

2013 YourSay Workplace Survey

LHD Report



Western NSW Local Health District

This Report

This report provides Western 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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3,780

2011: 2,747

ACTUAL RESPONSES

56%

2011: 64%

1% Confidence Interval

ESTIMATED RESPONSE RATE

68%

2011: 66%

ENGAGEMENT INDEX

53%

2011: 49%

WORKPLACE CULTURE INDEX

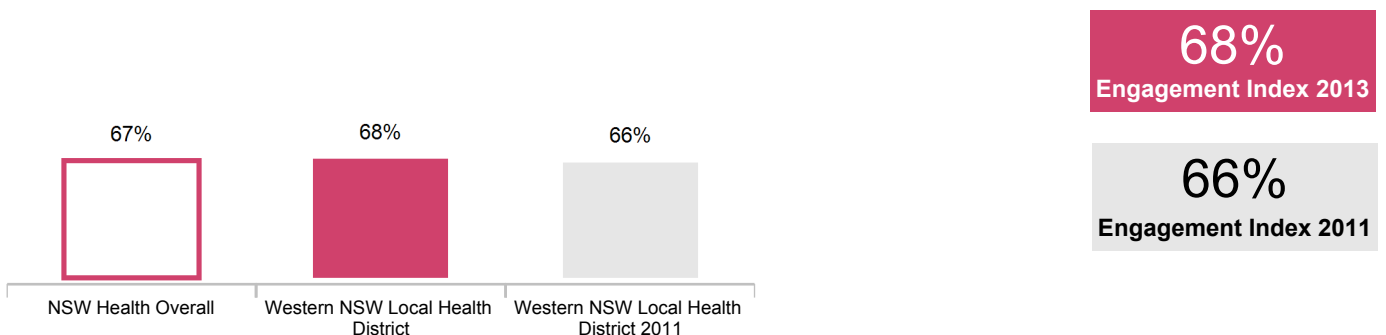
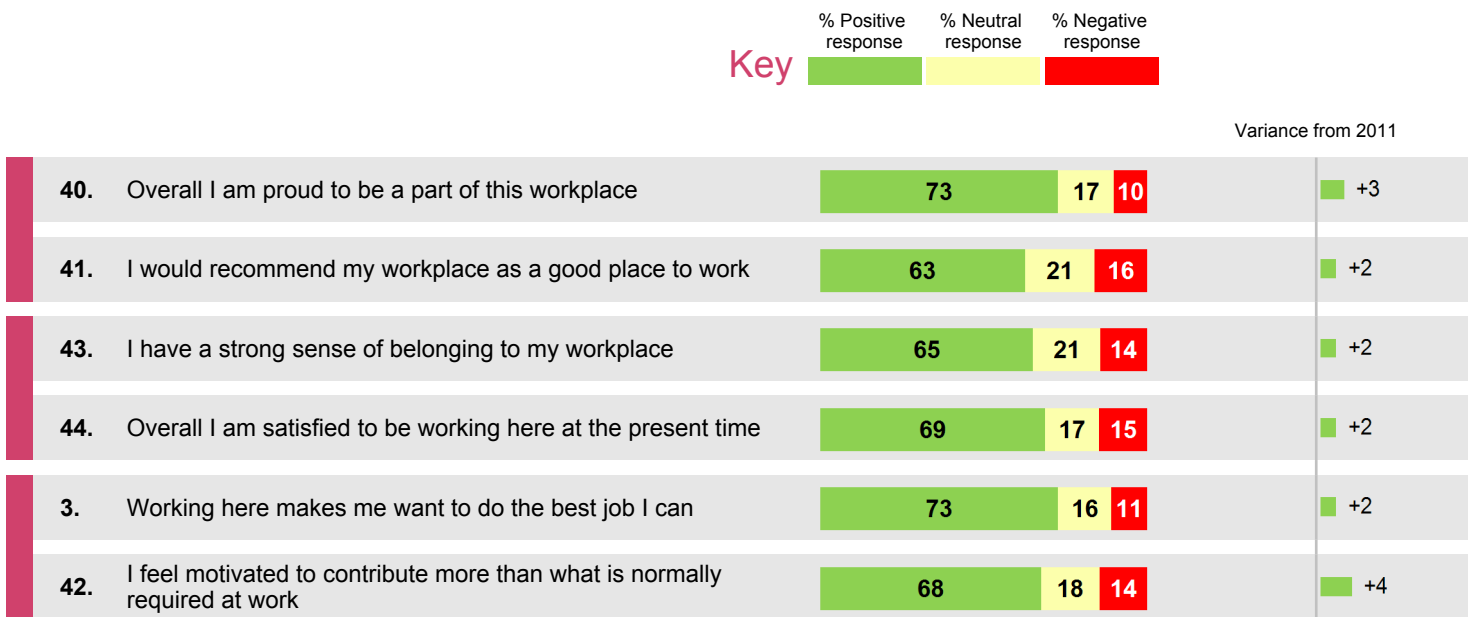
Employee Engagement Index

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:

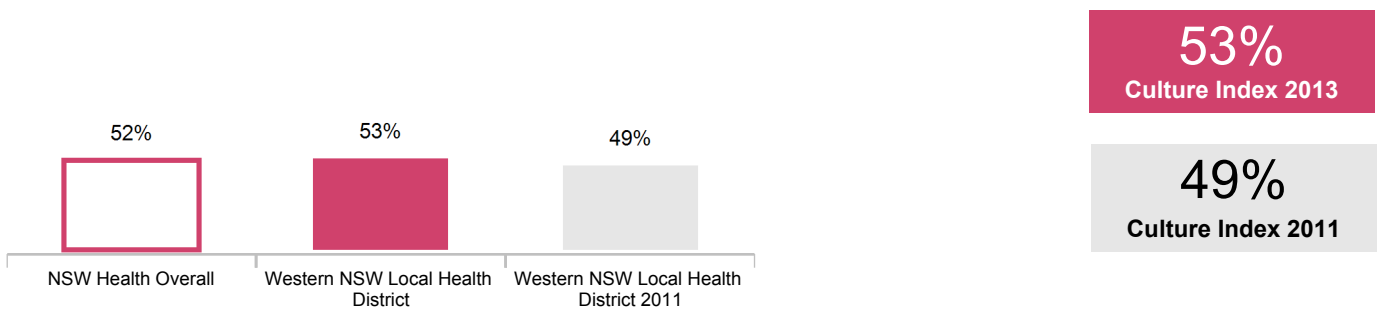


Employee Workplace Culture Index

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	49	21	30	+4
12. I believe I am valued for what I can offer at my workplace	63	18	19	+1
13. In my workplace, we recognise our successes and innovations	55	23	22	+3
14. Staff are treated respectfully regardless of their job	57	18	25	+2
17. Overall, I have confidence in the decisions made by my line manager	61	21	19	0
18b. The senior managers at my workplace ... have a clear direction for the future	43	32	25	+7
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	45	28	27	+6
20. Overall, I have confidence in the decisions made by my senior managers	46	28	26	+6
22. I have a say in decisions which affect my work	48	24	28	+2
23. I think it is safe to speak up and challenge the way things are done	53	18	28	+3
24a. Where I work, we share the lessons learnt when mistakes are made	58	22	20	+2
28. I have confidence in the processes that my workplace uses to resolve staff conflict	41	26	33	+4
37. My team's objectives/work plans are clearly outlined	66	21	13	+4
38. Our objectives/work plans help us to deliver a quality service	67	21	12	+5
46. Overall, I believe the culture at my workplace has improved in the last 12 months	39	33	28	+5



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 Western NSW Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Western 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	Western 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		39	36	34
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		41	42	37
11.	Morale is good in my team		49	51	45
45.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour		54	56	
19.	There is a positive relationship between senior management and staff in my workplace		42	40	38
22.	I have a say in decisions which affect my work		48	46	46

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	66
Service Delivery	65

Questions

	% Positive
1. My job makes good use of my skills and abilities	80
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	80
15d. My line manager ... treats me with respect	75
3. Working here makes me want to do the best job I can	73
40. Overall I am proud to be a part of this workplace	73

Lowlights

Sections

	% Positive
Senior Managers	45
Communication	54
Your Team	58

Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	39
28. I have confidence in the processes that my workplace uses to resolve staff conflict	41
19. There is a positive relationship between senior management and staff in my workplace	42
18b. The senior managers at my workplace ... have a clear direction for the future	43
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	45

Most Improved and Least Improved since 2011






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

Most improved

Sections

	% Positive	Variance from 2011
Senior Managers	45	 +5
Communication	54	 +5
Being valued	59	 +3

Questions



	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	43	 +7
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	45	 +6
20. Overall, I have confidence in the decisions made by my senior managers	46	 +6
21. I am kept well informed about what is happening in my workplace	50	 +5
38. Our objectives/work plans help us to deliver a quality service	67	 +5

Least improved

Sections

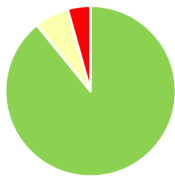
	% Positive	Variance from 2011
There are no scores below		

Questions

	% Positive	Variance from 2011
15b. My line manager ... treats all staff in my team fairly	61	-1 
15d. My line manager ... treats me with respect	75	-1 

Trend Comparison

This section shows comparisons between Western NSW Local Health District and the 2011 survey results for Western NSW 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
18b. The senior managers at my workplace ... have a clear direction for the future	43	■ +7
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	45	■ +6
20. Overall, I have confidence in the decisions made by my senior managers	46	■ +6
21. I am kept well informed about what is happening in my workplace	50	■ +5
38. Our objectives/work plans help us to deliver a quality service	67	■ +5
46. Overall, I believe the culture at my workplace has improved in the last 12 months	39	■ +5
11. Morale is good in my team	49	■ +4
19. There is a positive relationship between senior management and staff in my workplace	42	■ +4
28. I have confidence in the processes that my workplace uses to resolve staff conflict	41	■ +4
31. Reasonable expectations are placed on staff according to their position	60	■ +4
37. My team's objectives/work plans are clearly outlined	66	■ +4
42. I feel motivated to contribute more than what is normally required at work	68	■ +4
13. In my workplace, we recognise our successes and innovations	55	■ +3
18a. The senior managers at my workplace ... are aware of the issues I face in my job	50	■ +3
23. I think it is safe to speak up and challenge the way things are done	53	■ +3
25. I have received the appropriate training and development to do my job effectively	72	■ +3

Trend Comparison

This section shows comparisons between Western NSW Local Health District and the 2011 survey results for Western NSW 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
27. I am encouraged to take opportunities to learn new skills and have new experiences	61	+3
29. I am able to achieve a healthy work/life balance most of the time	68	+3
35. My work environment allows me to deliver the best possible services (patient care or support services)	65	+3
40. Overall I am proud to be a part of this workplace	73	+3
1. My job makes good use of my skills and abilities	80	+2
2. I feel I am able to suggest ideas to improve our ways of doing things	69	+2
3. Working here makes me want to do the best job I can	73	+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	58	+2
7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	+2
9. People in my team are honest and open	60	+2
14. Staff are treated respectfully regardless of their job	57	+2
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	+2
16. I receive regular and constructive feedback on my performance	48	+2
22. I have a say in decisions which affect my work	48	+2
24a. Where I work, we share the lessons learnt when mistakes are made	58	+2
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	80	+2

Trend Comparison

This section shows comparisons between Western NSW Local Health District and the 2011 survey results for Western NSW 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
30. There are mechanisms in place to support me if I experience stress or pressure	60	+2
41. I would recommend my workplace as a good place to work	63	+2
43. I have a strong sense of belonging to my workplace	65	+2
44. Overall I am satisfied to be working here at the present time	69	+2
5. I have sufficient control over my work so I can do my job well	65	+1
10. My team resolves conflict quickly when it arises	47	+1
12. I believe I am valued for what I can offer at my workplace	63	+1
15a. My line manager ... recognises and acknowledges when I have done my job well	64	+1
36. In my workplace patient safety is at the centre of all decision making	71	+1
8. In my team we generally acknowledge one another's efforts and achievements	67	0
17. Overall, I have confidence in the decisions made by my line manager	61	0
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	0
15b. My line manager ... treats all staff in my team fairly	61	-1
15d. My line manager ... treats me with respect	75	-1

External Comparison

This section shows comparisons between Western 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.



- 29% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 63% ■ 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	45	+7
18a. The senior managers at my workplace ... are aware of the issues I face in my job	50	+6
19. There is a positive relationship between senior management and staff in my workplace	42	+6
20. Overall, I have confidence in the decisions made by my senior managers	46	+6
22. I have a say in decisions which affect my work	48	+6
42. I feel motivated to contribute more than what is normally required at work	68	+4
15b. My line manager ... treats all staff in my team fairly	61	+3
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	80	+3
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	+3
15a. My line manager ... recognises and acknowledges when I have done my job well	64	+2
17. Overall, I have confidence in the decisions made by my line manager	61	+2
15d. My line manager ... treats me with respect	75	+1
21. I am kept well informed about what is happening in my workplace	50	+1
30. There are mechanisms in place to support me if I experience stress or pressure	60	+1
46. Overall, I believe the culture at my workplace has improved in the last 12 months	39	+1
23. I think it is safe to speak up and challenge the way things are done	53	0
29. I am able to achieve a healthy work/life balance most of the time	68	0

External Comparison

This section shows comparisons between Western 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.



- 29% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 63% ■ 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	73	0
41. I would recommend my workplace as a good place to work	63	0
16. I receive regular and constructive feedback on my performance	48	-1 ■
18b. The senior managers at my workplace ... have a clear direction for the future	43	-1 ■
31. Reasonable expectations are placed on staff according to their position	60	-1 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	65	-1 ■
43. I have a strong sense of belonging to my workplace	65	-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 ■
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	-2 ■
24a. Where I work, we share the lessons learnt when mistakes are made	58	-2 ■
27. I am encouraged to take opportunities to learn new skills and have new experiences	61	-2 ■
36. In my workplace patient safety is at the centre of all decision making	71	-2 ■
39. At my workplace there is a good balance between delivering services and monitoring service delivery	56	-2 ■
44. Overall I am satisfied to be working here at the present time	69	-2 ■
1. My job makes good use of my skills and abilities	80	-3 ■
12. I believe I am valued for what I can offer at my workplace	63	-3 ■
38. Our objectives/work plans help us to deliver a quality service	67	-3 ■

External Comparison

This section shows comparisons between Western 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.



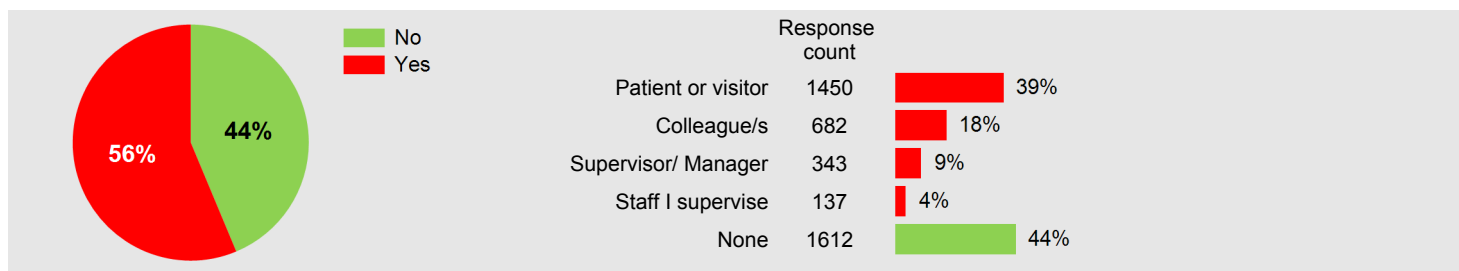
- 29% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 63% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
2. I feel I am able to suggest ideas to improve our ways of doing things	69	-4 ■
13. In my workplace, we recognise our successes and innovations	55	-4 ■
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	-4 ■
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	54	-4 ■
3. Working here makes me want to do the best job I can	73	-5 ■
24b. I am aware of the strategic objectives and direction of the organisation I work for	56	-5 ■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	41	-5 ■
37. My team's objectives/work plans are clearly outlined	66	-5 ■
14. Staff are treated respectfully regardless of their job	57	-6 ■
25. I have received the appropriate training and development to do my job effectively	72	-6 ■
5. I have sufficient control over my work so I can do my job well	65	-7 ■
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	58	-7 ■
8. In my team we generally acknowledge one another's efforts and achievements	67	-7 ■
9. People in my team are honest and open	60	-7 ■
11. Morale is good in my team	49	-7 ■
4. The right amount of approvals are required for routine decisions	49	-8 ■
10. My team resolves conflict quickly when it arises	47	-9 ■

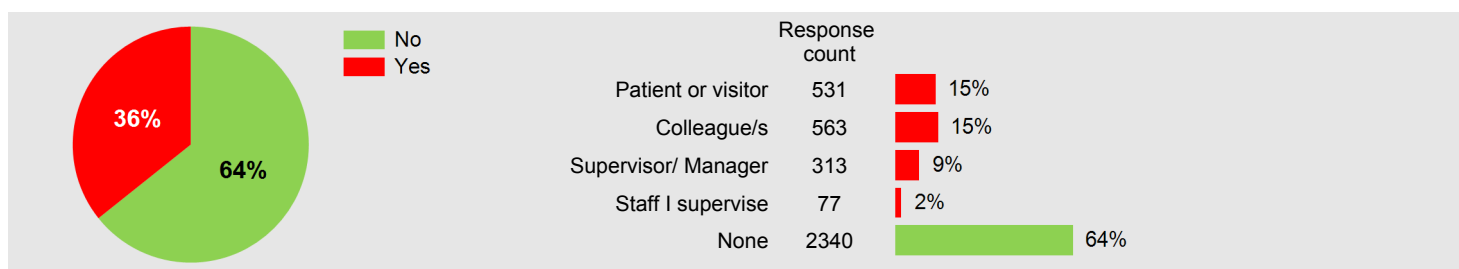
Unacceptable Behaviour

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

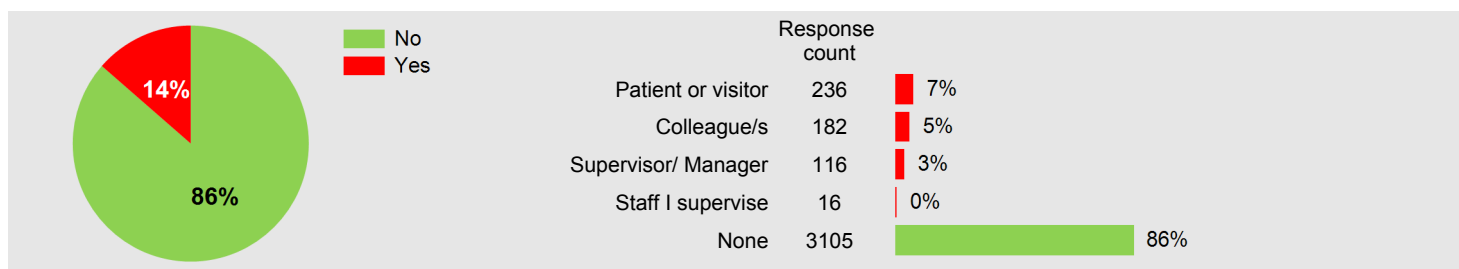
33a. In the last 12 months, I have been verbally abused by a ...



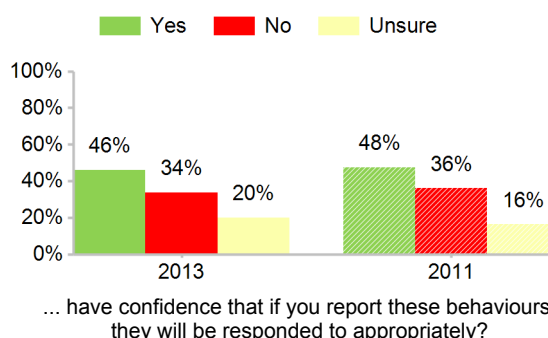
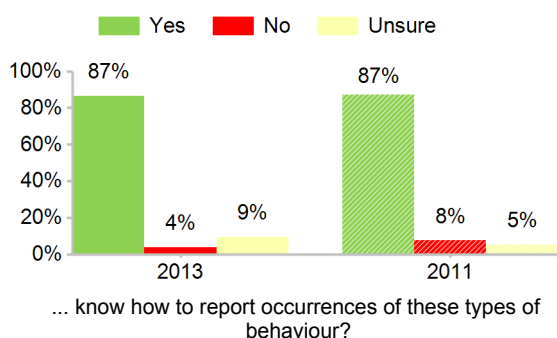
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Western NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	80	10	10	80	78	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	69	13	17	69	67	68	73
3. Working here makes me want to do the best job I can	73	16	11	73	71	71	78
4. The right amount of approvals are required for routine decisions *	49	25	25	49		48	57
5. I have sufficient control over my work so I can do my job well	65	16	19	65	64	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	58	22	20	58	56	60	65

All Questions

This section shows the breakdown of responses to each question

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

Your Team

	% positive response	% neutral response	% negative response	% Positive Score	Western 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	66	15	19	66	64	68	68
8. In my team we generally acknowledge one another's efforts and achievements	67	15	18	67	67	69	74
9. People in my team are honest and open	60	21	19	60	58	63	67
10. My team resolves conflict quickly when it arises	47	24	29	47	46	51	56
K 11. Morale is good in my team	49	21	30	49	45	51	56

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Western NSW 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	62	61	66
13. In my workplace, we recognise our successes and innovations	55	23	22	55	52	55	59
14. Staff are treated respectfully regardless of their job	57	18	25	57	55	60	63

All Questions

This section shows the breakdown of responses to each question

				At least 1% greater than comparator	At least 1% less than comparator		
	% positive response	% neutral response	% negative response				
Key A question identified as being a key driver of employee engagement							
Your Line Manager				% Positive Score	Western NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
15a. My line manager ... recognises and acknowledges when I have done my job well	64	19	18	64	63	64	62
15b. My line manager ... treats all staff in my team fairly	61	17	22	61	62	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	19	23	58	56	60	60
15d. My line manager ... treats me with respect	75	13	11	75	76	75	74
16. I receive regular and constructive feedback on my performance	48	24	28	48	46	49	49
17. Overall, I have confidence in the decisions made by my line manager	61	21	19	61	61	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	Western NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Senior Managers					45	40	42	40
18a.	The senior managers at my workplace ... are aware of the issues I face in my job				50	47	46	44
18b.	The senior managers at my workplace ... have a clear direction for the future				43	36	40	44
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace				45	39	41	38
K	19. There is a positive relationship between senior management and staff in my workplace				42	38	40	36
	20. Overall, I have confidence in the decisions made by my senior managers				46	40	42	40

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Comparators	
	% positive response	% neutral response	% negative response		Western NSW Local Health District 2011	NSW Health Overall 2013
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator
Communication						
21. I am kept well informed about what is happening in my workplace	50	21	29	50	45	50
22. I have a say in decisions which affect my work	48	24	28	48	46	46
23. I think it is safe to speak up and challenge the way things are done	53	18	28	53	50	51
24a. Where I work, we share the lessons learnt when mistakes are made	58	22	20	58	56	58
24b. I am aware of the strategic objectives and direction of the organisation I work for	56	24	20	56		56
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	25	16	59		59

All Questions

This section shows the breakdown of responses to each question

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

Training and Development Opportunities

Question	% positive response	% neutral response	% negative response	% Positive Score	Western NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	72	15	13	72	69	69	73
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	80	10	10	80	78	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	61	19	20	61	58	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	Western NSW 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		41	58	61
	29. I am able to achieve a healthy work/life balance most of the time		68	65	68
	30. There are mechanisms in place to support me if I experience stress or pressure		60	58	59
	31. Reasonable expectations are placed on staff according to their position		60	56	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		72	68	69

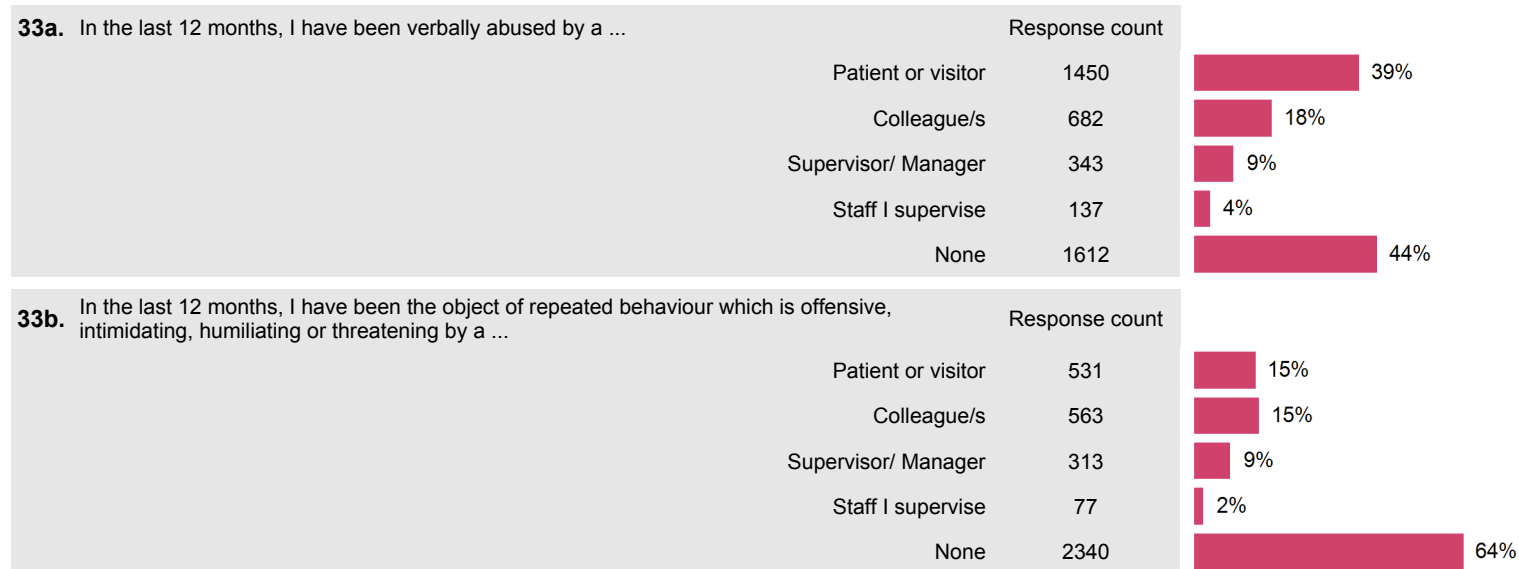
All Questions

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

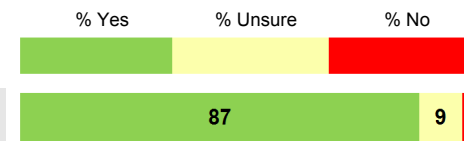
Unacceptable Behaviour

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 count
Patient or visitor	236
Colleague/s	182
Supervisor/ Manager	116
Staff I supervise	16
None	3105



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

87 **87** **83** **88**
46 **48** **45** **52**

All Questions

This section shows the breakdown of responses to each question

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

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator

At least 1% less than comparator

Service Delivery

	% positive response	% neutral response	% negative response	% Positive Score	Western NSW 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)	65	18	17	65	62	59	66
36. In my workplace patient safety is at the centre of all decision making	71	18	11	71	70	67	73
37. My team's objectives/work plans are clearly outlined	66	21	13	66	62	65	71
38. Our objectives/work plans help us to deliver a quality service	67	21	12	67	62	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	56	27	17	56		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	Western NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Workplace				61	60	60	62
40. Overall I am proud to be a part of this workplace	73	17	10	73	70	71	73
41. I would recommend my workplace as a good place to work	63	21	16	63	61	62	63
42. I feel motivated to contribute more than what is normally required at work	68	18	14	68	64	65	64
43. I have a strong sense of belonging to my workplace	65	21	14	65	63	64	66
44. Overall I am satisfied to be working here at the present time	69	17	15	69	67	67	71
K 45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	54	28	18	54		56	58
K 46. Overall, I believe the culture at my workplace has improved in the last 12 months	39	33	28	39	34	36	38

Results by Demographic

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

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

	Western NSW Local Health District	Role												
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	3780	64	1933	217	344	373	90	56	35	(r)	42	447	63	109
Employee Engagement Index	68	76	67	70	68	70	71	72	80	(r)	81	67	67	68

Your Job

1. My job makes good use of my skills and abilities	80	86	80	78	81	85	85	79	89	(r)	88	77	83	75
2. I feel I am able to suggest ideas to improve our ways of doing things	69	67	68	71	75	74	73	75	54	(r)	81	67	71	64
3. Working here makes me want to do the best job I can	73	77	72	77	69	73	78	70	86	(r)	86	74	70	68
4. The right amount of approvals are required for routine decisions	49	48	49	49	47	39	52	55	57	(r)	31	60	45	59
5. I have sufficient control over my work so I can do my job well	65	61	62	67	68	69	72	73	71	(r)	79	71	66	62
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	58	72	56	57	59	69	64	64	69	(r)	71	54	62	57

Results by Demographic

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

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

	Western NSW Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	3780	734	2940	449	207	58	10	2210	1051	183	18	300	(r)	630	3017	94
Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Your Job

1. My job makes good use of my skills and abilities	80	87	79	84	90	98	90	81	82	84	83	73	(r)	79	82	46
2. I feel I am able to suggest ideas to improve our ways of doing things	69	79	67	74	86	88	100	70	68	74	72	64	(r)	71	70	30
3. Working here makes me want to do the best job I can	73	79	71	77	82	86	90	72	73	80	83	75	(r)	73	74	33
4. The right amount of approvals are required for routine decisions	49	45	50	47	41	46	40	47	52	54	72	55	(r)	48	50	24
5. I have sufficient control over my work so I can do my job well	65	65	65	62	68	72	90	63	67	66	83	70	(r)	63	66	33
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	58	70	55	66	77	79	90	59	57	68	67	56	(r)	61	59	22

Results by Demographic

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

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	Western NSW Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	3780	375	314	564	777	823	882	200	388	281	345	466	460	642	500	327	105
Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41

Your Job

1. My job makes good use of my skills and abilities	80	83	80	76	80	81	82	81	80	77	83	81	82	81	81	87	57
2. I feel I am able to suggest ideas to improve our ways of doing things	69	74	68	63	68	71	73	64	69	66	75	68	72	72	69	75	35
3. Working here makes me want to do the best job I can	73	84	77	66	71	71	74	74	70	69	71	71	75	73	77	83	42
4. The right amount of approvals are required for routine decisions	49	67	55	44	48	46	47	52	56	47	43	47	51	48	48	60	28
5. I have sufficient control over my work so I can do my job well	65	76	69	60	62	66	64	70	65	60	64	65	68	63	68	73	37
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	58	70	62	54	55	59	59	62	65	58	62	59	56	59	56	64	27

Results by Demographic

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

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

	Western NSW Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	3780	64	1933	217	344	373	90	56	35	(r)	42	447	63	109	
Employee Engagement Index	68	76	67	70	68	70	71	72	80	(r)	81	67	67	68	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	83	64	68	70	77	73	75	69	(r)	79	57	67	61
8. In my team we generally acknowledge one another's efforts and achievements	67	86	67	67	66	74	78	71	66	(r)	86	59	65	62
9. People in my team are honest and open	60	79	57	62	59	73	65	61	71	(r)	74	51	67	61
10. My team resolves conflict quickly when it arises	47	67	43	52	51	55	47	48	57	(r)	50	43	62	52
11. Morale is good in my team	49	75	46	53	50	57	51	46	56	(r)	57	43	57	55

Results by Demographic

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	Western NSW Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	3780	734	2940	449	207	58	10	2210	1051	183	18	300	(r)	630	3017	94
Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	72	65	69	77	84	80	65	66	75	89	65	(r)	69	66	39
8. In my team we generally acknowledge one another's efforts and achievements	67	79	64	75	86	88	90	68	65	74	72	66	(r)	66	69	32
9. People in my team are honest and open	60	68	58	63	72	83	90	60	59	66	61	57	(r)	62	60	28
10. My team resolves conflict quickly when it arises	47	55	45	53	57	64	80	49	43	49	44	47	(r)	51	47	22
11. Morale is good in my team	49	57	47	50	67	72	60	49	44	59	50	54	(r)	52	49	18

Results by Demographic

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

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

	Western NSW Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	3780	375	314	564	777	823	882	200	388	281	345	466	460	642	500	327	105
Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	77	67	61	63	66	67	66	68	70	67	64	65	65	66	72	45
8. In my team we generally acknowledge one another's efforts and achievements	67	76	66	64	63	67	70	63	71	67	67	68	64	66	71	74	39
9. People in my team are honest and open	60	69	58	57	55	59	63	57	62	62	58	61	58	58	63	66	35
10. My team resolves conflict quickly when it arises	47	63	49	44	44	45	47	46	51	50	51	48	42	45	48	52	26
11. Morale is good in my team	49	66	56	46	43	46	48	55	57	48	51	50	43	46	47	52	24

Results by Demographic

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	Western NSW Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	3780	64	1933	217	344	373	90	56	35	(r)	42	447	63	109	
Employee Engagement Index	68	76	67	70	68	70	71	72	80	(r)	81	67	67	68	

Being valued

12. I believe I am valued for what I can offer at my workplace	63	73	61	62	64	69	69	64	57	(r)	79	63	65	67
13. In my workplace, we recognise our successes and innovations	55	72	54	51	51	63	66	60	51	(r)	81	51	54	61
14. Staff are treated respectfully regardless of their job	57	72	56	55	59	66	55	68	71	(r)	69	48	56	63

Results by Demographic

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

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Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Being valued

12. I believe I am valued for what I can offer at my workplace	63	69	62	64	77	88	60	63	63	67	67	65	(r)	65	64	25
13. In my workplace, we recognise our successes and innovations	55	62	53	58	71	71	60	55	54	62	50	55	(r)	55	56	21
14. Staff are treated respectfully regardless of their job	57	64	56	60	70	81	70	57	55	69	61	60	(r)	58	58	24

Results by Demographic

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

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	Western NSW Local Health District	Length of Service at NSW Health						Age Group									
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Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41

Being valued

12. I believe I am valued for what I can offer at my workplace	63	76	68	61	61	62	62	66	69	62	67	62	60	62	64	70	33
13. In my workplace, we recognise our successes and innovations	55	69	59	53	52	54	53	58	63	59	57	55	51	53	55	58	28
14. Staff are treated respectfully regardless of their job	57	74	66	56	52	54	56	63	65	60	58	55	55	58	55	61	22

Results by Demographic

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

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

	Western NSW Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	3780	64	1933	217	344	373	90	56	35	(r)	42	447	63	109	
Employee Engagement Index	68	76	67	70	68	70	71	72	80	(r)	81	67	67	68	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	64	53	61	69	69	69	73	75	71	(r)	79	60	65	64
15b. My line manager ... treats all staff in my team fairly	61	60	59	64	65	71	67	64	66	(r)	71	52	52	64
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	58	56	59	58	65	62	66	68	(r)	69	54	55	60
15d. My line manager ... treats me with respect	75	74	74	77	82	86	81	82	89	(r)	88	64	68	70
16. I receive regular and constructive feedback on my performance	48	40	47	52	50	48	56	57	57	(r)	55	46	43	51
17. Overall, I have confidence in the decisions made by my line manager	61	60	60	63	63	68	67	66	71	(r)	71	52	65	65

Results by Demographic

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Respondents	3780	734	2940	449	207	58	10	2210	1051	183	18	300	(r)	630	3017	94
Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	64	66	64	63	70	71	70	63	65	71	67	64	(r)	64	65	33
15b. My line manager ... treats all staff in my team fairly	61	64	60	61	71	69	70	59	61	74	67	63	(r)	60	62	30
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	60	57	57	64	71	60	57	57	68	56	61	(r)	58	59	29
15d. My line manager ... treats me with respect	75	79	75	77	83	84	80	74	77	83	72	74	(r)	74	77	38
16. I receive regular and constructive feedback on my performance	48	48	48	46	53	47	60	48	46	52	39	51	(r)	47	49	27
17. Overall, I have confidence in the decisions made by my line manager	61	63	60	60	67	72	70	60	60	70	65	63	(r)	60	62	32

Results by Demographic

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Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	64	75	69	63	62	62	62	68	69	67	66	63	64	63	63	66	40
15b. My line manager ... treats all staff in my team fairly	61	76	66	61	60	56	57	62	71	65	64	62	58	57	59	61	37
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	75	64	54	57	54	55	64	68	57	59	56	57	56	54	61	35
15d. My line manager ... treats me with respect	75	87	79	75	74	73	73	79	83	81	78	74	73	73	74	78	42
16. I receive regular and constructive feedback on my performance	48	64	55	47	47	43	44	53	59	50	48	47	45	46	47	48	27
17. Overall, I have confidence in the decisions made by my line manager	61	78	66	62	58	58	57	69	70	66	63	62	57	58	60	61	30

Results by Demographic

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Employee Engagement Index	68	76	67	70	68	70	71	72	80	(r)	81	67	67	68	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	50	44	50	42	53	42	52	60	62	(r)	54	56	53	56
18b. The senior managers at my workplace ... have a clear direction for the future	43	40	42	44	43	33	44	53	43	(r)	44	51	44	45
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	45	44	43	48	48	40	51	46	49	(r)	49	51	45	47
19. There is a positive relationship between senior management and staff in my workplace	42	48	40	40	48	39	49	40	43	(r)	37	47	42	49
20. Overall, I have confidence in the decisions made by my senior managers	46	46	44	46	46	41	52	55	57	(r)	51	52	48	51

Results by Demographic

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

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

	Western NSW Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	3780	734	2940	449	207	58	10	2210	1051	183	18	300	(r)	630	3017	94
Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	50	57	48	51	63	72	80	48	53	53	67	56	(r)	51	50	41
18b. The senior managers at my workplace ... have a clear direction for the future	43	47	41	42	51	62	80	41	45	45	44	49	(r)	42	43	23
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	45	49	43	43	54	76	80	42	46	52	56	53	(r)	45	45	25
19. There is a positive relationship between senior management and staff in my workplace	42	46	41	40	52	66	80	40	41	54	50	51	(r)	43	42	19
20. Overall, I have confidence in the decisions made by my senior managers	46	50	45	46	54	67	80	44	46	56	47	54	(r)	46	47	21

Results by Demographic

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		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	3780	375	314	564	777	823	882	200	388	281	345	466	460	642	500	327	105
Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	50	63	55	45	48	47	52	55	51	52	51	49	47	47	52	57	44
18b. The senior managers at my workplace ... have a clear direction for the future	43	56	49	37	39	40	44	49	45	47	42	42	41	40	42	53	17
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	45	62	49	41	42	42	43	52	48	46	47	44	43	41	45	52	20
19. There is a positive relationship between senior management and staff in my workplace	42	63	47	38	38	38	42	49	50	44	42	42	39	38	42	47	13
20. Overall, I have confidence in the decisions made by my senior managers	46	68	52	44	43	41	43	59	54	50	46	45	44	41	46	49	21

Results by Demographic

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

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

	Western NSW Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	3780	64	1933	217	344	373	90	56	35	(r)	42	447	63	109	
Employee Engagement Index	68	76	67	70	68	70	71	72	80	(r)	81	67	67	68	

Communication

21. I am kept well informed about what is happening in my workplace	50	48	49	50	45	55	56	56	44	(r)	60	52	51	55
22. I have a say in decisions which affect my work	48	43	45	47	51	52	58	55	59	(r)	68	49	59	51
23. I think it is safe to speak up and challenge the way things are done	53	53	51	48	59	58	56	58	53	(r)	65	53	65	55
24a. Where I work, we share the lessons learnt when mistakes are made	58	67	58	57	56	59	53	76	68	(r)	68	54	65	59
24b. I am aware of the strategic objectives and direction of the organisation I work for	56	37	55	54	62	56	69	67	64	(r)	70	58	52	53
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	48	56	61	65	58	63	75	74	(r)	65	63	60	60

Results by Demographic

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

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

	Western NSW Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	3780	734	2940	449	207	58	10	2210	1051	183	18	300	(r)	630	3017	94
Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Communication

21. I am kept well informed about what is happening in my workplace	50	56	48	54	58	71	70	50	48	56	61	53	(r)	52	51	24
22. I have a say in decisions which affect my work	48	58	46	53	65	78	90	49	47	52	56	45	(r)	52	48	24
23. I think it is safe to speak up and challenge the way things are done	53	63	51	59	68	83	80	53	53	57	56	55	(r)	55	54	22
24a. Where I work, we share the lessons learnt when mistakes are made	58	67	55	63	71	77	90	58	56	62	44	65	(r)	59	59	21
24b. I am aware of the strategic objectives and direction of the organisation I work for	56	63	54	60	66	76	80	57	55	58	61	53	(r)	55	57	31
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	66	57	62	69	77	90	60	57	59	61	57	(r)	59	60	37

Results by Demographic

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

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

	Western NSW Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	3780	375	314	564	777	823	882	200	388	281	345	466	460	642	500	327	105
Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41

Communication

21. I am kept well informed about what is happening in my workplace	50	69	58	47	46	48	47	56	57	53	51	49	45	49	49	53	27
22. I have a say in decisions which affect my work	48	63	54	44	46	46	47	47	52	49	52	47	48	47	48	55	25
23. I think it is safe to speak up and challenge the way things are done	53	65	58	52	52	52	52	60	58	57	57	53	52	50	52	62	25
24a. Where I work, we share the lessons learnt when mistakes are made	58	72	62	55	56	56	55	64	65	63	60	56	54	54	58	65	24
24b. I am aware of the strategic objectives and direction of the organisation I work for	56	67	57	50	55	54	59	55	59	57	52	52	57	55	61	65	39
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	69	59	53	57	57	62	58	60	59	55	53	61	59	63	67	45

Results by Demographic

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

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

		Western NSW Local Health District	Role												
			Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		3780	64	1933	217	344	373	90	56	35	(r)	42	447	63	109
Employee Engagement Index		68	76	67	70	68	70	71	72	80	(r)	81	67	67	68

Training and Development Opportunities

25.	I have received the appropriate training and development to do my job effectively	72	67	74	62	64	76	82	67	76	(r)	75	72	67	73
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	80	68	78	80	75	90	91	80	94	(r)	90	81	83	81
27.	I am encouraged to take opportunities to learn new skills and have new experiences	61	58	65	48	54	64	67	51	61	(r)	75	54	49	57

Results by Demographic

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

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

	Western NSW Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	3780	734	2940	449	207	58	10	2210	1051	183	18	300	(r)	630	3017	94
Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	72	73	72	72	73	79	80	71	74	75	76	72	(r)	70	73	49
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	80	81	80	79	84	86	80	80	81	89	72	72	(r)	82	81	55
27. I am encouraged to take opportunities to learn new skills and have new experiences	61	66	60	65	64	86	80	60	62	74	50	61	(r)	59	63	29

Results by Demographic

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

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

	Western NSW Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	3780	375	314	564	777	823	882	200	388	281	345	466	460	642	500	327	105
Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	72	75	73	69	72	70	74	70	76	69	72	66	73	71	73	83	56
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	80	82	81	78	80	80	81	82	81	77	80	79	79	79	84	86	75
27. I am encouraged to take opportunities to learn new skills and have new experiences	61	75	69	57	59	57	61	65	72	63	63	58	59	58	62	66	30

Results by Demographic

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

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

	Western NSW Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	3780	64	1933	217	344	373	90	56	35	(r)	42	447	63	109	
Employee Engagement Index	68	76	67	70	68	70	71	72	80	(r)	81	67	67	68	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	41	49	39	42	42	43	36	51	56	(r)	35	42	46	45
29. I am able to achieve a healthy work/life balance most of the time	68	60	66	72	70	74	81	62	76	(r)	78	67	79	73
30. There are mechanisms in place to support me if I experience stress or pressure	60	51	57	61	59	69	63	60	59	(r)	67	63	65	66
31. Reasonable expectations are placed on staff according to their position	60	68	58	58	60	60	68	65	85	(r)	55	61	73	66
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	71	68	78	70	79	82	73	88	(r)	79	74	75	74

Results by Demographic

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

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

	Western NSW Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	3780	734	2940	449	207	58	10	2210	1051	183	18	300	(r)	630	3017	94
Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	41	46	40	43	50	55	60	41	38	49	33	48	(r)	45	41	16
29. I am able to achieve a healthy work/life balance most of the time	68	64	70	65	62	62	40	65	72	75	83	74	(r)	69	69	42
30. There are mechanisms in place to support me if I experience stress or pressure	60	59	60	58	57	69	80	58	61	67	50	66	(r)	60	61	32
31. Reasonable expectations are placed on staff according to their position	60	60	60	57	64	72	60	57	62	70	61	66	(r)	63	60	31
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	74	71	72	77	81	80	71	72	82	72	74	(r)	69	73	46

Results by Demographic

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

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

	Western NSW Local Health District	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	3780	375	314	564	777	823	882	200	388	281	345	466	460	642	500	327	105
Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	41	60	49	38	39	37	36	50	53	44	47	40	36	35	38	45	16
29. I am able to achieve a healthy work/life balance most of the time	68	77	75	68	69	67	65	67	74	74	69	65	67	66	68	77	50
30. There are mechanisms in place to support me if I experience stress or pressure	60	69	66	60	58	59	57	62	63	64	63	61	59	57	57	63	42
31. Reasonable expectations are placed on staff according to their position	60	75	65	58	58	59	57	61	62	66	62	58	57	58	62	66	42
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	83	79	68	70	72	70	76	74	71	70	69	73	71	74	79	52

Results by Demographic

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

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

	Western NSW Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	3780	64	1933	217	344	373	90	56	35	(r)	42	447	63	109	
Employee Engagement Index	68	76	67	70	68	70	71	72	80	(r)	81	67	67	68	

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	87	73	88	84	86	84	90	76	82	(r)	93	88	85	81
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	46	35	44	49	44	52	43	51	62	(r)	50	52	48	47

Results by Demographic

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	Western NSW Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	3780	734	2940	449	207	58	10	2210	1051	183	18	300	(r)	630	3017	94
Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	87	93	85	92	94	98	80	88	87	78	89	78	(r)	84	87	75
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	46	51	45	48	55	64	80	44	49	45	39	54	(r)	46	47	20

Results by Demographic

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	Western NSW Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	3780	375	314	564	777	823	882	200	388	281	345	466	460	642	500	327	105	
Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41	
Unacceptable Behaviour																		
34a. Do you currently ... know how to report occurrences of these types of behaviour?	87	77	74	86	88	88	93	76	81	85	86	88	88	89	89	91	87	
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	46	57	49	42	44	45	46	46	45	52	44	45	46	44	48	56	18	

Results by Demographic

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	Western NSW Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	3780	64	1933	217	344	373	90	56	35	(r)	42	447	63	109	
Employee Engagement Index	68	76	67	70	68	70	71	72	80	(r)	81	67	67	68	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	65	63	63	69	63	56	66	65	79	(r)	70	76	61	70
36. In my workplace patient safety is at the centre of all decision making	71	71	72	70	61	70	58	74	91	(r)	50	82	71	73
37. My team's objectives/work plans are clearly outlined	66	58	65	66	59	67	64	70	71	(r)	68	73	63	70
38. Our objectives/work plans help us to deliver a quality service	67	62	65	71	58	67	72	75	82	(r)	83	75	68	73
39. At my workplace there is a good balance between delivering services and monitoring service delivery	56	59	53	62	53	50	55	69	71	(r)	65	67	63	61

Results by Demographic

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	Western NSW Local Health District	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	3780	734	2940	449	207	58	10	2210	1051	183	18	300	(r)	630	3017	94
Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	65	65	65	63	68	72	90	65	62	69	67	71	(r)	65	66	41
36. In my workplace patient safety is at the centre of all decision making	71	72	71	73	72	67	70	70	72	74	61	77	(r)	67	73	47
37. My team's objectives/work plans are clearly outlined	66	74	63	71	79	81	80	65	65	65	56	68	(r)	64	66	43
38. Our objectives/work plans help us to deliver a quality service	67	75	65	73	81	78	90	67	66	67	50	70	(r)	66	68	40
39. At my workplace there is a good balance between delivering services and monitoring service delivery	56	58	55	54	66	69	40	56	53	60	50	63	(r)	57	56	35

Results by Demographic

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	Western NSW Local Health District	Length of Service at NSW Health						Age Group									
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Respondents	3780	375	314	564	777	823	882	200	388	281	345	466	460	642	500	327	105
Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	65	76	67	63	64	64	63	65	68	61	65	61	66	64	66	74	49
36. In my workplace patient safety is at the centre of all decision making	71	80	79	67	73	68	70	72	75	74	71	69	69	71	73	78	52
37. My team's objectives/work plans are clearly outlined	66	77	68	58	64	65	67	63	70	63	62	65	67	66	66	75	41
38. Our objectives/work plans help us to deliver a quality service	67	76	73	61	65	66	68	70	69	66	66	65	67	67	68	74	44
39. At my workplace there is a good balance between delivering services and monitoring service delivery	56	69	60	54	55	55	52	59	59	57	55	54	57	54	55	63	33

Results by Demographic

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

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

	Western NSW Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	3780	64	1933	217	344	373	90	56	35	(r)	42	447	63	109	
Employee Engagement Index	68	76	67	70	68	70	71	72	80	(r)	81	67	67	68	

Your Workplace

40. Overall I am proud to be a part of this workplace	73	81	72	74	70	73	72	75	94	(r)	90	73	65	76
41. I would recommend my workplace as a good place to work	63	73	61	63	62	67	64	69	76	(r)	80	61	65	62
42. I feel motivated to contribute more than what is normally required at work	68	75	66	75	69	66	71	73	68	(r)	83	66	67	69
43. I have a strong sense of belonging to my workplace	65	71	66	61	66	68	64	73	71	(r)	65	61	62	62
44. Overall I am satisfied to be working here at the present time	69	79	66	70	69	75	75	73	85	(r)	80	68	71	73
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	54	59	52	55	55	59	64	63	74	(r)	62	53	56	58
46. Overall, I believe the culture at my workplace has improved in the last 12 months	39	32	39	40	39	31	44	38	53	(r)	35	43	33	43

Results by Demographic

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

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

	Western NSW Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	3780	734	2940	449	207	58	10	2210	1051	183	18	300	(r)	630	3017	94
Employee Engagement Index	68	74	67	71	78	86	88	68	67	76	69	72	(r)	69	69	37

Your Workplace

40. Overall I am proud to be a part of this workplace	73	77	72	74	81	90	90	71	73	83	61	77	(r)	73	74	41
41. I would recommend my workplace as a good place to work	63	68	61	63	73	88	89	62	60	72	61	69	(r)	65	63	34
42. I feel motivated to contribute more than what is normally required at work	68	75	66	72	78	86	90	68	64	78	61	69	(r)	67	68	43
43. I have a strong sense of belonging to my workplace	65	75	63	72	77	84	90	66	63	65	72	65	(r)	64	66	31
44. Overall I am satisfied to be working here at the present time	69	72	68	69	77	81	80	68	67	78	72	76	(r)	69	70	41
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	54	57	54	54	61	71	80	53	55	65	39	57	(r)	55	55	22
46. Overall, I believe the culture at my workplace has improved in the last 12 months	39	44	37	39	49	64	80	39	36	37	33	44	(r)	40	39	19

Results by Demographic

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

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

	Western NSW Local Health District	Length of Service at NSW Health						Age Group									
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Respondents	3780	375	314	564	777	823	882	200	388	281	345	466	460	642	500	327	105
Employee Engagement Index	68	80	72	64	67	67	68	70	71	69	68	65	67	69	71	76	41

Your Workplace

40. Overall I am proud to be a part of this workplace	73	84	79	69	71	71	71	76	76	74	73	67	71	74	76	79	48
41. I would recommend my workplace as a good place to work	63	76	70	60	60	61	60	65	69	64	65	60	61	61	64	69	31
42. I feel motivated to contribute more than what is normally required at work	68	82	70	63	67	64	68	67	69	70	67	64	65	69	70	77	42
43. I have a strong sense of belonging to my workplace	65	72	65	58	64	66	68	63	68	67	66	62	63	66	68	74	37
44. Overall I am satisfied to be working here at the present time	69	83	73	66	66	67	67	73	72	69	68	64	68	69	72	75	44
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	54	71	60	50	52	53	52	57	57	58	54	51	54	53	56	63	27
46. Overall, I believe the culture at my workplace has improved in the last 12 months	39	45	45	38	40	35	35	38	40	39	45	36	37	38	39	42	13

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	Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).
Permanent Full time (1)	18750
Permanent Part time (2)	7753
Fixed term or temporary contract (3)	1661
Agency (4)	132
Casual (5)	975
Contractor (6)	203
TOTAL answering Q51	29474
TOTAL number of respondents to the survey	31493

$\frac{18750}{18750 + 7753} \times 1661 = 1175$ Full time
$\frac{7753}{18750 + 7753} \times 1661 = 486$ Part time

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:

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

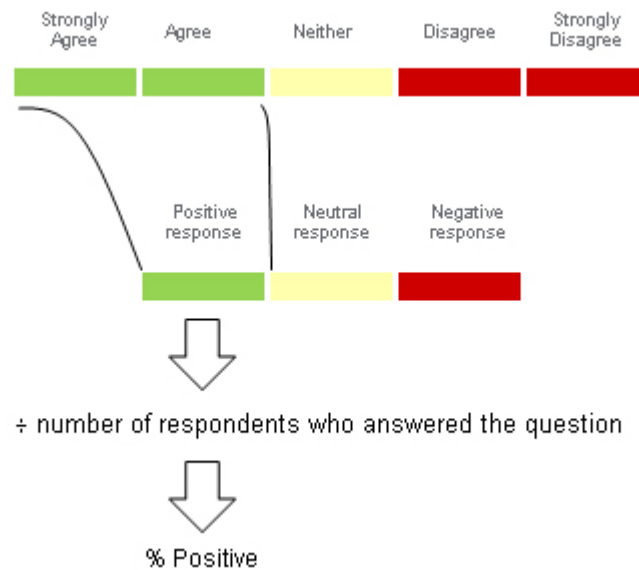
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

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.