

70%

2013: 69%

ENGAGEMENT INDEX

55%

2013: 54%

WORKPLACE CULTURE INDEX

7,193

2013: 5610

ACTUAL RESPONSES

46%

2013: 38%
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	0
45.	I would recommend my workplace as a good place to work	65	+2

Stay

47.	I have a strong sense of belonging to my workplace	66	+1
48.	Overall I am satisfied to be working here at the present time	70	0

Strive

3.	Working here makes me want to do the best job I can	76	+1
46.	I feel motivated to contribute more than what is normally required at work	69	+1

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	53	-
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	38	-
19.	There is a positive relationship between senior management and staff in my workplace	42	0
22.	My organisation is making the necessary decisions to meet our future challenges	42	-
36.	My workplace enables strong professional leadership	54	-
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	44	+2

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	71
Your Job	70
Service Delivery	65

Questions	% Positive
1. My job makes good use of my skills and abilities	84
28. I have received the appropriate training and development to do my job effectively	78
15d. My line manager treats me with respect	78
3. Working here makes me want to do the best job I can	76
44. Overall I am proud to be a part of this workplace	74

Lowlights

Sections	% Positive
Senior Managers	44
Communication	56
Work Environment	59

Questions	% Positive
51. Overall, I believe the culture at my workplace has improved in the last 12 months	38
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	38
19. There is a positive relationship between senior management and staff in my workplace	42
22. My organisation is making the necessary decisions to meet our future challenges	42
31. I have confidence in the processes that my workplace uses to resolve staff conflict	44

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
Your Job	70	+1
Being Valued	63	+1
Service Delivery	65	+1

Questions	% Positive	Variance from 2013
4. The right amount of approvals are required for routine decisions	55	+3
28. I have received the appropriate training and development to do my job effectively	78	+3
31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	+2
18b. The senior managers at my workplace have a clear direction for the future	46	+2
16. I receive regular and constructive feedback on my performance	55	+2

Least improved

Sections	% Positive	Variance from 2013
Your Workplace	62	-1
Senior Managers	44	-1
Communication	56	-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	71	-4
23. I am kept well informed about what is happening in my workplace	50	-3
18a. The senior managers at my workplace are aware of the issues I face in my job	46	-2
25. I think it is safe to speak up and challenge the way things are done	51	-1
32. I am able to achieve a healthy work/life balance most of the time	68	-1

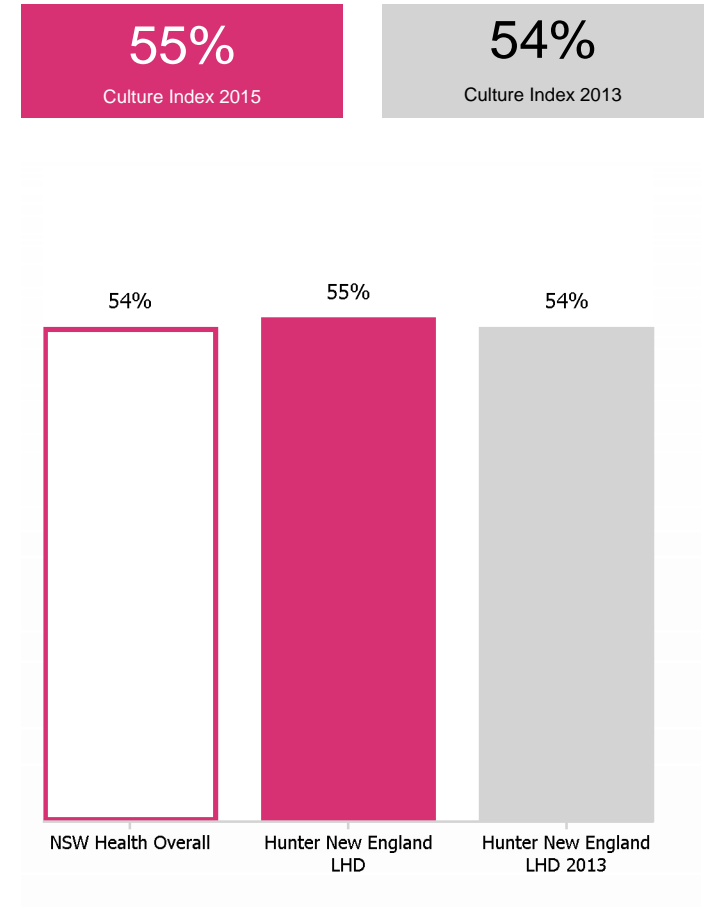
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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		52	21	27	0
12. I believe I am valued for what I can offer at my workplace		65	17	19	+1
13. In my workplace, we recognise our successes and innovations		60	23	17	0
14. Staff are treated respectfully regardless of their job		63	17	19	+1
17. Overall, I have confidence in the decisions made by my line manager		65	19	16	+1
18b. The senior managers at my workplace have a clear direction for the future		46	33	21	+2
18c. The senior managers at my workplace lead by example in creating a positive workplace		46	28	26	+1
20. Overall, I have confidence in the decisions made by my senior managers		46	29	25	+1
24. I have a say in decisions which affect my work		47	25	28	-1
25. I think it is safe to speak up and challenge the way things are done		51	20	29	-1
26. Where I work, we share the lessons learnt when mistakes are made		60	23	17	+1
31. I have confidence in the processes that my workplace uses to resolve staff conflict		44	28	28	+2
41. My team's objectives/ work plans are clearly outlined		69	20	11	0
42. Our objectives/work plans help us to deliver a quality service		68	21	11	+1
51. Overall, I believe the culture at my workplace has improved in the last 12 months		38	34	28	0



Trend Comparison

This section shows comparisons between Hunter New England LHD and the 2013 survey results for Hunter New England Local Health District



57% ■ Proportion of questions above 2013 scores by 1 or more percentage points

24% ■ Proportion of questions in line with 2013 scores

20% ■ 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>
4. The right amount of approvals are required for routine decisions	55	■ +3
28. I have received the appropriate training and development to do my job effectively	78	■ +3
31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	■ +2
18b. The senior managers at my workplace have a clear direction for the future	46	■ +2
16. I receive regular and constructive feedback on my performance	55	■ +2
45. I would recommend my workplace as a good place to work	65	■ +2
10. My team resolves conflict quickly when it arises	52	■ +2
18c. The senior managers at my workplace lead by example in creating a positive workplace	46	■ +1
30. I am encouraged to take opportunities to learn new skills and have new experiences	62	■ +1
20. Overall, I have confidence in the decisions made by my senior managers	46	■ +1
12. I believe I am valued for what I can offer at my workplace	65	■ +1
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	61	■ +1

Trend Comparison

This section shows comparisons between Hunter New England LHD and the 2013 survey results for Hunter New England Local Health District



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24% ■ Proportion of questions in line with 2013 scores

20% ■ 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>
17. Overall, I have confidence in the decisions made by my line manager	65	■ +1
40. In my workplace patient safety is at the centre of all decision making	72	■ +1
3. Working here makes me want to do the best job I can	76	■ +1
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	64	■ +1
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	64	■ +1
43. At my workplace there is a good balance between delivering services and monitoring service delivery	55	■ +1
14. Staff are treated respectfully regardless of their job	63	■ +1
1. My job makes good use of my skills and abilities	84	■ +1
47. I have a strong sense of belonging to my workplace	66	■ +1
15d. My line manager treats me with respect	78	■ +1
46. I feel motivated to contribute more than what is normally required at work	69	■ +1
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	73	■ +1
26. Where I work, we share the lessons learnt when mistakes are made	60	■ +1

Trend Comparison

This section shows comparisons between Hunter New England LHD and the 2013 survey results for Hunter New England Local Health District



57% ■ Proportion of questions above 2013 scores by 1 or more percentage points

24% ■ Proportion of questions in line with 2013 scores

20% ■ 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>
33. There are mechanisms in place to support me if I experience stress or pressure	58	+1
42. Our objectives/work plans help us to deliver a quality service	68	+1
39. My work environment allows me to deliver the best possible services (patient care or support services)	63	+1
5. I have sufficient control over my work so I can do my job well	67	+1
13. In my workplace, we recognise our successes and innovations	60	0
19. There is a positive relationship between senior management and staff in my workplace	42	0
15c. My line manager ensures that when issues are raised in the team, they are addressed	61	0
9. People in my team are honest and open	66	0
41. My team's objectives/ work plans are clearly outlined	69	0
44. Overall I am proud to be a part of this workplace	74	0
34. Reasonable expectations are placed on staff according to their position	56	0
15b. My line manager treats all staff in my team fairly	63	0
11. Morale is good in my team	52	0

Trend Comparison

This section shows comparisons between Hunter New England LHD and the 2013 survey results for Hunter New England Local Health District



- 57% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 24% ■ Proportion of questions in line with 2013 scores
- 20% ■ Proportion of questions below 2013 scores by 1 or more percentage points

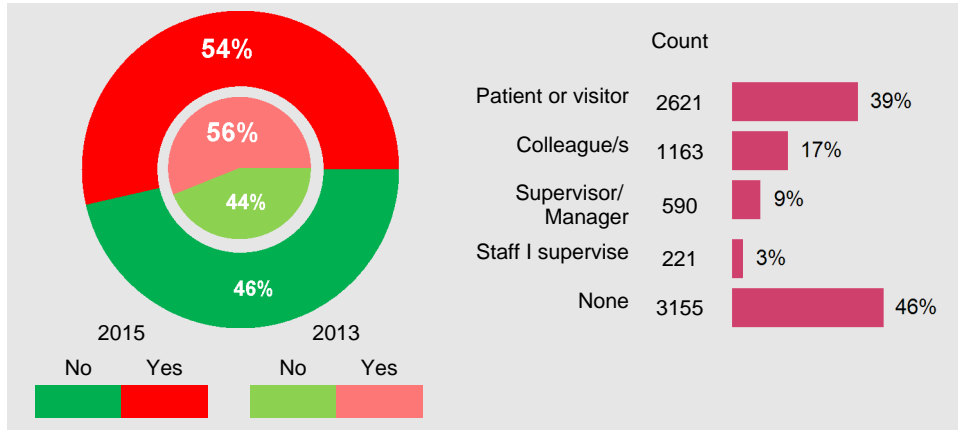
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
51. Overall, I believe the culture at my workplace has improved in the last 12 months	38	0 ■
15a. My line manager recognises and acknowledges when I have done my job well	66	0 ■
48. Overall I am satisfied to be working here at the present time	70	0 ■
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	-1 ■
8. In my team we generally acknowledge one another's efforts and achievements	72	-1 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	72	-1 ■
24. I have a say in decisions which affect my work	47	-1 ■
27a. I am aware of the strategic objectives and direction of the organisation I work for	61	-1 ■
32. I am able to achieve a healthy work/life balance most of the time	68	-1 ■
25. I think it is safe to speak up and challenge the way things are done	51	-1 ■
18a. The senior managers at my workplace are aware of the issues I face in my job	46	-2 ■
23. I am kept well informed about what is happening in my workplace	50	-3 ■
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	71	-4 ■

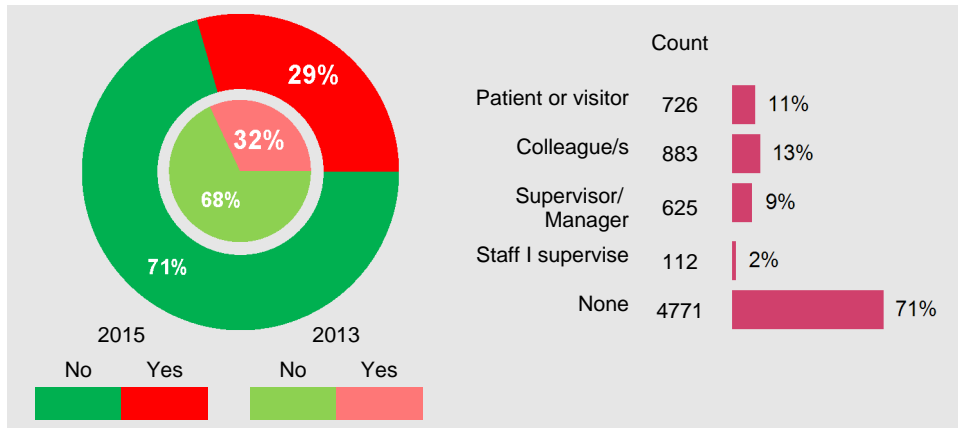
Unacceptable Behaviour

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

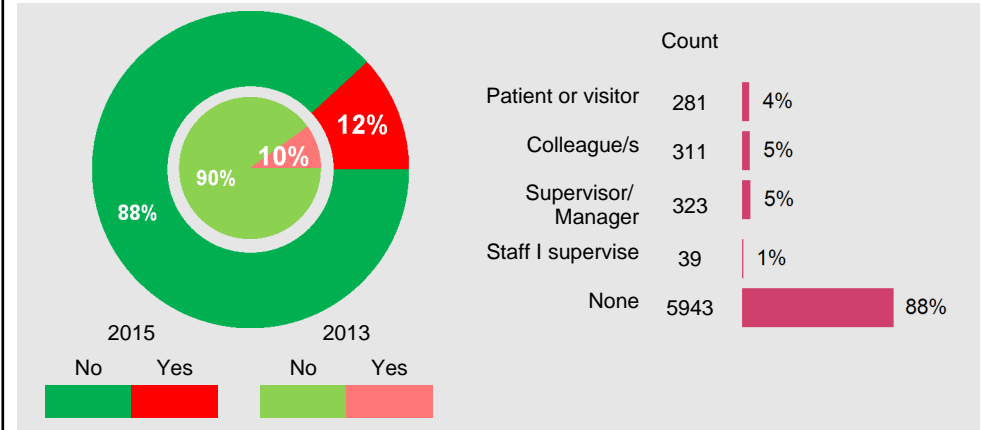
37a. In the last 12 months, I have been verbally abused by a ...



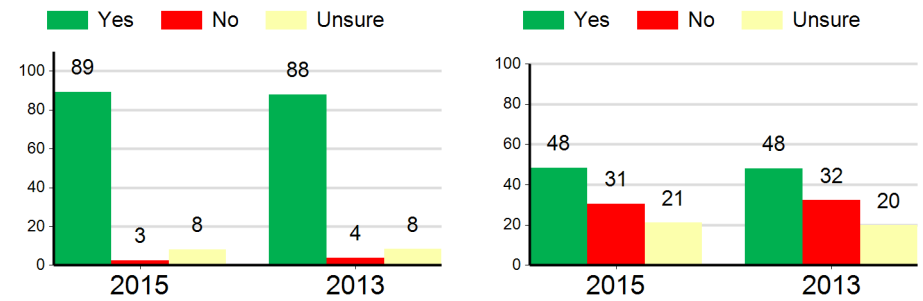
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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 ...



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?

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	Hunter New England Local Health District 2013	Hunter New England Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	84	7	9	84	83	80	81
2. I feel I am able to suggest ideas to improve our ways of doing things	72	13	15	72	72	67	69
3. Working here makes me want to do the best job I can	76	16	9	76	74	73	72
4. The right amount of approvals are required for routine decisions	55	25	20	55	52	-	52
5. I have sufficient control over my work so I can do my job well	67	15	17	67	66	62	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	64	20	16	64	63	60	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	Hunter New England Local Health District 2013	Hunter New England 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	71	15	14	71	71	70	69
8. In my team we generally acknowledge one another's efforts and achievements	72	15	14	72	72	70	70
9. People in my team are honest and open	66	20	14	66	65	65	64
10. My team resolves conflict quickly when it arises	52	26	22	52	50	48	53
11. Morale is good in my team	52	21	27	52	52	50	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	Hunter New England Local Health District 2013	Hunter New England Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	65	17	19	65	63	61	63
13. In my workplace, we recognise our successes and innovations	60	23	17	60	59	57	57
14. Staff are treated respectfully regardless of their job	63	17	19	63	62	60	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	Hunter New England Local Health District 2013	Hunter New England Local Health District 2011	NSW Health Overall
15a.	My line manager recognises and acknowledges when I have done my job well	66	17	16	66	67	64	65
15b.	My line manager treats all staff in my team fairly	63	17	20	63	63	61	62
15c.	My line manager ensures that when issues are raised in the team, they are addressed	61	19	20	61	60	58	61
15d.	My line manager treats me with respect	78	12	10	78	77	75	76
16.	I receive regular and constructive feedback on my performance	55	22	23	55	53	49	52
17.	Overall, I have confidence in the decisions made by my line manager	65	19	16	65	64	62	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

		% Positive response	% Neutral response	% Negative response	% Positive	Hunter New England Local Health District 2013	Hunter New England Local Health District 2011	NSW Health Overall
Senior Managers								
18a.	The senior managers at my workplace are aware of the issues I face in my job	46	24	30	46	48	46	46
18b.	The senior managers at my workplace have a clear direction for the future	46	33	21	46	44	40	45
18c.	The senior managers at my workplace lead by example in creating a positive workplace	46	28	26	46	44	40	45
K	19. There is a positive relationship between senior management and staff in my workplace	42	29	30	42	41	37	42
	20. Overall, I have confidence in the decisions made by my senior managers	46	29	25	46	45	42	46
K	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	38	31	31	38	-	-	39
K	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	Hunter New England Local Health District 2013	Hunter New England Local Health District 2011	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	50	24	27	50	52	51	50
24. I have a say in decisions which affect my work	47	25	28	47	48	48	46
25. I think it is safe to speak up and challenge the way things are done	51	20	29	51	53	52	51
26. Where I work, we share the lessons learnt when mistakes are made	60	23	17	60	59	57	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	61	22	16	61	62	-	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	64	22	14	64	63	-	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	Hunter New England Local Health District 2013	Hunter New England Local Health District 2011	NSW Health Overall
28. I have received the appropriate training and development to do my job effectively	78	13	9	78	76	75	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	71	11	17	71	76	81	68
30. I am encouraged to take opportunities to learn new skills and have new experiences	62	20	18	62	60	61	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

Work Environment

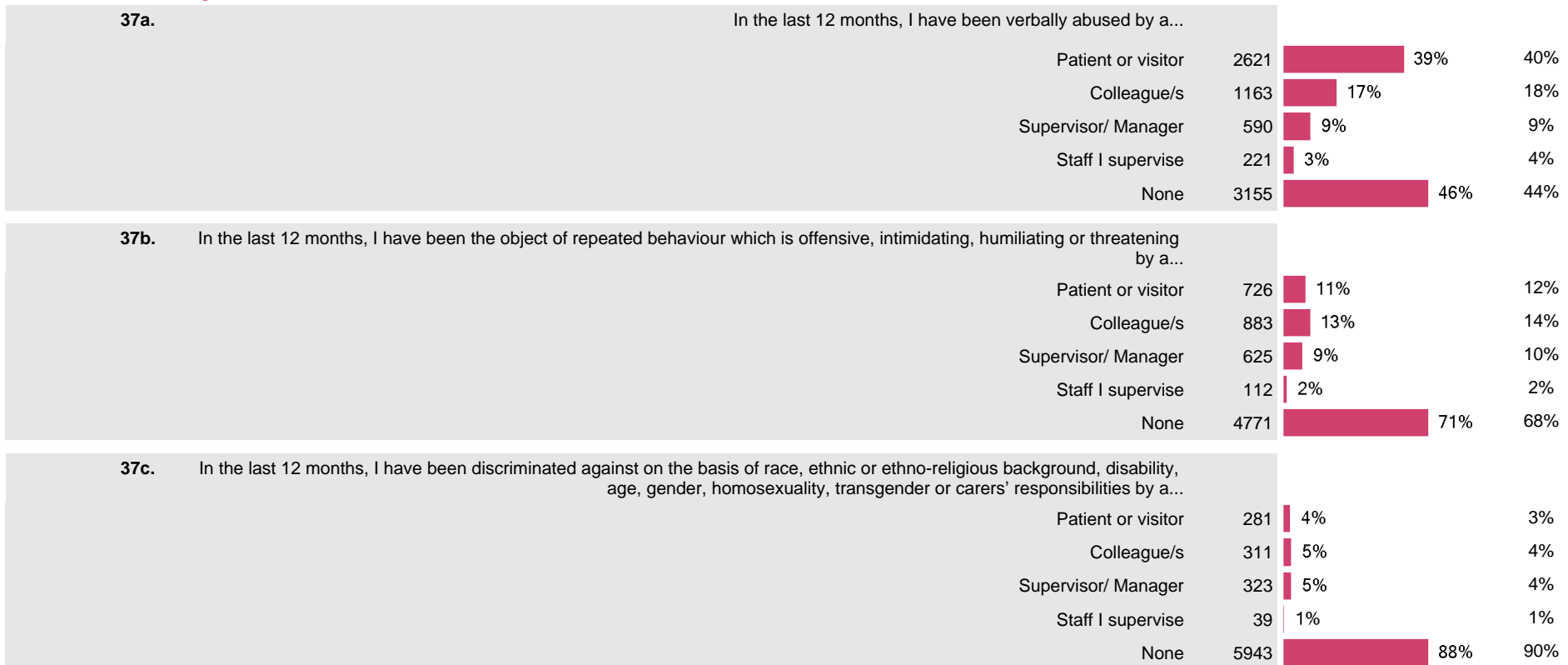
			% Positive response	% Neutral response	% Negative response	% Positive	Hunter New England Local Health District 2013	Hunter New England Local Health District 2011	NSW Health Overall
K	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	44	28	28	44	42	39	44
	32.	I am able to achieve a healthy work/life balance most of the time	68	16	16	68	69	63	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	58	23	19	58	58	55	56
	34.	Reasonable expectations are placed on staff according to their position	56	19	25	56	56	56	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	73	17	10	73	73	72	69
K	36.	My workplace enables strong professional leadership	54	27	19	54	-	-	52

All Questions

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

Hunter New England Local
Health District 2013

Unacceptable Behaviour



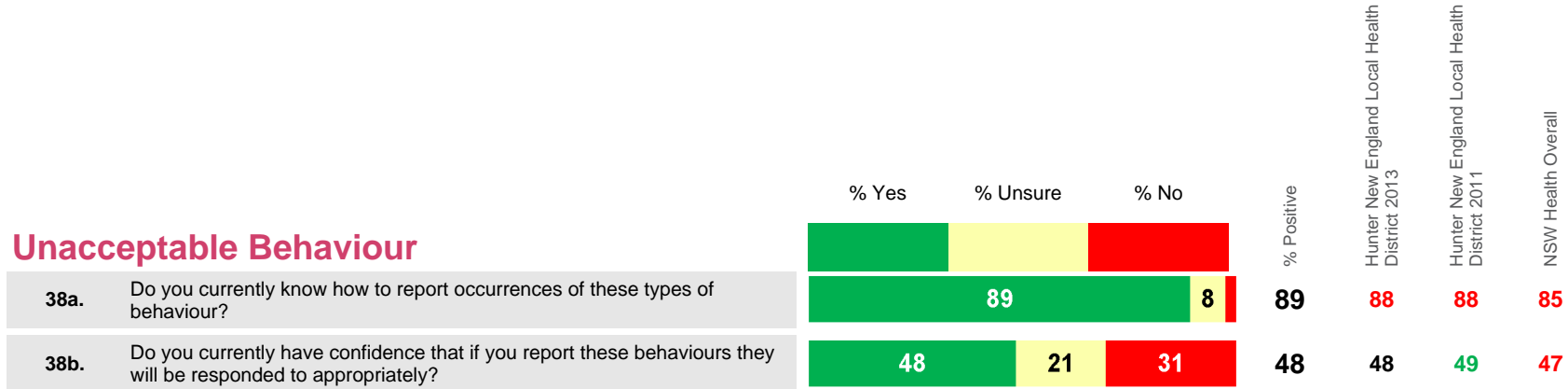
All Questions

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



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	Hunter New England Local Health District 2013	Hunter New England Local Health District 2011	NSW Health Overall
39.	My work environment allows me to deliver the best possible services (patient care or support services)	63	19	19	63	62	59	62
40.	In my workplace patient safety is at the centre of all decision making	72	17	12	72	70	69	69
41.	My team's objectives/ work plans are clearly outlined	69	20	11	69	68	63	66
42.	Our objectives/work plans help us to deliver a quality service	68	21	11	68	67	63	66
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	55	27	18	55	54	-	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	Hunter New England Local Health District 2013	Hunter New England Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	74	17	8	74	74	73	73
45. I would recommend my workplace as a good place to work	65	20	15	65	64	62	64
46. I feel motivated to contribute more than what is normally required at work	69	17	14	69	68	66	67
47. I have a strong sense of belonging to my workplace	66	20	14	66	66	63	65
48. Overall I am satisfied to be working here at the present time	70	16	14	70	70	67	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	61	24	15	61	60	-	59
K 50. There is a positive culture in my workplace	53	24	23	53	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	38	34	28	38	38	35	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:	Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).
Permanent Full time (1)	18750
Permanent Part time (2)	7753
Fixed term or temporary contract (3)	1661
Agency (4)	132
Casual (5)	975
Contractor (6)	203
TOTAL answering Q51	29474
TOTAL number of respondents to the survey	31493

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?

