

68%

2013: 67%

ENGAGEMENT INDEX

51%

2013: 49%

WORKPLACE CULTURE INDEX

2,308

2013: 2781

ACTUAL RESPONSES

37%

2013: 45%
1% Confidence Interval

ESTIMATED RESPONSE RATE

Employee Engagement Index

Say

% Positive *Variance from 2013*

44.	Overall I am proud to be a part of this workplace	74	+1
45.	I would recommend my workplace as a good place to work	64	+1

Stay

47.	I have a strong sense of belonging to my workplace	63	0
48.	Overall I am satisfied to be working here at the present time	69	+1

Strive

3.	Working here makes me want to do the best job I can	72	0
46.	I feel motivated to contribute more than what is normally required at work	66	+3

Key Questions to focus on

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

	<i>% Positive</i>	<i>Variance from 2013</i>	
50.	There is a positive culture in my workplace	52	-
36.	My workplace enables strong professional leadership	49	-
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	41	+2
19.	There is a positive relationship between senior management and staff in my workplace	38	+1
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	35	-
24.	I have a say in decisions which affect my work	43	+3

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

Sections	% Positive
Training and Development Opportunities	69
Your Job	65
Service Delivery	63

Questions	% Positive
1. My job makes good use of my skills and abilities	81
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	77
15d. My line manager treats me with respect	75
44. Overall I am proud to be a part of this workplace	74
28. I have received the appropriate training and development to do my job effectively	72

Lowlights

Sections	% Positive
Senior Managers	41
Communication	52
Work Environment	56

Questions	% Positive
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	35
51. Overall, I believe the culture at my workplace has improved in the last 12 months	38
19. There is a positive relationship between senior management and staff in my workplace	38
31. I have confidence in the processes that my workplace uses to resolve staff conflict	41
18c. The senior managers at my workplace lead by example in creating a positive workplace	42

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

Sections	% Positive	Variance from 2013
Communication	52	+4
Service Delivery	63	+3
Your Line Manager	60	+2

Questions	% Positive	Variance from 2013
18b. The senior managers at my workplace have a clear direction for the future	44	+8
27a. I am aware of the strategic objectives and direction of the organisation I work for	56	+6
16. I receive regular and constructive feedback on my performance	49	+6
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	+6
51. Overall, I believe the culture at my workplace has improved in the last 12 months	38	+6

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	69	-1
Work Environment	56	0
Your Workplace	60	+1






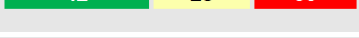
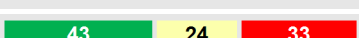

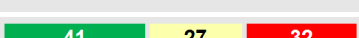

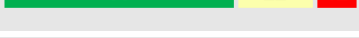



Questions	% Positive	Variance from 2013
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	77	-5
4. The right amount of approvals are required for routine decisions	48	0
18a. The senior managers at my workplace are aware of the issues I face in my job	43	0
12. I believe I am valued for what I can offer at my workplace	60	0
47. I have a strong sense of belonging to my workplace	63	0

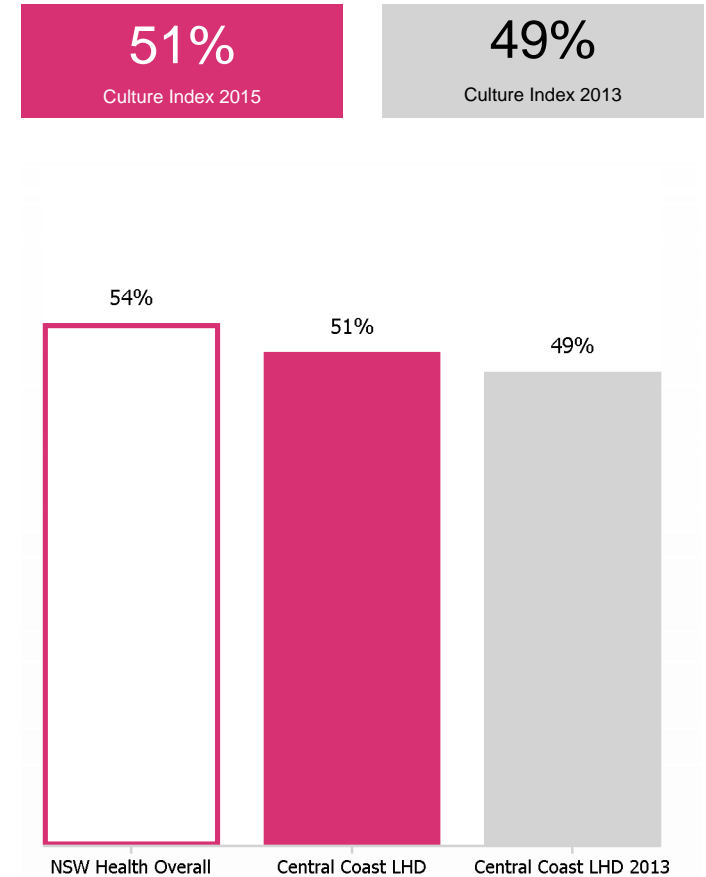
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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:

	KEY	% Positive response	% Neutral response	% Negative response	Variance from 2013
11. Morale is good in my team		49	21	30	+2
12. I believe I am valued for what I can offer at my workplace		60	19	21	0
13. In my workplace, we recognise our successes and innovations		54	24	22	+3
14. Staff are treated respectfully regardless of their job		61	17	22	+3
17. Overall, I have confidence in the decisions made by my line manager		59	19	21	+1
18b. The senior managers at my workplace have a clear direction for the future		44	32	24	+8
18c. The senior managers at my workplace lead by example in creating a positive workplace		42	28	30	+4
20. Overall, I have confidence in the decisions made by my senior managers		43	28	29	+3
24. I have a say in decisions which affect my work		43	24	33	+3
25. I think it is safe to speak up and challenge the way things are done		49	21	30	+1
26. Where I work, we share the lessons learnt when mistakes are made		58	22	20	+3
31. I have confidence in the processes that my workplace uses to resolve staff conflict		41	27	32	+2
41. My team's objectives/ work plans are clearly outlined		65	21	13	+1
42. Our objectives/work plans help us to deliver a quality service		66	22	12	+3
51. Overall, I believe the culture at my workplace has improved in the last 12 months		38	33	30	+6



Trend Comparison

This section shows comparisons between Central Coast LHD and the 2013 survey results for Central Coast Local Health District



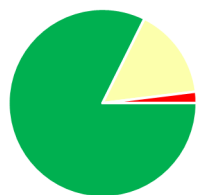
- 82% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 16% ■ Proportion of questions in line with 2013 scores
- 2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	<i>% Positive</i>	<i>Variance from 2013</i>
18b. The senior managers at my workplace have a clear direction for the future	44	 +8
27a. I am aware of the strategic objectives and direction of the organisation I work for	56	 +6
16. I receive regular and constructive feedback on my performance	49	 +6
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	 +6
51. Overall, I believe the culture at my workplace has improved in the last 12 months	38	 +6
39. My work environment allows me to deliver the best possible services (patient care or support services)	61	 +5
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	61	 +4
18c. The senior managers at my workplace lead by example in creating a positive workplace	42	 +4
14. Staff are treated respectfully regardless of their job	61	 +3
20. Overall, I have confidence in the decisions made by my senior managers	43	 +3
46. I feel motivated to contribute more than what is normally required at work	66	 +3
7. The people I work with are willing to help each other even if this means doing something outside their usual job	67	 +3

Trend Comparison

This section shows comparisons between Central Coast LHD and the 2013 survey results for Central Coast Local Health District



- 82% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 16% ■ Proportion of questions in line with 2013 scores
- 2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	% Positive	Variance from 2013
13. In my workplace, we recognise our successes and innovations	54	■ +3
24. I have a say in decisions which affect my work	43	■ +3
26. Where I work, we share the lessons learnt when mistakes are made	58	■ +3
15a. My line manager recognises and acknowledges when I have done my job well	62	■ +3
8. In my team we generally acknowledge one another's efforts and achievements	68	■ +3
40. In my workplace patient safety is at the centre of all decision making	71	■ +3
42. Our objectives/work plans help us to deliver a quality service	66	■ +3
15d. My line manager treats me with respect	75	■ +3
23. I am kept well informed about what is happening in my workplace	47	■ +2
5. I have sufficient control over my work so I can do my job well	64	■ +2
43. At my workplace there is a good balance between delivering services and monitoring service delivery	51	■ +2
31. I have confidence in the processes that my workplace uses to resolve staff conflict	41	■ +2
33. There are mechanisms in place to support me if I experience stress or pressure	55	■ +2

Trend Comparison

This section shows comparisons between Central Coast LHD and the 2013 survey results for Central Coast Local Health District



- 82% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 16% ■ Proportion of questions in line with 2013 scores
- 2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	<i>% Positive</i>	<i>Variance from 2013</i>
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	■ +2
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	■ +2
11. Morale is good in my team	49	■ +2
48. Overall I am satisfied to be working here at the present time	69	■ +1
41. My team's objectives/ work plans are clearly outlined	65	■ +1
19. There is a positive relationship between senior management and staff in my workplace	38	■ +1
25. I think it is safe to speak up and challenge the way things are done	49	■ +1
34. Reasonable expectations are placed on staff according to their position	56	■ +1
9. People in my team are honest and open	61	■ +1
15b. My line manager treats all staff in my team fairly	59	■ +1
30. I am encouraged to take opportunities to learn new skills and have new experiences	58	■ +1
15c. My line manager ensures that when issues are raised in the team, they are addressed	57	■ +1
45. I would recommend my workplace as a good place to work	64	■ +1

Trend Comparison

This section shows comparisons between Central Coast LHD and the 2013 survey results for Central Coast Local Health District



- 82% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 16% ■ Proportion of questions in line with 2013 scores
- 2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

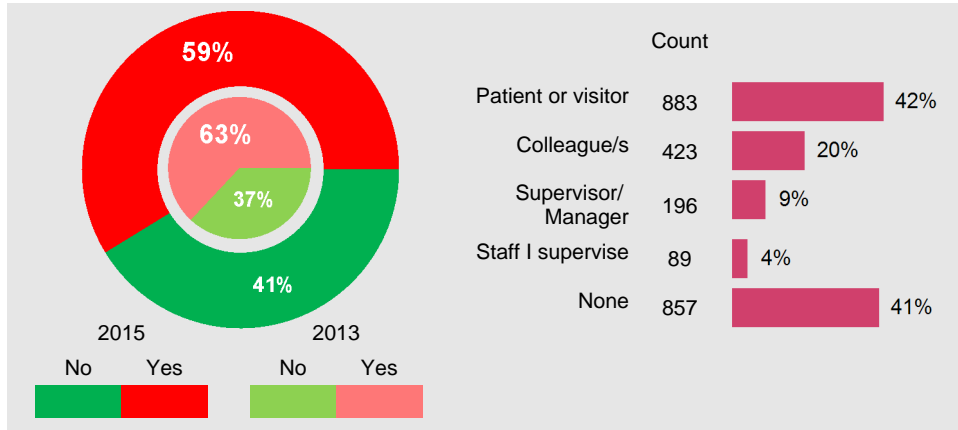
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
32. I am able to achieve a healthy work/life balance most of the time	67	+1
17. Overall, I have confidence in the decisions made by my line manager	59	+1
44. Overall I am proud to be a part of this workplace	74	+1
1. My job makes good use of my skills and abilities	81	+1
3. Working here makes me want to do the best job I can	72	0
28. I have received the appropriate training and development to do my job effectively	72	0
2. I feel I am able to suggest ideas to improve our ways of doing things	67	0
10. My team resolves conflict quickly when it arises	47	0
47. I have a strong sense of belonging to my workplace	63	0
12. I believe I am valued for what I can offer at my workplace	60	0
18a. The senior managers at my workplace are aware of the issues I face in my job	43	0
4. The right amount of approvals are required for routine decisions	48	0
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	77	-5

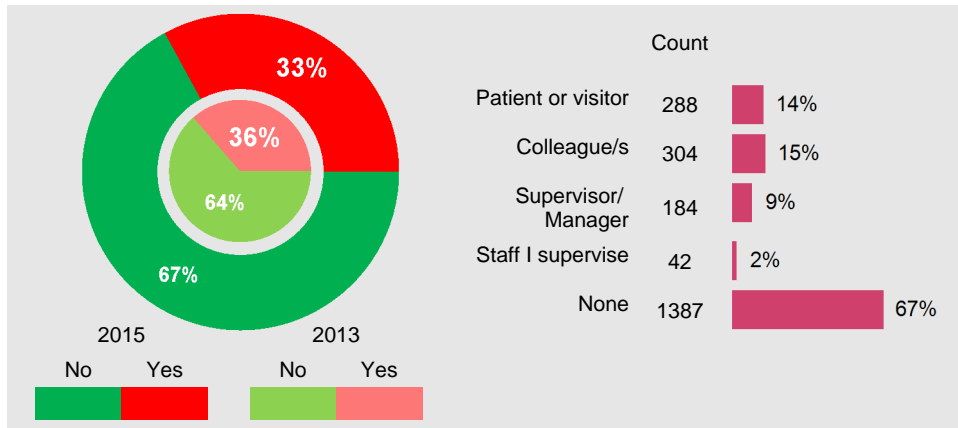
Unacceptable Behaviour

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

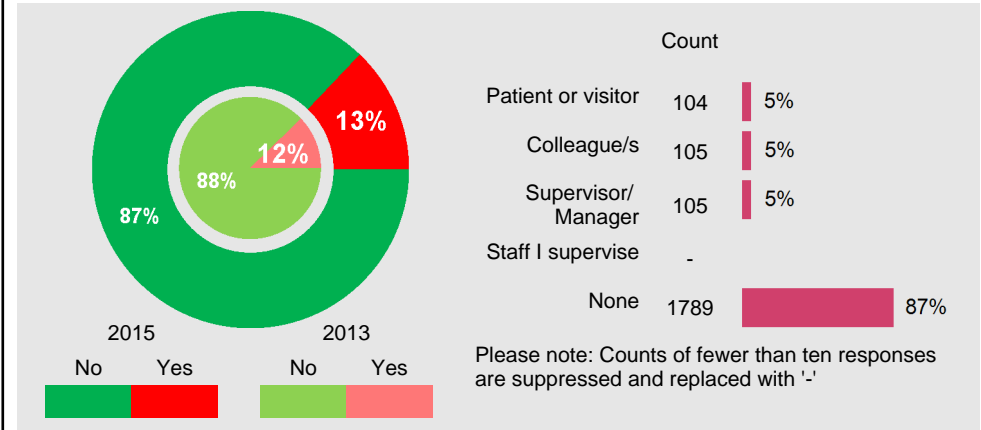
37a. In the last 12 months, I have been verbally abused by a ...



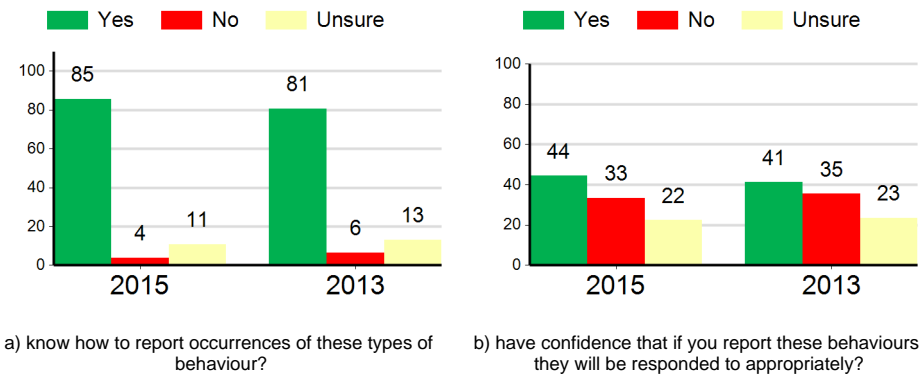
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



37c. 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 ...



38. Do you currently ...



All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Job

	% Positive response	% Neutral response	% Negative response	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	81	8	11	81	80	75	81
2. I feel I am able to suggest ideas to improve our ways of doing things	67	14	19	67	67	59	69
3. Working here makes me want to do the best job I can	72	17	12	72	71	65	72
4. The right amount of approvals are required for routine decisions	48	27	25	48	48	-	52
5. I have sufficient control over my work so I can do my job well	64	17	19	64	62	59	65
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	61	19	20	61	56	50	62

All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Team

	% Positive response	% Neutral response	% Negative response	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall
7. The people I work with are willing to help each other even if this means doing something outside their usual job	67	16	17	67	64	61	69
8. In my team we generally acknowledge one another's efforts and achievements	68	15	17	68	65	62	70
9. People in my team are honest and open	61	21	18	61	60	57	64
10. My team resolves conflict quickly when it arises	47	26	26	47	47	41	53
11. Morale is good in my team	49	21	30	49	47	42	53

All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Being Valued

	% Positive response	% Neutral response	% Negative response	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	60	19	21	60	60	55	63
13. In my workplace, we recognise our successes and innovations	54	24	22	54	51	44	57
14. Staff are treated respectfully regardless of their job	61	17	22	61	58	51	62

All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Line Manager

	% Positive response	% Neutral response	% Negative response	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	62	17	22	62	59	53	65
15b. My line manager treats all staff in my team fairly	59	16	25	59	58	54	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	57	18	25	57	56	53	61
15d. My line manager treats me with respect	75	13	12	75	73	70	76
16. I receive regular and constructive feedback on my performance	49	22	29	49	43	38	52
17. Overall, I have confidence in the decisions made by my line manager	59	19	21	59	59	56	63

All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Senior Managers

		% Positive response	% Neutral response	% Negative response	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall
18a.	The senior managers at my workplace are aware of the issues I face in my job	43	24	33	43	43	33	46
18b.	The senior managers at my workplace have a clear direction for the future	44	32	24	44	36	24	45
18c.	The senior managers at my workplace lead by example in creating a positive workplace	42	28	30	42	38	27	45
K 19.	There is a positive relationship between senior management and staff in my workplace	38	29	32	38	37	27	42
20.	Overall, I have confidence in the decisions made by my senior managers	43	28	29	43	40	29	46
K 21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	35	32	34	35	-	-	39
22.	My organisation is making the necessary decisions to meet our future challenges	42	35	23	42	-	-	43

All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Communication

		% Positive response	% Neutral response	% Negative response	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall	
	23.	I am kept well informed about what is happening in my workplace	47	22	30	47	45	40	50
K	24.	I have a say in decisions which affect my work	43	24	33	43	40	33	46
	25.	I think it is safe to speak up and challenge the way things are done	49	21	30	49	48	43	51
	26.	Where I work, we share the lessons learnt when mistakes are made	58	22	20	58	55	47	59
	27a.	I am aware of the strategic objectives and direction of the organisation I work for	56	25	19	56	50	-	58
	27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	59	25	16	59	54	-	62

All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Training and Development Opportunities

	% Positive response	% Neutral response	% Negative response	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall
28. I have received the appropriate training and development to do my job effectively	72	15	13	72	72	65	73
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	77	10	13	77	81	79	68
30. I am encouraged to take opportunities to learn new skills and have new experiences	58	20	22	58	57	48	60

All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

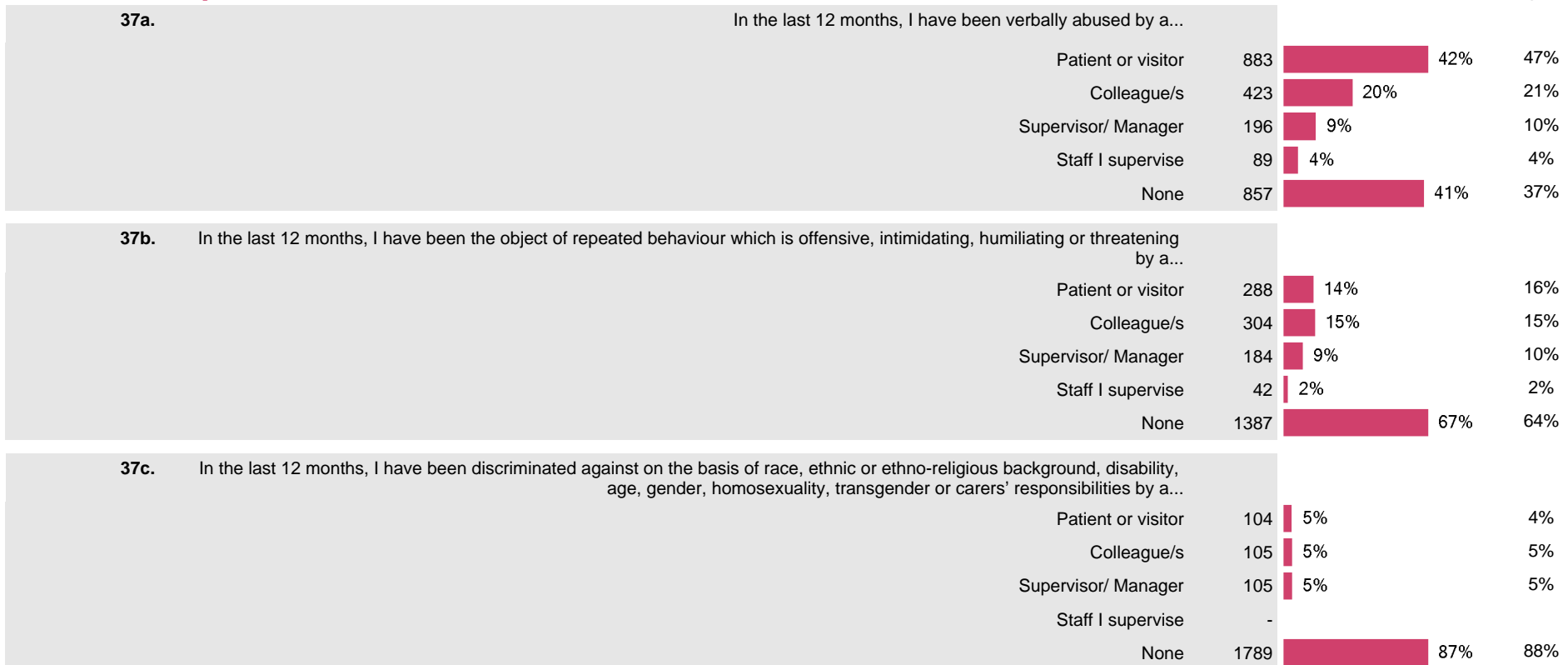
		% Positive response	% Neutral response	% Negative response	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall	
Work Environment									
K	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	41	27	32	41	39	31	44
	32.	I am able to achieve a healthy work/life balance most of the time	67	17	16	67	66	59	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	55	25	20	55	53	46	56
	34.	Reasonable expectations are placed on staff according to their position	56	20	23	56	55	49	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	18	12	69	67	59	69
K	36.	My workplace enables strong professional leadership	49	29	22	49	-	-	52

All Questions

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

Central Coast Local Health District 2013

Unacceptable Behaviour



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

All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Unacceptable Behaviour

	% Yes	% Unsure	% No	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	85	11	4	85	81	80	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	44	22	33	44	41	40	47

All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Service Delivery

	% Positive response	% Neutral response	% Negative response	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	61	19	19	61	57	49	62
40. In my workplace patient safety is at the centre of all decision making	71	19	10	71	68	64	69
41. My team's objectives/ work plans are clearly outlined	65	21	13	65	64	57	66
42. Our objectives/work plans help us to deliver a quality service	66	22	12	66	63	54	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	51	30	18	51	49	-	54

All Questions

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

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Workplace

	% Positive response	% Neutral response	% Negative response	% Positive	Central Coast Local Health District 2013	Central Coast Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	74	16	10	74	73	66	73
45. I would recommend my workplace as a good place to work	64	20	16	64	63	55	64
46. I feel motivated to contribute more than what is normally required at work	66	18	16	66	62	57	67
47. I have a strong sense of belonging to my workplace	63	21	16	63	63	57	65
48. Overall I am satisfied to be working here at the present time	69	15	16	69	68	62	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	24	18	57	56	-	59
K 50. There is a positive culture in my workplace	52	24	25	52	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	38	33	30	38	32	24	39

Guide to 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 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

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?

Responses:	Count	Calculation
Permanent Full time (1)	18750	$\frac{18750}{18750 + 7753} \times 1661 = 1175$ Full time
Permanent Part time (2)	7753	
Fixed term or temporary contract (3)	1661	$\frac{7753}{18750 + 7753} \times 1661 = 486$ 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.

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

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 needs to be improved?

How will this be achieved?

Who is going to make this happen?

When will this be achieved?

