(of 25.95)

85% 2013: 81% 79%
2013: 69%
WORKPLACE CULTURE INDEX

29 2013: 16 ACTUAL RESPONSES 93%
2013: 71%
No Confidence Interval
ESTIMATED RESPONSE RATE

### **Employee Engagement Index**

Sa	у	% Positive	Variance from 2013
44.	Overall I am proud to be a part of this workplace	89	+8
45.	I would recommend my workplace as a good place to work	86	-2
Sta	ay		
47.	I have a strong sense of belonging to my workplace	82	+1
48.	Overall I am satisfied to be working here at the present time	82	-5
Str	ive		
3.	Working here makes me want to do the best job I can	90	+15
46.	I feel motivated to contribute more than what is normally required at work	82	+7

### Key Questions to focus on

Questions which have been identified by statistical analysis as the most important for your team

		% Positive	Variance from 2013
12.	I believe I am valued for what I can offer at my workplace	90	+15
50.	There is a positive culture in my workplace	93	-
36.	My workplace enables strong professional leadership	75	-
39.	My work environment allows me to deliver the best possible services (patient care or support services)	78	+3
34.	Reasonable expectations are placed on staff according to their position	82	+1
15d.	My line manager treats me with respect	100	+6

### In this report

#### **HEADLINES**

A top line summary of key insights

### **COMPARISONS**

Score summary against selected comparators

### **ALL QUESTIONS**

Detailed results for the entire question set

#### **GUIDE**

A guide on how to interpret the results

#### **ACTION**

Initiatives for maintaining and improving engagement



### 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

Sectio	ns	% Positive		
	Your Line Manager	91		
	Your Team			
	Being Valued			
Questions		% Positive		
15d.	My line manager treats me with respect	100		
7.	The people I work with are willing to help each other even if this means doing something outside their usual job	97		
8.	In my team we generally acknowledge one another's efforts and achievements	97		
9.	People in my team are honest and open	97		
15a.	My line manager recognises and acknowledges when I have done my job well	97		

### Lowlights

Sections	% Positive
Service Delivery	68
Work Environment	73
Senior Managers	77

		77	
Q	Questions		% Positive
	40.	In my workplace patient safety is at the centre of all decision making	38
	43.	At my workplace there is a good balance between delivering services and monitoring service delivery	56
	51.	Overall, I believe the culture at my workplace has improved in the last 12 months	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	61
	33.	There are mechanisms in place to support me if I experience stress or pressure	68

### Most Improved and Least Improved since 2013

This section shows the three most improved sections and five most improved questions since 2013. It also shows the three sections and five questions that have least improved since 2013.

### Most improved

Section	าร	% Positive	Variance from 2013
	Your Line Manager	91	+13
	Senior Managers	77	+10
	Your Job	84	+10
Questi	ons	% Positive	Variance from 2013
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	57	+38
16.	I receive regular and constructive feedback on my performance	90	+36
27a.	I am aware of the strategic objectives and direction of the organisation I work for	86	+29
10.	My team resolves conflict quickly when it arises	83	+29
15a.	My line manager recognises and acknowledges when I have done my job well	97	+28

### Least improved

**Sections** 

Yo	our Team	91	+3
C	ommunication	79	+4
Ве	eing Valued	89	+5
Quest	ions	% Positive	Variance from 2013
49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	79	-15
25.	I think it is safe to speak up and challenge the way things are done	75	-13
14.	Staff are treated respectfully regardless of their job	83	-11

There is a positive relationship between senior

management and staff in my workplace

24. I have a say in decisions which affect my work

NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

19.

Variance from 2013

-9

-8

% Positive

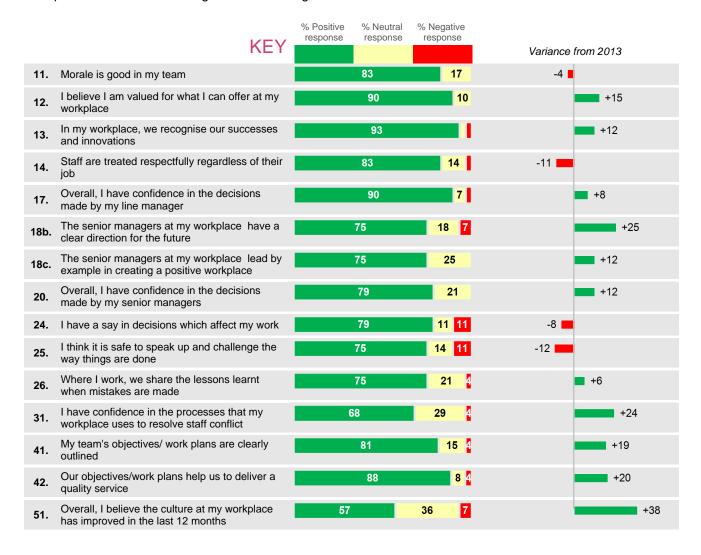
79

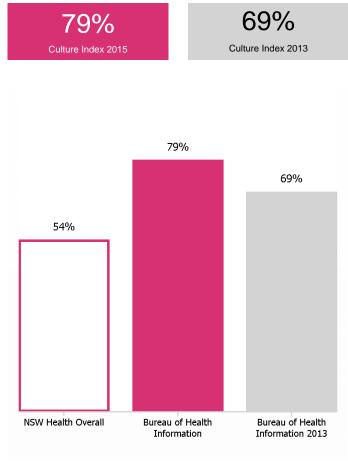
79

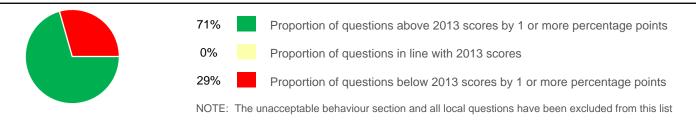
# Employee Workplace Culture Index

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

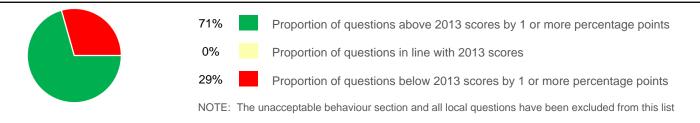
The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture is an average of the following scores:



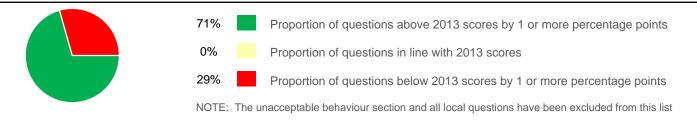




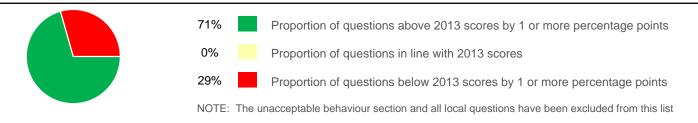
		% Positive	Variance from 2013
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	57	+38
16.	I receive regular and constructive feedback on my performance	90	+36
27a.	I am aware of the strategic objectives and direction of the organisation I work for	86	+29
10.	My team resolves conflict quickly when it arises	83	+29
15a.	My line manager recognises and acknowledges when I have done my job well	97	+28
18b.	The senior managers at my workplace have a clear direction for the future	75	+25
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	68	+24
4.	The right amount of approvals are required for routine decisions	72	+22
42.	Our objectives/work plans help us to deliver a quality service	88	+20
41.	My team's objectives/ work plans are clearly outlined	81	+19
33.	There are mechanisms in place to support me if I experience stress or pressure	68	+18
29.	I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	96	+15



		% Positive	Variance from 2013
1.	My job makes good use of my skills and abilities	90	+15
3.	Working here makes me want to do the best job I can	90	+15
12.	I believe I am valued for what I can offer at my workplace	90	+15
18c.	The senior managers at my workplace lead by example in creating a positive workplace	75	+13
20.	Overall, I have confidence in the decisions made by my senior managers	79	+12
13.	In my workplace, we recognise our successes and innovations	93	+12
30.	I am encouraged to take opportunities to learn new skills and have new experiences	86	+11
2.	I feel I am able to suggest ideas to improve our ways of doing things	90	+8
17.	Overall, I have confidence in the decisions made by my line manager	90	+8
44.	Overall I am proud to be a part of this workplace	89	+8
46.	I feel motivated to contribute more than what is normally required at work	82	+7
15d.	My line manager treats me with respect	100	+6
26.	Where I work, we share the lessons learnt when mistakes are made	75	+6



		% Positive	Variance from 2013
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	56	+6
27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	86	+4
39.	My work environment allows me to deliver the best possible services (patient care or support services)	78	+3
18a.	The senior managers at my workplace are aware of the issues I face in my job	71	+3
23.	I am kept well informed about what is happening in my workplace	71	+3
15b.	My line manager treats all staff in my team fairly	90	+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	83	+2
15c.	My line manager ensures that when issues are raised in the team, they are addressed	83	+2
40.	In my workplace patient safety is at the centre of all decision making	38	+1
34.	Reasonable expectations are placed on staff according to their position	82	+1
47.	I have a strong sense of belonging to my workplace	82	+1
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	61	-2
32.	I am able to achieve a healthy work/life balance most of the time	86	-2

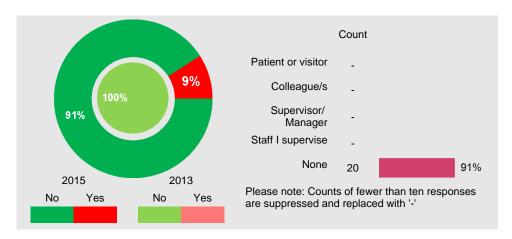


		% Positive	Variance from 2013
45.	I would recommend my workplace as a good place to work	86	-2
5.	I have sufficient control over my work so I can do my job well	79	-2
28.	I have received the appropriate training and development to do my job effectively	79	-3
7.	The people I work with are willing to help each other even if this means doing something outside their usual job	97	-3
8.	In my team we generally acknowledge one another's efforts and achievements	97	-3
9.	People in my team are honest and open	97	-3
11.	Morale is good in my team	83	-4
48.	Overall I am satisfied to be working here at the present time	82	-5
24.	I have a say in decisions which affect my work	79	-8
19.	There is a positive relationship between senior management and staff in my workplace	79	-9
14.	Staff are treated respectfully regardless of their job	83	-11
25.	I think it is safe to speak up and challenge the way things are done	75	-13
49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	79	-15

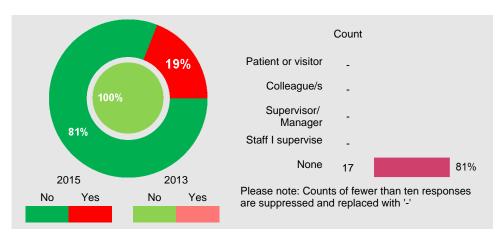
# **Unacceptable Behaviour**

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

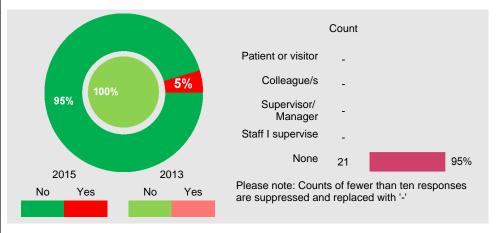
37a. In the last 12 months, I have been verbally abused by a ...



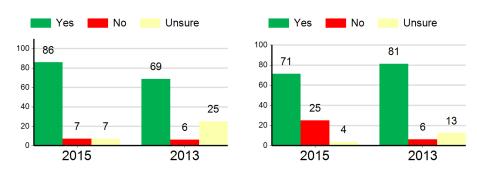
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a  $\dots$ 



37c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religiousbackground, disability, age, homosexuality, transgender or carers responsibilities by a ...



38. Do you currently ...

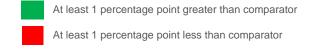


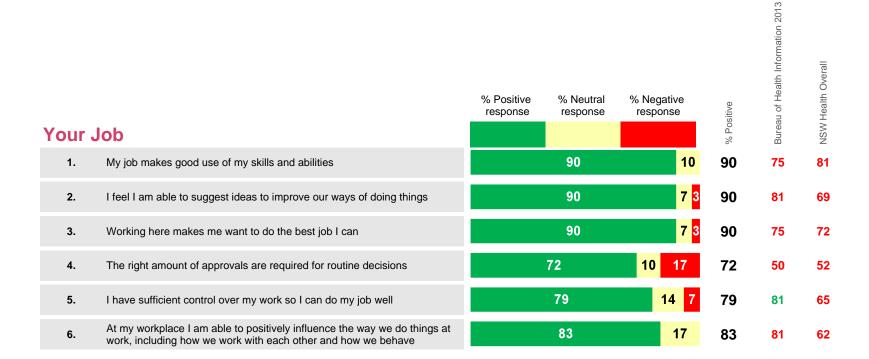
a) know how to report occurrences of these types of behaviour?

b) have confidence that if you report these behaviours they will be responded to appropriately?





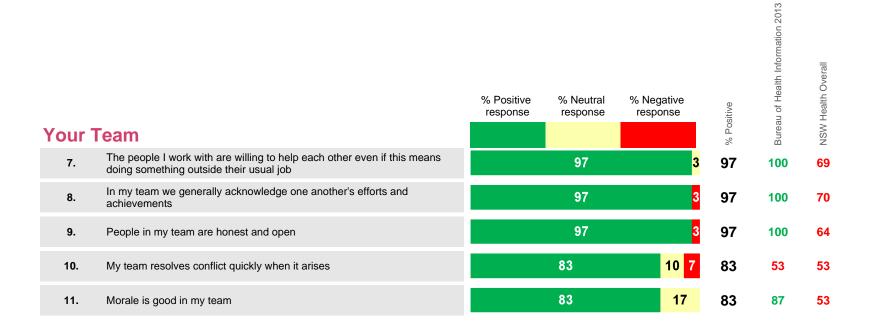












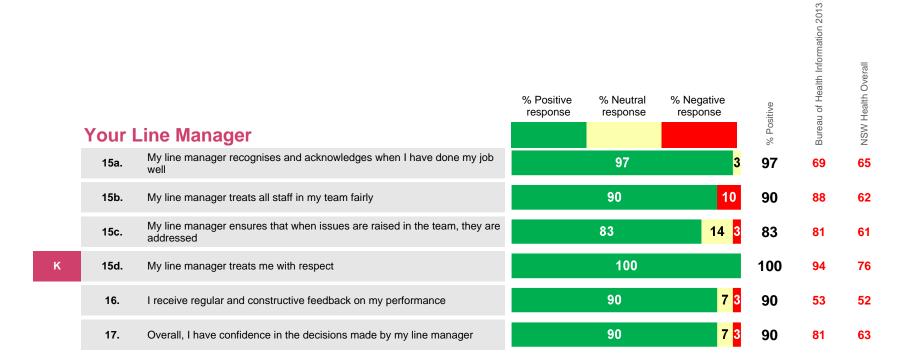
Key	K Key Driver Question	At least 1 percentage point greater than comparator
Rey		At least 1 percentage point less than comparator

			% Positive response	% Neutral response	% Negative response	ositive	ureau of Health I	W Health Overa
	Being	Valued				%	Bur	NSW
K	12.	I believe I am valued for what I can offer at my workplace		90	10	90	75	63
	13.	In my workplace, we recognise our successes and innovations		93	3 <mark>3</mark>	93	81	57
	14.	Staff are treated respectfully regardless of their job		83	14 3	83	94	62





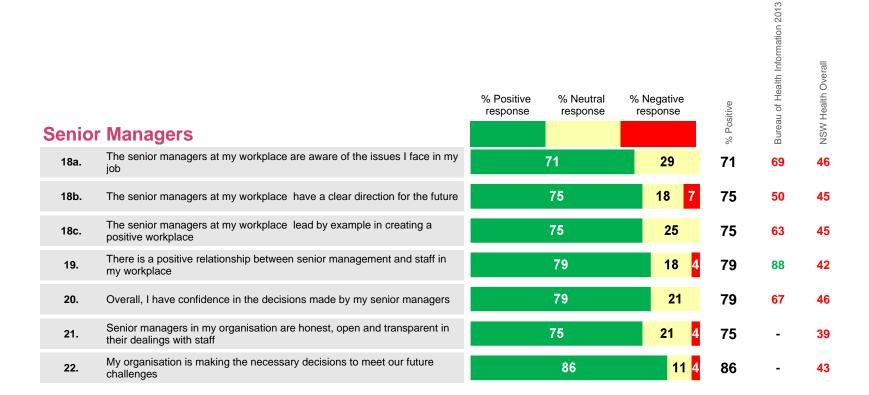






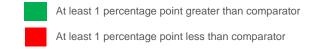








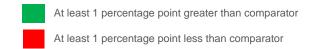




Comm	nunication	% Positive response	% Neutral response	% Negative response	% Positive	Bureau of Health Information 2013	NSW Health Overall
23.	I am kept well informed about what is happening in my workplace		71	7 21	71	69	50
24.	I have a say in decisions which affect my work		79	11 11	79	87	46
25.	I think it is safe to speak up and challenge the way things are done		75	14 11	75	88	51
26.	Where I work, we share the lessons learnt when mistakes are made		75	21 4	75	69	59
27a.	I am aware of the strategic objectives and direction of the organisation I work for		86	11 <mark>4</mark>	86	56	58
27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation		86	11 4	86	81	62





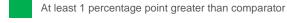




This section shows the breakdown of the responses to each question.



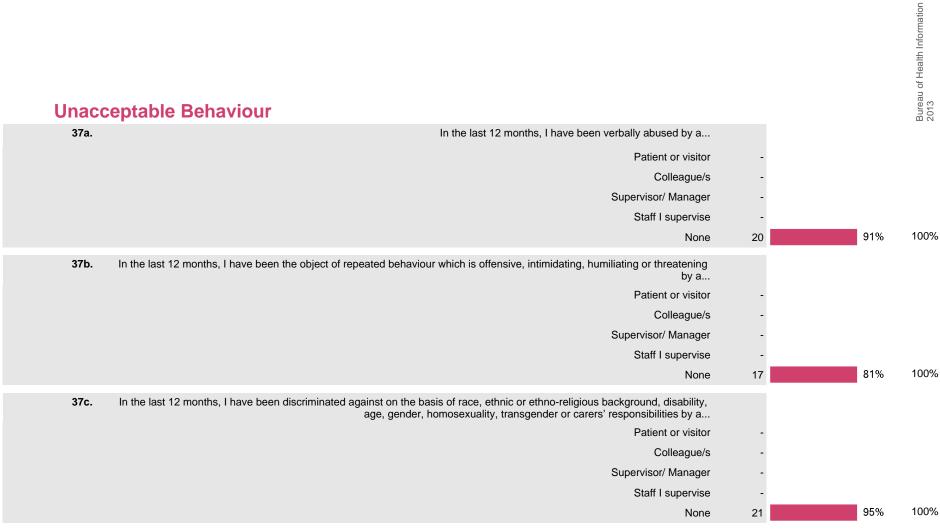




At least 1 percentage point less than comparator

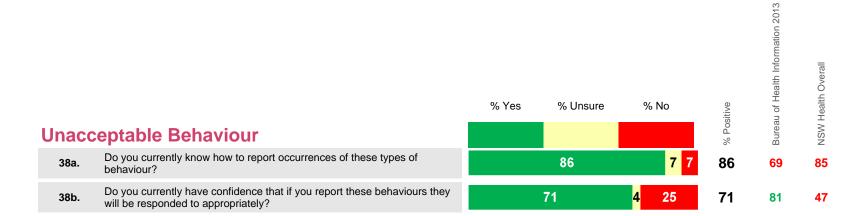
	Work	Environment	% Positive response	% Neutral response	% Nega respo		% Positive	Bureau of Health Inf	NSW Health Overal
	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	(	8	29	4	68	44	44
	32.	I am able to achieve a healthy work/life balance most of the time		86		11 4	86	88	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	(	88	21	11	68	50	56
K	34.	Reasonable expectations are placed on staff according to their position		82		14 4	82	81	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	61		36	4	61	63	69
K	36.	My workplace enables strong professional leadership		75	2	21 4	75	-	52

This section shows the breakdown of the responses to each question.



Please note: Counts of fewer than ten responses are suppressed and replaced with '-'

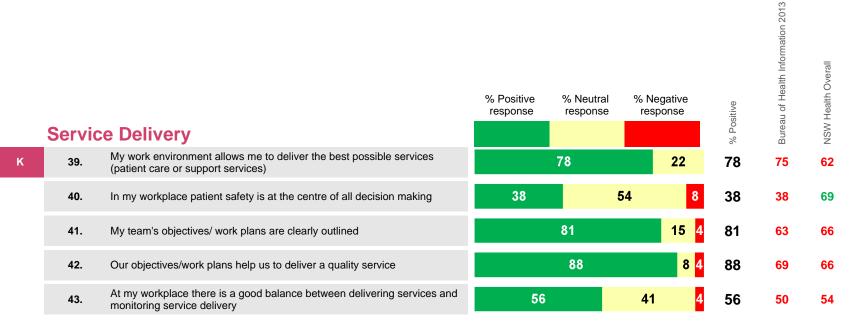








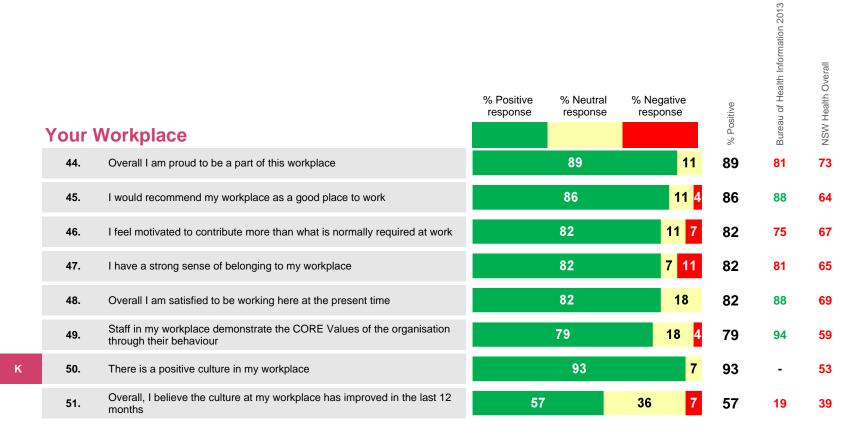












# Guide to this Report

This particular report should not be interpreted as fully representative of ALL staff at this facility. Why? A minimum number of a facility's workforce had to complete the survey for the results to yield a statistical 'Confidence Interval' of less than 5 per cent. Results obtained for this facility have a Confidence Interval that exceeds 5 percent. That means the results are a summary of the views of only those staff who completed the survey, rather than being representative of the entire workforce at this facility.

YourSay Project Team

#### Methodology

The YourSav 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 30th March to 24th April 2015. Paper surveys were accepted until the 1st of May 2015. 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.

#### Comparative data

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

#### 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%.

#### **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 fifty respondents from each demographic.

#### 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.

#### Rounding

Agency (4)

Casual (5)

Contractor (6)

TOTAL number of respondents to the survey

The Estimated Response Rate quoted in this report is an estimate only. based on Full Time Equivalent (FTE) staff as at April 2015. 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).

Q5. Which of the following best describes your current employment status?

Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2). Responses 18750 Permanent Full time (1) x 1661 = 1175 Full time 7753 18750 + 7753 Permanent Part time (2) Fixed term or temporary contract (3) 1661 132 x 1661 = 486 Part time 975 18750 + 7753 203 TOTAL answering Q51 29474

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

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

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

# **Action Planning**

Asking our employees for their feedback is the first step towards improving the employee experience. The next step is to implement changes. Please use the information in this report to help decide what you and your team need to change.

This simple form is one way you can record the actions and changes you plan to make within your team.

Top 3 areas to focus on		Celebrate! What three things are working well?					
		1					
		2					
		3					
What	How	Who	When				
needs to be improved?	will this be achieved?	is going to make this happen?	will this be achieved?				