

# 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

ACTUAL RESPONSES

56%

1% Confidence Interval

ESTIMATED RESPONSE RATE

68%

2011: 66%

ENGAGEMENT INDEX

53%

2011: 49%

WORKPLACE CULTURE INDEX

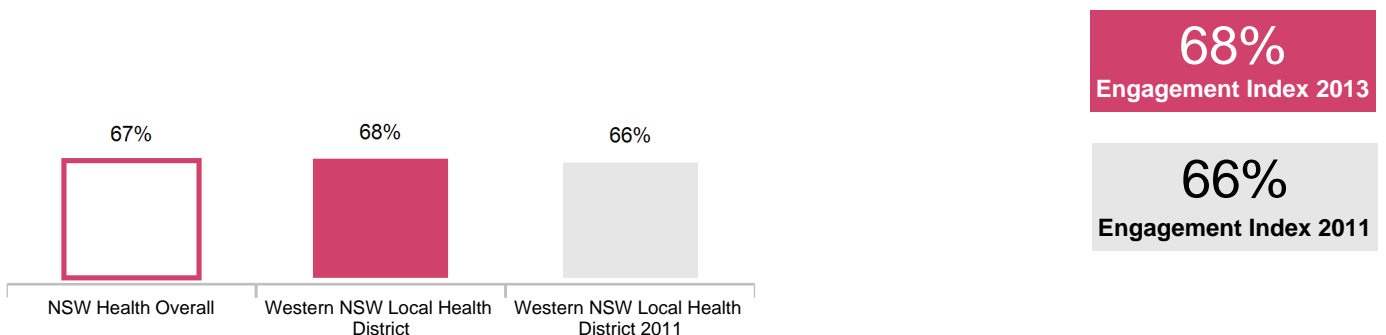
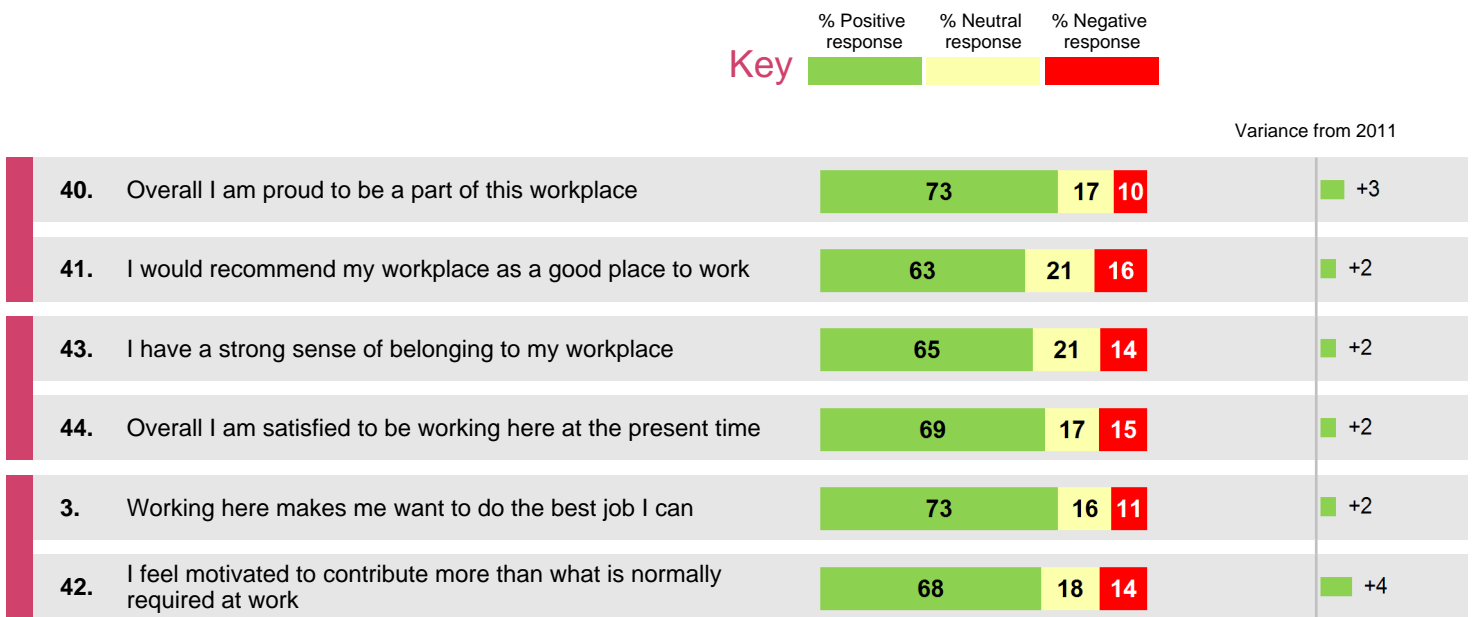
# Employee Engagement Index

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
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	43	 +7
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	45	 +6
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	46	 +6
<b>21.</b> I am kept well informed about what is happening in my workplace	50	 +5
<b>38.</b> 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
<b>15b.</b> My line manager ... treats all staff in my team fairly	61	-1 
<b>15d.</b> 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
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	43	<span style="color: green;">■</span> +7
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	45	<span style="color: green;">■</span> +6
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	46	<span style="color: green;">■</span> +6
<b>21.</b> I am kept well informed about what is happening in my workplace	50	<span style="color: green;">■</span> +5
<b>38.</b> Our objectives/work plans help us to deliver a quality service	67	<span style="color: green;">■</span> +5
<b>46.</b> Overall, I believe the culture at my workplace has improved in the last 12 months	39	<span style="color: green;">■</span> +5
<b>11.</b> Morale is good in my team	49	<span style="color: green;">■</span> +4
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	42	<span style="color: green;">■</span> +4
<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict	41	<span style="color: green;">■</span> +4
<b>31.</b> Reasonable expectations are placed on staff according to their position	60	<span style="color: green;">■</span> +4
<b>37.</b> My team's objectives/work plans are clearly outlined	66	<span style="color: green;">■</span> +4
<b>42.</b> I feel motivated to contribute more than what is normally required at work	68	<span style="color: green;">■</span> +4
<b>13.</b> In my workplace, we recognise our successes and innovations	55	<span style="color: green;">■</span> +3
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	50	<span style="color: green;">■</span> +3
<b>23.</b> I think it is safe to speak up and challenge the way things are done	53	<span style="color: green;">■</span> +3
<b>25.</b> I have received the appropriate training and development to do my job effectively	72	<span style="color: green;">■</span> +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
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- 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
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	60	+2
<b>41.</b> I would recommend my workplace as a good place to work	63	+2
<b>43.</b> I have a strong sense of belonging to my workplace	65	+2
<b>44.</b> Overall I am satisfied to be working here at the present time	69	+2
<b>5.</b> I have sufficient control over my work so I can do my job well	65	+1
<b>10.</b> My team resolves conflict quickly when it arises	47	+1
<b>12.</b> I believe I am valued for what I can offer at my workplace	63	+1
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	64	+1
<b>36.</b> In my workplace patient safety is at the centre of all decision making	71	+1
<b>8.</b> In my team we generally acknowledge one another's efforts and achievements	67	0
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	61	0
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	0
<b>15b.</b> My line manager ... treats all staff in my team fairly	61	-1
<b>15d.</b> 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
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	45	<span style="color: green;">■</span> +7
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	50	<span style="color: green;">■</span> +6
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	42	<span style="color: green;">■</span> +6
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	46	<span style="color: green;">■</span> +6
<b>22.</b> I have a say in decisions which affect my work	48	<span style="color: green;">■</span> +6
<b>42.</b> I feel motivated to contribute more than what is normally required at work	68	<span style="color: green;">■</span> +4
<b>15b.</b> My line manager ... treats all staff in my team fairly	61	<span style="color: green;">■</span> +3
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	80	<span style="color: green;">■</span> +3
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	<span style="color: green;">■</span> +3
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	64	<span style="color: green;">■</span> +2
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	61	<span style="color: green;">■</span> +2
<b>15d.</b> My line manager ... treats me with respect	75	<span style="color: green;">■</span> +1
<b>21.</b> I am kept well informed about what is happening in my workplace	50	<span style="color: green;">■</span> +1
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	60	<span style="color: green;">■</span> +1
<b>46.</b> Overall, I believe the culture at my workplace has improved in the last 12 months	39	<span style="color: green;">■</span> +1
<b>23.</b> I think it is safe to speak up and challenge the way things are done	53	0
<b>29.</b> 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 <span style="color: red;">■</span>
18b. The senior managers at my workplace ... have a clear direction for the future	43	-1 <span style="color: red;">■</span>
31. Reasonable expectations are placed on staff according to their position	60	-1 <span style="color: red;">■</span>
35. My work environment allows me to deliver the best possible services (patient care or support services)	65	-1 <span style="color: red;">■</span>
43. I have a strong sense of belonging to my workplace	65	-1 <span style="color: red;">■</span>
7. The people I work with are willing to help each other even if this means doing something outside their usual job	66	-2 <span style="color: red;">■</span>
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	-2 <span style="color: red;">■</span>
24a. Where I work, we share the lessons learnt when mistakes are made	58	-2 <span style="color: red;">■</span>
27. I am encouraged to take opportunities to learn new skills and have new experiences	61	-2 <span style="color: red;">■</span>
36. In my workplace patient safety is at the centre of all decision making	71	-2 <span style="color: red;">■</span>
39. At my workplace there is a good balance between delivering services and monitoring service delivery	56	-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>
1. My job makes good use of my skills and abilities	80	-3 <span style="color: red;">■</span>
12. I believe I am valued for what I can offer at my workplace	63	-3 <span style="color: red;">■</span>
38. Our objectives/work plans help us to deliver a quality service	67	-3 <span style="color: red;">■</span>

## 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.



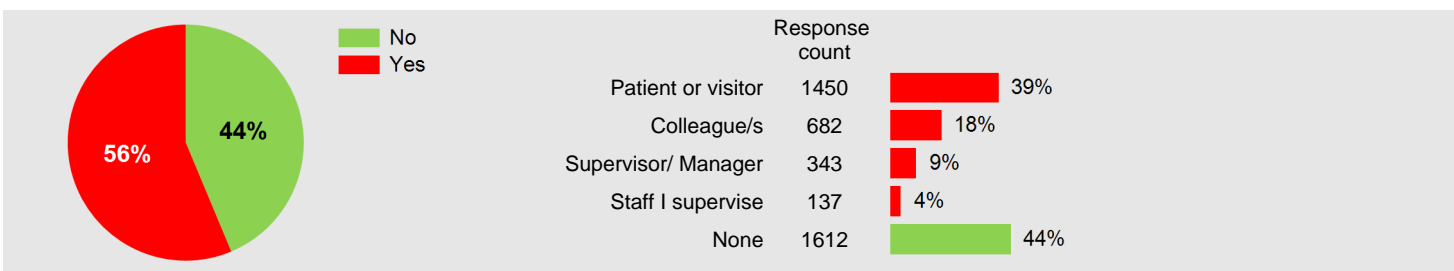
- 29% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 8% ■ Proportion of questions inline with the benchmark
- 63% ■ Proportion of questions below the benchmark by 1 or more percentage points

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

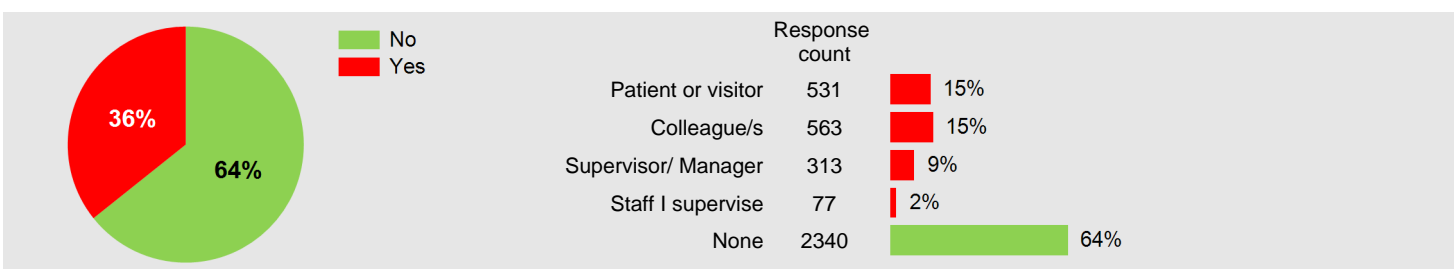
# Unacceptable Behaviour

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

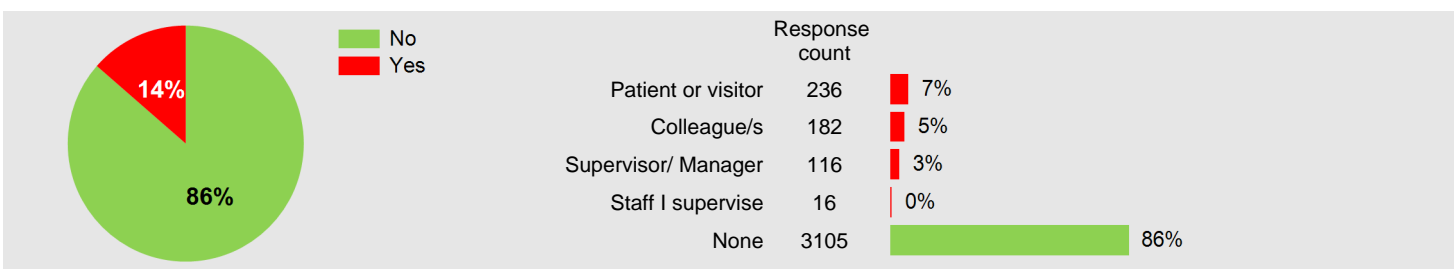
## 33a. In the last 12 months, I have been verbally abused by a ...



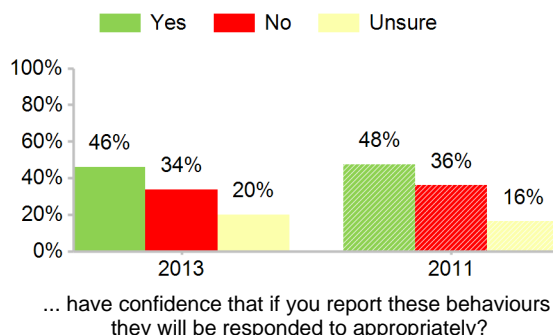
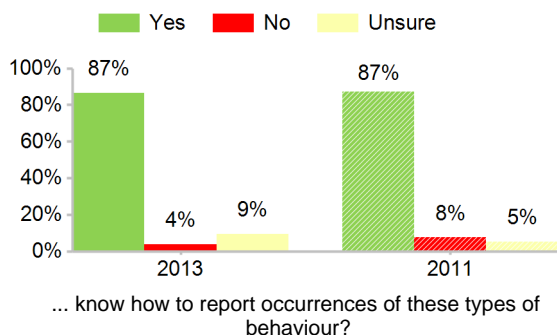
## 33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



## 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	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					
<b>Key</b>	A question identified as being a key driver of employee engagement				At least 1% greater than comparator				
					At least 1% less than comparator				
					% Positive Score	Western NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark	
<b>Your Team</b>					<b>58</b>	<b>56</b>	<b>60</b>	<b>64</b>	
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	<b>66</b>	<b>64</b>	<b>68</b>	<b>68</b>
8.	In my team we generally acknowledge one another's efforts and achievements		67	15	18	<b>67</b>	<b>67</b>	<b>69</b>	<b>74</b>
9.	People in my team are honest and open		60	21	19	<b>60</b>	<b>58</b>	<b>63</b>	<b>67</b>
10.	My team resolves conflict quickly when it arises		47	24	29	<b>47</b>	<b>46</b>	<b>51</b>	<b>56</b>
<b>K</b>	11. Morale is good in my team		49	21	30	<b>49</b>	<b>45</b>	<b>51</b>	<b>56</b>

# All Questions

This section shows the breakdown of responses to each question

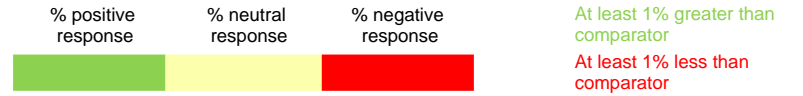
	Response Breakdown			At least 1% greater than comparator	At least 1% less than comparator
	% positive response	% neutral response	% negative response		
<b>Key</b> A question identified as being a key driver of employee engagement					
<b>Being valued</b>					
				<b>% Positive Score</b>	<b>Western NSW Local Health District 2011</b>
					<b>NSW Health Overall 2013</b>
					<b>Australian Health Sector Benchmark</b>
<b>12.</b> I believe I am valued for what I can offer at my workplace	63	18	19	63	56
<b>13.</b> In my workplace, we recognise our successes and innovations	55	23	22	55	52
<b>14.</b> Staff are treated respectfully regardless of their job	57	18	25	57	55
					60
					63
					66
					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



## Your Line Manager

	% positive response	% neutral response	% negative response	% Positive Score	Western 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	64	19	18	64	63	64	62
<b>15b.</b> My line manager ... treats all staff in my team fairly	61	17	22	61	62	62	58
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	58	19	23	58	56	60	60
<b>15d.</b> My line manager ... treats me with respect	75	13	11	75	76	75	74
<b>16.</b> I receive regular and constructive feedback on my performance	48	24	28	48	46	49	49
<b>17.</b> 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

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

## Senior Managers

				% Positive Score	Western 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		50	22	28	45	40	42	40
<b>18b.</b>	The senior managers at my workplace ... have a clear direction for the future		43	32	25	43	36	40	44
<b>18c.</b>	The senior managers at my workplace ... lead by example in creating a positive workplace		45	28	27	45	39	41	38
<b>K 19.</b>	There is a positive relationship between senior management and staff in my workplace		42	27	30	42	38	40	36
<b>20.</b>	Overall, I have confidence in the decisions made by my senior managers		46	28	26	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
<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>Communication</b>						
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	Response Breakdown			% Positive Score	Comparators		
		% positive response	% neutral response	% negative response		Western NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>Training and Development Opportunities</b>					<b>71</b>	<b>69</b>	<b>69</b>	<b>73</b>
25.	I have received the appropriate training and development to do my job effectively	72	15	13	72	69	71	78
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	
<b>K</b>	<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict		41	37	42	46
	<b>29.</b> I am able to achieve a healthy work/life balance most of the time		68	65	65	68
	<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure		60	58	54	59
	<b>31.</b> Reasonable expectations are placed on staff according to their position		60	56	56	61
	<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors		72	72	68	69

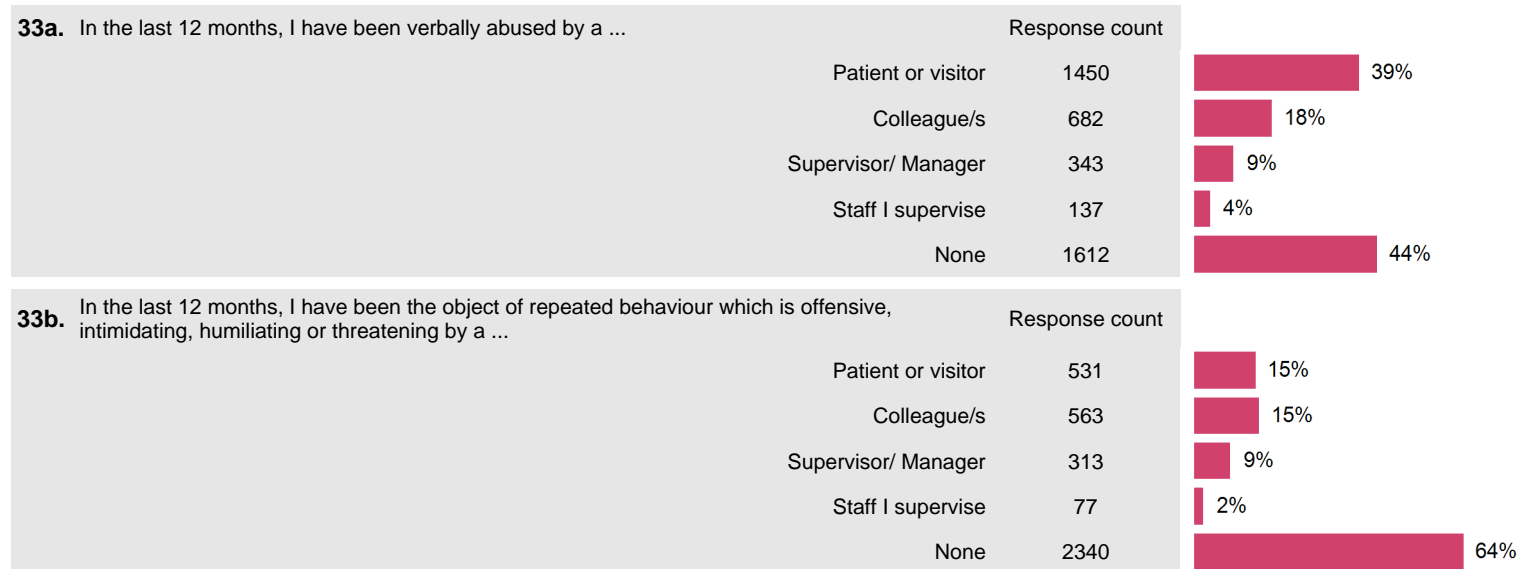
# All Questions

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

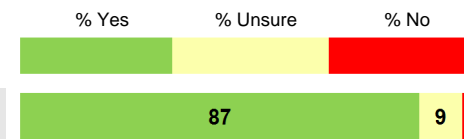
## Unacceptable Behaviour

**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
<b>35.</b> My work environment allows me to deliver the best possible services (patient care or support services)	65	18	17	65	62	59	66
<b>36.</b> In my workplace patient safety is at the centre of all decision making	71	18	11	71	70	67	73
<b>37.</b> My team's objectives/work plans are clearly outlined	66	21	13	66	62	65	71
<b>38.</b> Our objectives/work plans help us to deliver a quality service	67	21	12	67	62	64	70
<b>39.</b> 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					
<b>Key</b>	A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator		
					% Positive Score	Western NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark	
<b>Your Workplace</b>					<b>61</b>	<b>60</b>	<b>60</b>	<b>62</b>	
<b>40.</b>	Overall I am proud to be a part of this workplace		73	17	10	<b>73</b>	<b>70</b>	<b>71</b>	<b>73</b>
<b>41.</b>	I would recommend my workplace as a good place to work		63	21	16	<b>63</b>	<b>61</b>	<b>62</b>	<b>63</b>
<b>42.</b>	I feel motivated to contribute more than what is normally required at work		68	18	14	<b>68</b>	<b>64</b>	<b>65</b>	<b>64</b>
<b>43.</b>	I have a strong sense of belonging to my workplace		65	21	14	<b>65</b>	<b>63</b>	<b>64</b>	<b>66</b>
<b>44.</b>	Overall I am satisfied to be working here at the present time		69	17	15	<b>69</b>	<b>67</b>	<b>67</b>	<b>71</b>
<b>K</b>	<b>45.</b> Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour		54	28	18	<b>54</b>		<b>56</b>	<b>58</b>
<b>K</b>	<b>46.</b> Overall, I believe the culture at my workplace has improved in the last 12 months		39	33	28	<b>39</b>	<b>34</b>	<b>36</b>	<b>38</b>

# 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:

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

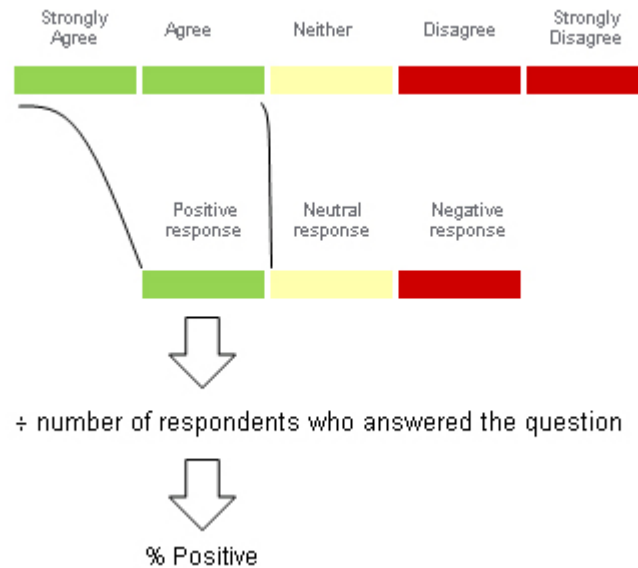
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

# 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.