shows comparisons between Northern NSW Local Health District and the 2011 survey results for Northern NSW Local Health District.



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

	% Positive	Variance from 2011
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	34	+12
<b>3.</b> Working here makes me want to do the best job I can	72	+11
<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict	38	+11
<b>42.</b> I feel motivated to contribute more than what is normally required at work	66	+11
<b>2.</b> I feel I am able to suggest ideas to improve our ways of doing things	70	+10
<b>16.</b> I receive regular and constructive feedback on my performance	49	+10
<b>38.</b> Our objectives/work plans help us to deliver a quality service	63	+10
<b>41.</b> I would recommend my workplace as a good place to work	63	+10
<b>6.</b> 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	61	+9
<b>10.</b> My team resolves conflict quickly when it arises	50	+9
<b>11.</b> Morale is good in my team	50	+9
<b>13.</b> In my workplace, we recognise our successes and innovations	55	+9
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	37	+9
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	67	+9
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	60	+9
<b>44.</b> Overall I am satisfied to be working here at the present time	69	+9

## Trend Comparison

This section shows comparisons between Northern NSW Local Health District and the 2011 survey results for Northern NSW Local Health District.



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

	% Positive	Variance from 2011
<b>46.</b> Overall, I believe the culture at my workplace has improved in the last 12 months	33	<span style="color: green;">■</span> +9
<b>1.</b> My job makes good use of my skills and abilities	81	<span style="color: green;">■</span> +8
<b>12.</b> I believe I am valued for what I can offer at my workplace	62	<span style="color: green;">■</span> +8
<b>14.</b> Staff are treated respectfully regardless of their job	61	<span style="color: green;">■</span> +8
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	60	<span style="color: green;">■</span> +8
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	63	<span style="color: green;">■</span> +8
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	44	<span style="color: green;">■</span> +8
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	35	<span style="color: green;">■</span> +8
<b>21.</b> I am kept well informed about what is happening in my workplace	48	<span style="color: green;">■</span> +8
<b>23.</b> I think it is safe to speak up and challenge the way things are done	50	<span style="color: green;">■</span> +8
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	55	<span style="color: green;">■</span> +8
<b>31.</b> Reasonable expectations are placed on staff according to their position	56	<span style="color: green;">■</span> +8
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	<span style="color: green;">■</span> +8
<b>35.</b> My work environment allows me to deliver the best possible services (patient care or support services)	54	<span style="color: green;">■</span> +8
<b>37.</b> My team's objectives/work plans are clearly outlined	64	<span style="color: green;">■</span> +8
<b>40.</b> Overall I am proud to be a part of this workplace	72	<span style="color: green;">■</span> +8



## Trend Comparison

This section shows comparisons between Northern NSW Local Health District and the 2011 survey results for Northern NSW Local Health District.



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

	% Positive	Variance from 2011
5. I have sufficient control over my work so I can do my job well	64	+7
15a. My line manager ... recognises and acknowledges when I have done my job well	65	+7
25. I have received the appropriate training and development to do my job effectively	70	+7
43. I have a strong sense of belonging to my workplace	64	+7
9. People in my team are honest and open	64	+6
20. Overall, I have confidence in the decisions made by my senior managers	36	+6
22. I have a say in decisions which affect my work	43	+6
24a. Where I work, we share the lessons learnt when mistakes are made	57	+6
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	+6
8. In my team we generally acknowledge one another's efforts and achievements	71	+5
15b. My line manager ... treats all staff in my team fairly	62	+5
15d. My line manager ... treats me with respect	77	+5
36. In my workplace patient safety is at the centre of all decision making	67	+5
7. The people I work with are willing to help each other even if this means doing something outside their usual job	68	+4

## External Comparison

This section shows comparisons between Northern NSW 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.



- 16% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 10% ■ Proportion of questions inline with the benchmark
- 75% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
<b>15b.</b> My line manager ... treats all staff in my team fairly	62	+4
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	63	+4
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	65	+3
<b>15d.</b> My line manager ... treats me with respect	77	+3
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	+3
<b>42.</b> I feel motivated to contribute more than what is normally required at work	66	+2
<b>22.</b> I have a say in decisions which affect my work	43	+1
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	60	+1
<b>7.</b> The people I work with are willing to help each other even if this means doing something outside their usual job	68	0
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	60	0
<b>16.</b> I receive regular and constructive feedback on my performance	49	0
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	44	0
<b>41.</b> I would recommend my workplace as a good place to work	63	0
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	37	-1
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	35	-1
<b>21.</b> I am kept well informed about what is happening in my workplace	48	-1
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-1

## External Comparison

This section shows comparisons between Northern NSW 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.



- 16% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 10% ■ Proportion of questions inline with the benchmark
- 75% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
29. I am able to achieve a healthy work/life balance most of the time	67	-1 <span style="color: red;">■</span>
40. Overall I am proud to be a part of this workplace	72	-1 <span style="color: red;">■</span>
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	-1 <span style="color: red;">■</span>
1. My job makes good use of my skills and abilities	81	-2 <span style="color: red;">■</span>
14. Staff are treated respectfully regardless of their job	61	-2 <span style="color: red;">■</span>
43. I have a strong sense of belonging to my workplace	64	-2 <span style="color: red;">■</span>
44. Overall I am satisfied to be working here at the present time	69	-2 <span style="color: red;">■</span>
2. I feel I am able to suggest ideas to improve our ways of doing things	70	-3 <span style="color: red;">■</span>
8. In my team we generally acknowledge one another's efforts and achievements	71	-3 <span style="color: red;">■</span>
9. People in my team are honest and open	64	-3 <span style="color: red;">■</span>
23. I think it is safe to speak up and challenge the way things are done	50	-3 <span style="color: red;">■</span>
24a. Where I work, we share the lessons learnt when mistakes are made	57	-3 <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	61	-4 <span style="color: red;">■</span>
12. I believe I am valued for what I can offer at my workplace	62	-4 <span style="color: red;">■</span>
13. In my workplace, we recognise our successes and innovations	55	-4 <span style="color: red;">■</span>
20. Overall, I have confidence in the decisions made by my senior managers	36	-4 <span style="color: red;">■</span>
31. Reasonable expectations are placed on staff according to their position	56	-5 <span style="color: red;">■</span>

## External Comparison

This section shows comparisons between Northern NSW 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.



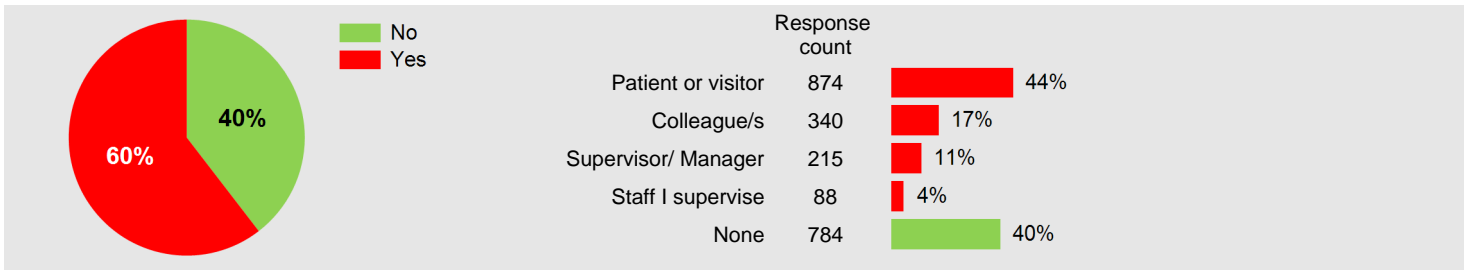
- 16% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 10% ■ Proportion of questions inline with the benchmark
- 75% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	-5 <span style="color: red;">■</span>
3. Working here makes me want to do the best job I can	72	-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>
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	57	-6 <span style="color: red;">■</span>
36. In my workplace patient safety is at the centre of all decision making	67	-6 <span style="color: red;">■</span>
37. My team's objectives/work plans are clearly outlined	64	-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>
5. I have sufficient control over my work so I can do my job well	64	-8 <span style="color: red;">■</span>
24b. I am aware of the strategic objectives and direction of the organisation I work for	53	-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>
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	-8 <span style="color: red;">■</span>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	-8 <span style="color: red;">■</span>
4. The right amount of approvals are required for routine decisions	48	-9 <span style="color: red;">■</span>
39. At my workplace there is a good balance between delivering services and monitoring service delivery	49	-9 <span style="color: red;">■</span>
18b. The senior managers at my workplace ... have a clear direction for the future	34	-10 <span style="color: red;">■</span>
35. My work environment allows me to deliver the best possible services (patient care or support services)	54	-12 <span style="color: red;">■</span>

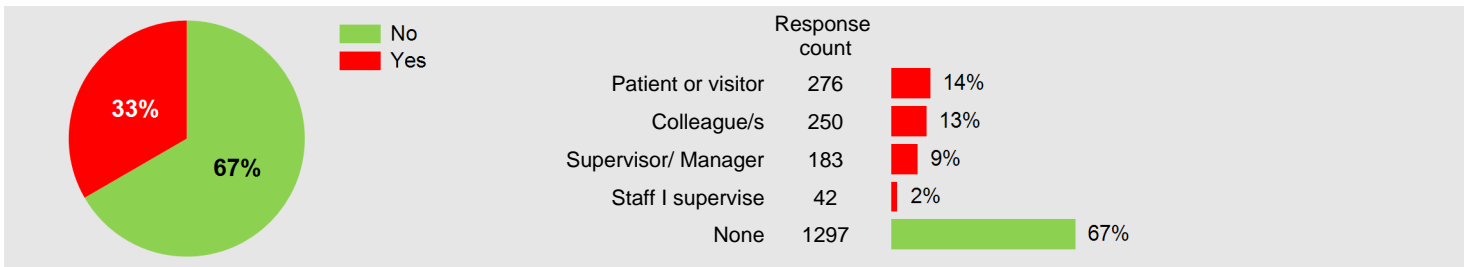
# Unacceptable Behaviour

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

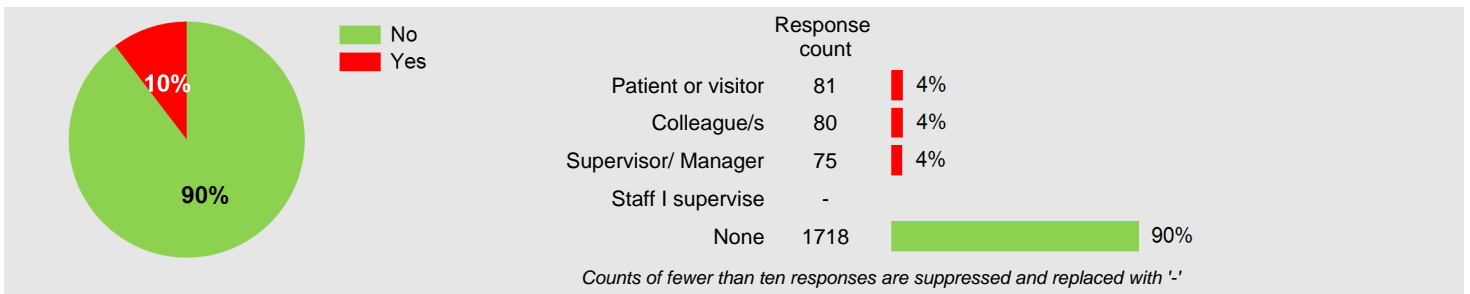
## 33a. In the last 12 months, I have been verbally abused by a ...



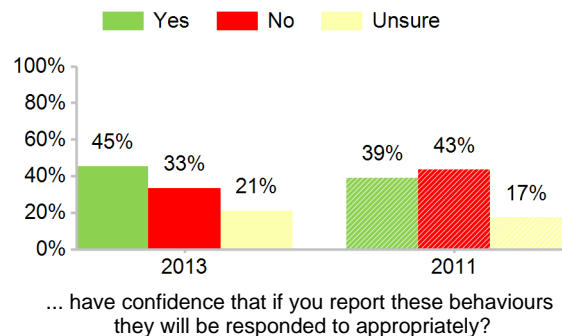
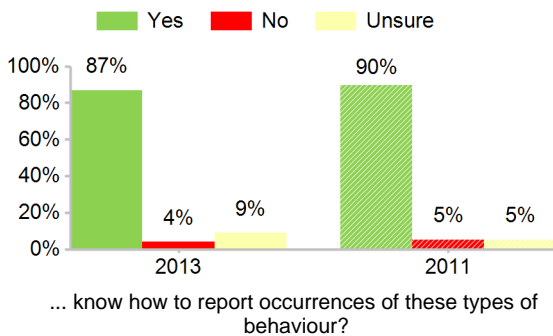
## 33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



## 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 Score	Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	81	9	10	81	73	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	70	15	15	70	60	68	73
3. Working here makes me want to do the best job I can	72	17	11	72	61	71	78
4. The right amount of approvals are required for routine decisions *	48	27	25	48		48	57
5. I have sufficient control over my work so I can do my job well	64	17	19	64	57	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	61	21	18	61	52	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	Northern NSW 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	68	16	16	68	64	68	68
8. In my team we generally acknowledge one another's efforts and achievements	71	15	14	71	66	69	74
9. People in my team are honest and open	64	21	15	64	58	63	67
10. My team resolves conflict quickly when it arises	50	25	25	50	41	51	56
11. Morale is good in my team	50	23	28	50	41	51	56

# All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Score	Northern NSW 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							
					At least 1% greater than comparator		At least 1% less than comparator
<b>Being valued</b>				<b>59</b>	<b>51</b>	<b>59</b>	<b>63</b>
12. I believe I am valued for what I can offer at my workplace	62	19	19	62	54	61	66
13. In my workplace, we recognise our successes and innovations	55	25	20	55	46	55	59
14. Staff are treated respectfully regardless of their job	61	19	20	61	53	60	63



# All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	At least 1% greater than comparator	At least 1% less than comparator	
	% 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>					Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	65	18	17	65	58	64	62
<b>15b.</b> My line manager ... treats all staff in my team fairly	62	17	21	62	57	62	58
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	60	18	22	60	52	60	60
<b>15d.</b> My line manager ... treats me with respect	77	13	10	77	72	75	74
<b>16.</b> I receive regular and constructive feedback on my performance	49	26	25	49	39	49	49
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	63	20	17	63	55	62	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
<b>Key</b> A question identified as being a key driver of employee engagement					

## Senior Managers

	% positive response	% neutral response	% negative response	% Positive Score	Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	44	22	34	44	36	46	44
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	34	35	31	34	22	40	44
<b>K 18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	37	29	34	37	28	41	38
<b>K 19.</b> There is a positive relationship between senior management and staff in my workplace	35	28	37	35	27	40	36
<b>K 20.</b> Overall, I have confidence in the decisions made by my senior managers	36	30	33	36	30	42	40

# All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Score	Comparators		
	% positive response	% neutral response	% negative response		Northern NSW 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	24	28	48	40	50	49
22. I have a say in decisions which affect my work	43	26	31	43	37	46	42
23. I think it is safe to speak up and challenge the way things are done	50	21	29	50	42	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	57	24	19	57	51	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	53	25	22	53		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	57	25	18	57		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	% Positive Score	At least 1% greater than comparator	At least 1% less than comparator	Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>Training and Development Opportunities</b>										
	25. I have received the appropriate training and development to do my job effectively	70	15	14	70			60	69	73
	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			63	71	78
	27. I am encouraged to take opportunities to learn new skills and have new experiences	55	22	23	55			70	76	77
								47	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	Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark	
<b>K</b>	<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict		38	27	42	46
	<b>29.</b> I am able to achieve a healthy work/life balance most of the time		67	58	65	68
	<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure		60	51	54	59
	<b>31.</b> Reasonable expectations are placed on staff according to their position		56	48	56	61
	<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors		72	64	68	69

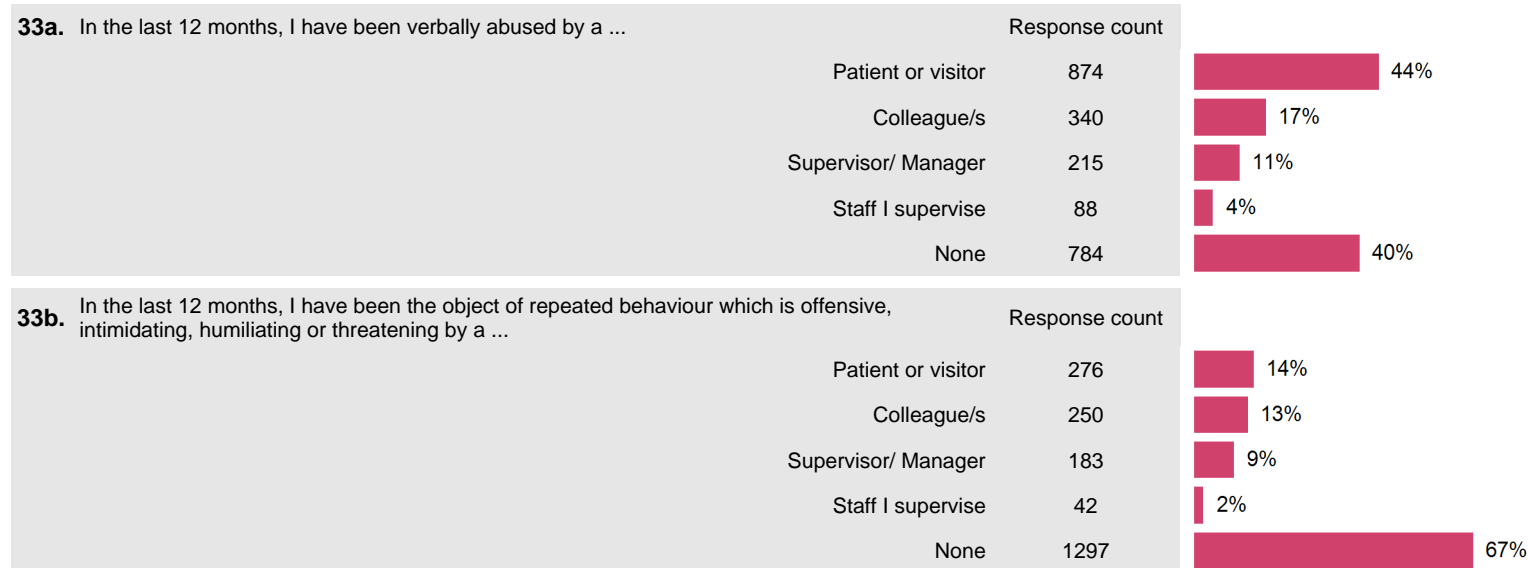
# All Questions

This section shows the breakdown of responses to each question

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

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

## Unacceptable Behaviour



# All Questions

This section shows the breakdown of responses to each question

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

At least 1% greater than comparator

At least 1% less than comparator

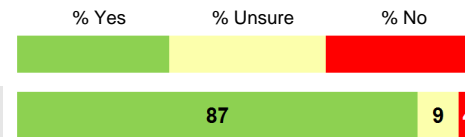
## Unacceptable Behaviour

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

Response	Response count	%
Patient or visitor	81	4%
Colleague/s	80	4%
Supervisor/ Manager	75	4%
Staff I supervise	-	-
None	1718	90%

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  
Northern NSW Local Health District 2011  
NSW Health Overall 2013  
Australian Health Sector Benchmark

**87** **90** **83** **88**

**45** **39** **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	Northern NSW 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)	54	23	23	54	46	59	66
<b>36.</b> In my workplace patient safety is at the centre of all decision making	67	19	14	67	62	67	73
<b>37.</b> My team's objectives/work plans are clearly outlined	64	22	14	64	56	65	71
<b>38.</b> Our objectives/work plans help us to deliver a quality service	63	25	13	63	53	64	70
<b>39.</b> At my workplace there is a good balance between delivering services and monitoring service delivery *	49	31	20	49		52	58



# All Questions

This section shows the breakdown of responses to each question

	Key	A question identified as being a key driver of employee engagement	Response Breakdown			% Positive Score	Comparators		
			% positive response	% neutral response	% negative response		Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>Your Workplace</b>						<b>60</b>	<b>52</b>	<b>60</b>	<b>62</b>
40.		Overall I am proud to be a part of this workplace	72	18	9	72	64	71	73
41.		I would recommend my workplace as a good place to work	63	21	16	63	53	62	63
42.		I feel motivated to contribute more than what is normally required at work	66	19	15	66	55	65	64
43.		I have a strong sense of belonging to my workplace	64	21	14	64	57	64	66
44.		Overall I am satisfied to be working here at the present time	69	17	14	69	60	67	71
45.		Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	29	15	57		56	58
<b>K</b>		46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	36	31	33	24	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	$\frac{18750}{18750 + 7753}$	× 1661 = 1175 Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661	$\frac{7753}{18750 + 7753}$	× 1661 = 486 Part time
Agency (4)	132		
Casual (5)	975		
Contractor (6)	203		
TOTAL answering Q51	29474		
TOTAL number of respondents to the survey	31493		

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

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

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

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

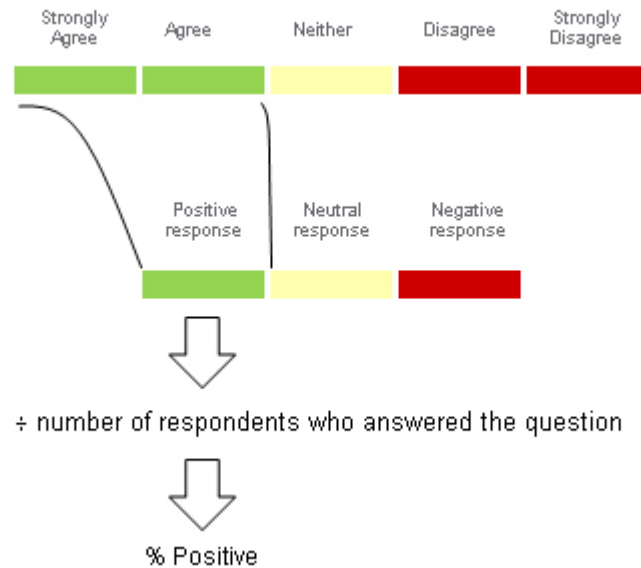
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

# Guide to using this report

## % Positive

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses ("Strongly Agree" + "Agree") and dividing by the number of respondents which answered the question.



## Index and Section Scores

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

## Rounding

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

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

## Trend data

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

## Benchmark data

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