Health Ysy HealthS	hare NSW	RESPONSE RATE 39 9	2024.76 (of 5149)
64%	53%	2,495	39% 2013: 24%
2013: 63%	2013: 52%	2013: 1634	1% Confidence Interval ESTIMATED RESPONSE RATE

Employee Engagement Index

Sa	y	% Positive	Variance from 2013
44.	Overall I am proud to be a part of this workplace	69	+2
45.	I would recommend my workplace as a good place to work	61	+3
Sta	ау		
47.	I have a strong sense of belonging to my workplace	60	+2
48.	Overall I am satisfied to be working here at the present time	65	0
Str	ive		
3.	Working here makes me want to do the best job I can	66	+1
46.	I feel motivated to contribute more than what is normally required at work	64	+1

Key Questions to focus on

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

		% Positive	Variance from 2013
50.	There is a positive culture in my workplace	50	-
49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	+1
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	45	-2
36.	My workplace enables strong professional leadership	50	-
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	41	-
24.	I have a say in decisions which affect my work	45	+1

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

U		
Sectio	ns	% Positive
	Service Delivery	66
	Training and Development Opportunities	65
	Your Job	64
Quest	ions	% Positive
15d.	My line manager treats me with respect	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 my every day work	72
42.	Our objectives/work plans help us to deliver a quality service	69
1.	My job makes good use of my skills and abilities	69
44.	Overall I am proud to be a part of this workplace	69

Lowlights

Sectio	ns	% Positive
	Senior Managers	45
	Communication	54
	Your Team	57
Questi	ons	% Positive
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	41
18b.	The senior managers at my workplace have a clear direction for the future	44
19.	There is a positive relationship between senior management and staff in my workplace	44
24.	I have a say in decisions which affect my work	45
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	45

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						
Sectio	ns	% Positive	Variance from 2013			
	Training and Development Opportunities	65	+7			
	Service Delivery	66	+6			
	Your Job	64	+2			
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	72	+10			
40.	In my workplace patient safety is at the centre of all decision making	61	+9			
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	45	+9			
28.	I have received the appropriate training and development to do my job effectively	68	+7			
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	67	+6			

Least improved

Sectio	ns	% Positive	Variance from 2013
Yo	bur Team	57	-4
Yo	bur Line Manager	62	-1
Se	enior Managers	45	-1
Quest	ions	% Positive	Variance from 2013
9.	People in my team are honest and open	55	-7
10.	My team resolves conflict quickly when it arises	52	-5
7.	The people I work with are willing to help each other even if this means doing something outside their usual job	62	-5
8.	In my team we generally acknowledge one another's efforts and achievements	62	-5
15c.	My line manager ensures that when issues are raised in the team, they are addressed	61	-4

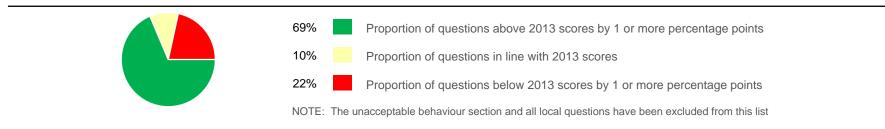
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

Employee Workplace Culture Index

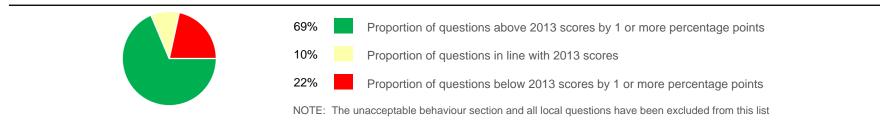
The Workplace Culture Index is a measure statistically constructed based on the NSW Health Workplace Culture Framework.

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

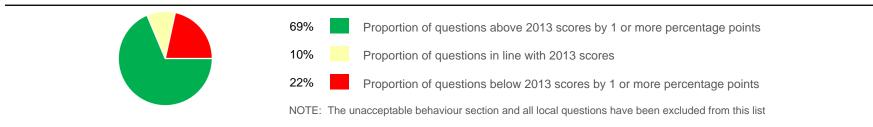




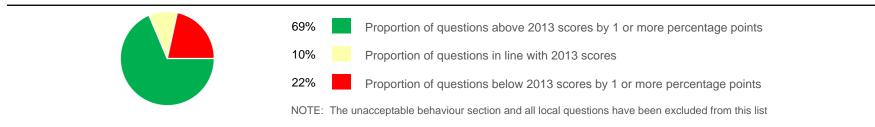
		% Positive	Variance from 2013
29.	I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	72	+10
40.	In my workplace patient safety is at the centre of all decision making	61	+9
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	45	+9
28.	I have received the appropriate training and development to do my job effectively	68	+7
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	67	+6
41.	My team's objectives/ work plans are clearly outlined	69	+6
16.	I receive regular and constructive feedback on my performance	54	+6
42.	Our objectives/work plans help us to deliver a quality service	69	+5
30.	I am encouraged to take opportunities to learn new skills and have new experiences	56	+5
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	62	+5
39.	My work environment allows me to deliver the best possible services (patient care or support services)	68	+4
33.	There are mechanisms in place to support me if I experience stress or pressure	55	+4



		% Positive	Variance from 2013
34.	Reasonable expectations are placed on staff according to their position	59	+4
4.	The right amount of approvals are required for routine decisions	54	+3
45.	I would recommend my workplace as a good place to work	61	+3
5.	I have sufficient control over my work so I can do my job well	68	+3
27a.	I am aware of the strategic objectives and direction of the organisation I work for	58	+2
44.	Overall I am proud to be a part of this workplace	69	+2
23.	I am kept well informed about what is happening in my workplace	48	+2
12.	I believe I am valued for what I can offer at my workplace	60	+2
18c.	The senior managers at my workplace lead by example in creating a positive workplace	47	+2
47.	I have a strong sense of belonging to my workplace	60	+2
1.	My job makes good use of my skills and abilities	69	+2
13.	In my workplace, we recognise our successes and innovations	53	+1
27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	66	+1



		% Positive	Variance from 2013
18b.	The senior managers at my workplace have a clear direction for the future	44	+1
25.	I think it is safe to speak up and challenge the way things are done	50	+1
46.	I feel motivated to contribute more than what is normally required at work	64	+1
2.	I feel I am able to suggest ideas to improve our ways of doing things	66	+1
14.	Staff are treated respectfully regardless of their job	58	+1
20.	Overall, I have confidence in the decisions made by my senior managers	47	+1
3.	Working here makes me want to do the best job I can	66	+1
11.	Morale is good in my team	52	+1
24.	I have a say in decisions which affect my work	45	+1
49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	+1
48.	Overall I am satisfied to be working here at the present time	65	0
32.	I am able to achieve a healthy work/life balance most of the time	65	0
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	0

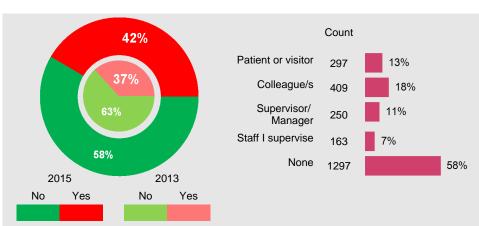


		% Positive	Variance from 2013
26.	Where I work, we share the lessons learnt when mistakes are made	58	0
17.	Overall, I have confidence in the decisions made by my line manager	61	0
19.	There is a positive relationship between senior management and staff in my workplace	44	-1
15d.	My line manager treats me with respect	73	-1
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	45	-2
18a.	The senior managers at my workplace are aware of the issues I face in my job	48	-2
15a.	My line manager recognises and acknowledges when I have done my job well	64	-2
15b.	My line manager treats all staff in my team fairly	60	-3
15c.	My line manager ensures that when issues are raised in the team, they are addressed	61	-4
8.	In my team we generally acknowledge one another's efforts and achievements	62	-5
7.	The people I work with are willing to help each other even if this means doing something outside their usual job	62	-5
10.	My team resolves conflict quickly when it arises	52	-5
9.	People in my team are honest and open	55	-7

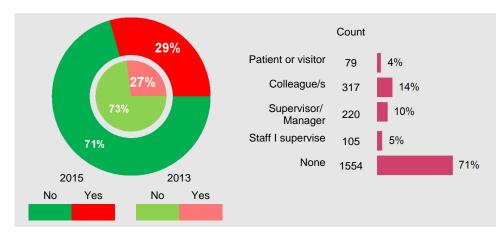
Unacceptable Behaviour

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

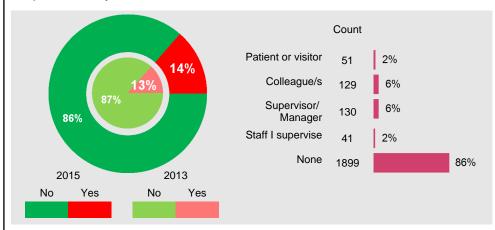
This section shows the results to questions asked regarding unacceptable behaviour.

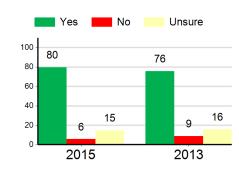


37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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

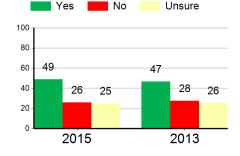




a) know how to report occurrences of these types of

behaviour?

38. Do you currently ...



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

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

Key Driver Question

At least 1 percentage point greater than comparator

Your	Job	% Positive response	% Neutral response	% Nega respo		% Positive	Health Share 2013	Health Share 2011	NSW Health Overall
1.	My job makes good use of my skills and abilities		69	18	12	69	68	67	81
2.	I feel I am able to suggest ideas to improve our ways of doing things	e	56	16	17	66	65	61	69
3.	Working here makes me want to do the best job I can	e	56	21	13	66	65	61	72
4.	The right amount of approvals are required for routine decisions	54		27	19	54	51	-	52
5.	I have sufficient control over my work so I can do my job well		68	17	14	68	66	61	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	58		23	19	58	58	49	62

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

Key K Key Driver Question

At least 1 percentage point greater than comparator

Your	Team	% Positive response	% Neutral response		legative sponse	% Positive	HealthShare 2013	HealthShare 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	62	2	19	19	62	⊥ 67	58	69
8.	In my team we generally acknowledge one another's efforts and achievements	62	2	19	20	62	66	59	70
9.	People in my team are honest and open	55		25	20	55	62	52	64
10.	My team resolves conflict quickly when it arises	52	2	23	25	52	57	48	53
11.	Morale is good in my team	52	2	22	26	52	51	43	53

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

Key Key Driver Question

At least 1 percentage point greater than comparator

Being Valued	% Positive response	% Neutral response		legative sponse	% Positive	HealthShare 2013	HealthShare 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	60		21	20	60	58	52	63
13. In my workplace, we recognise our successes and innovations	53		26	22	53	51	42	57
14. Staff are treated respectfully regardless of their job	58		20	22	58	57	48	62

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

Key K Key Driver Question

At least 1 percentage point greater than comparator

Your L	_ine Manager	% Positive response	% Neutral response		egative ponse	% Positive	HealthShare 2013	HealthShare 2011	NSW Health Overall
15a.	My line manager recognises and acknowledges when I have done my job well	64	4	18	18	64	66	56	65
15b.	My line manager treats all staff in my team fairly	60		18	23	60	63	55	62
15c.	My line manager ensures that when issues are raised in the team, they are addressed	61		20	19	61	65	56	61
15d.	My line manager treats me with respect		73		15 12	73	74	69	76
16.	I receive regular and constructive feedback on my performance	54		23	23	54	48	38	52
17.	Overall, I have confidence in the decisions made by my line manager	61		21	17	61	62	53	63

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

Key K Key Driver Question

At least 1 percentage point greater than comparator

S	Senior	Managers	% Positive response	% Neutral response	% Negative response	% Positive	HealthShare 2013	HealthShare 2011	NSW Health Overall	
	18a.	The senior managers at my workplace are aware of the issues I face in my job	48	27	24	48	50	44	46	
	18b.	The senior managers at my workplace have a clear direction for the future	44	34	22	44	43	37	45	
	18c.	The senior managers at my workplace lead by example in creating a positive workplace	47	30	23	47	45	37	45	
	19.	There is a positive relationship between senior management and staff in my workplace	44	30	26	44	45	37	42	
	20.	Overall, I have confidence in the decisions made by my senior managers	47	30	23	47	46	39	46	
¢	21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	41	31	28	41	-	-	39	
	22.	My organisation is making the necessary decisions to meet our future challenges	46	34	20	46	-	-	43	

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

Key K Key Driver Question

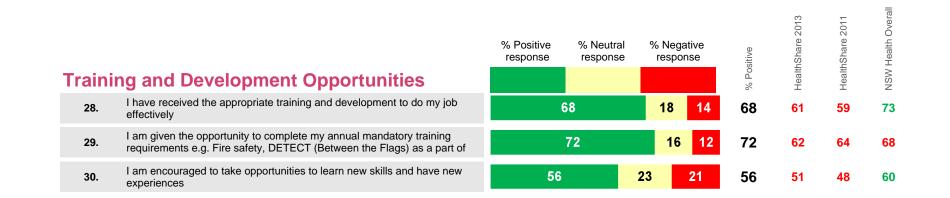
At least 1 percentage point greater than comparator

	Comm	nunication	% Positive response	% Neutral response	% Negative response	% Positive	HealthShare 2013	HealthShare 2011	NSW Health Overall	
	23.	I am kept well informed about what is happening in my workplace	48	24	28	48	47	39	50	
К	24.	I have a say in decisions which affect my work	45	26	29	45	44	38	46	
	25.	I think it is safe to speak up and challenge the way things are done	50	23	27	50	49	44	51	
	26.	Where I work, we share the lessons learnt when mistakes are made	58		23 20	58	58	50	59	
	27a.	I am aware of the strategic objectives and direction of the organisation I work for	58		24 18	58	56	-	58	
	27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	6	6	22 12	66	64	-	62	

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

Key K Key Driver Question

At least 1 percentage point greater than comparator



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

Key K Key Driver Question

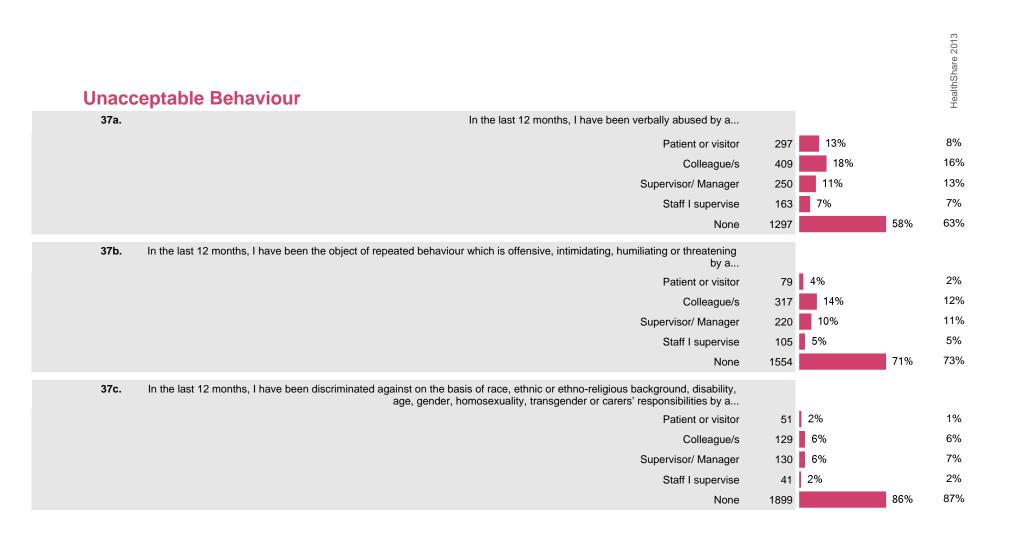
At least 1 percentage point greater than comparator

At least 1 percentage point less than comparator

	Work	Environment	% Positive response	% Neutral response		egative ponse	% Positive	HealthShare 2013	HealthShare 2011	NSW Health Overal
к	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	45	28		27	45	47	37	44
	32.	I am able to achieve a healthy work/life balance most of the time	6	5	20	15	65	65	61	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	55		25	20	55	51	47	56
	34.	Reasonable expectations are placed on staff according to their position	59		21	20	59	56	54	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	6	7	23	3 10	67	61	61	69
к	36.	My workplace enables strong professional leadership	50		30	21	50	-	-	52

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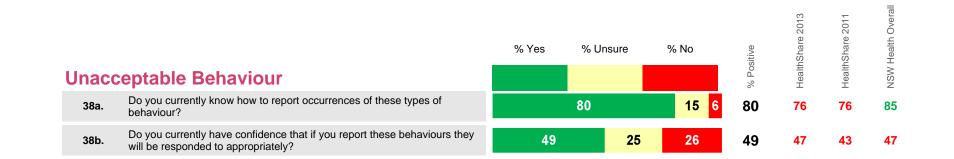
This section shows the breakdown of the responses to each question.



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

Key K Key Driver Question

At least 1 percentage point greater than comparator



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

Key K Key Driver Question

At least 1 percentage point greater than comparator

Servi	ce Delivery	% Positive response	% Neutral response	% Nega respor		% Positive	HealthShare 2013	HealthShare 2011	NSW Health Overall
39.	My work environment allows me to deliver the best possible services (patient care or support services)	(68	22	10	68	63	59	62
40.	In my workplace patient safety is at the centre of all decision making	6	1	32	7	61	52	54	69
41.	My team's objectives/ work plans are clearly outlined		69	20	11	69	63	58	66
42.	Our objectives/work plans help us to deliver a quality service		69	21	9	69	65	60	66
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	6	2	25	13	62	57	-	54

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

Key K Key Driver Question

At least 1 percentage point greater than comparator

	Your	Workplace	% Positive response	% Neutral response	,	egative ponse	% Positive	HealthShare 2013	HealthShare 2011	NSW Health Overall
	44.	Overall I am proud to be a part of this workplace		69	2	21 10	69	67	63	73
	45.	I would recommend my workplace as a good place to work	61	1	23	16	61	58	50	64
	46.	I feel motivated to contribute more than what is normally required at work	6	4	21	14	64	63	57	67
	47.	I have a strong sense of belonging to my workplace	60)	24	16	60	59	52	65
	48.	Overall I am satisfied to be working here at the present time	6	5	20	15	65	65	59	69
к	49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53		29	18	53	52	-	59
к	50.	There is a positive culture in my workplace	50		26	24	50	-	-	53
	51.	Overall, I believe the culture at my workplace has improved in the last 12 months	45	:	31	24	45	37	33	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		d term or temporar based on response	y contract (3) proportioned into Full and Part is to (1) and (2).
Permanent Full time (1)	18750		18750	× 1661 = 1175 Full time
Permanent Part time (2)	7753		18750 + 7753	x 1001 = 1175 Full title
Fixed term or temporary contract (3)	1661 -	-		
Agency (4)	132		7753	× 1661 = 486 Part time
Casual (5)	975	_	18750 + 7753	x 1001 - 400 Part and
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

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1850 + 1175 × 31493 = 21290 Estimated Full Time responses
29474
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Total estimated Part time responses as a proportion of all respondents to the survey

7753 + 486 × 31493 = 8803 Estimated Part Time responses 29474

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

21289 + (8803 × 0.33) = 25% Estimated Response Rate 94882.6

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?