

65%

2013: 68%

ENGAGEMENT INDEX

47%

2013: 50%

WORKPLACE CULTURE INDEX

1,954

2013: 2038

ACTUAL RESPONSES

33%

2013: 35%
2% 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	70	-3
45.	I would recommend my workplace as a good place to work	59	-3

Stay

47.	I have a strong sense of belonging to my workplace	63	-1
48.	Overall I am satisfied to be working here at the present time	67	-1

Strive

3.	Working here makes me want to do the best job I can	69	-3
46.	I feel motivated to contribute more than what is normally required at work	64	-2

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	46 -
22.	My organisation is making the necessary decisions to meet our future challenges	28 -
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	35 -3
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	28 -
36.	My workplace enables strong professional leadership	43 -
19.	There is a positive relationship between senior management and staff in my workplace	31 -4

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
Your Job	63
Your Line Manager	60
Your Team	60

Questions	% Positive
1. My job makes good use of my skills and abilities	79
15d. My line manager treats me with respect	74
8. In my team we generally acknowledge one another's efforts and achievements	70
44. Overall I am proud to be a part of this workplace	70
35. My workplace is proactive in minimising potential violence/abuse from patients or visitors	69

Lowlights

Sections	% Positive
Senior Managers	32
Communication	46
Work Environment	53

Questions	% Positive
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28
22. My organisation is making the necessary decisions to meet our future challenges	28
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31
19. There is a positive relationship between senior management and staff in my workplace	31
18b. The senior managers at my workplace have a clear direction for the future	33

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 Team	60	-1
Being Valued	57	-2
Your Job	63	-3

Questions	% Positive	Variance from 2013
7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	+1
9. People in my team are honest and open	64	0
4. The right amount of approvals are required for routine decisions	48	-1
47. I have a strong sense of belonging to my workplace	63	-1
8. In my team we generally acknowledge one another's efforts and achievements	70	-1

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	58	-9
Work Environment	53	-6
Communication	46	-5

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	58	-18
23. I am kept well informed about what is happening in my workplace	41	-7
34. Reasonable expectations are placed on staff according to their position	50	-7
25. I think it is safe to speak up and challenge the way things are done	44	-6
24. I have a say in decisions which affect my work	38	-6

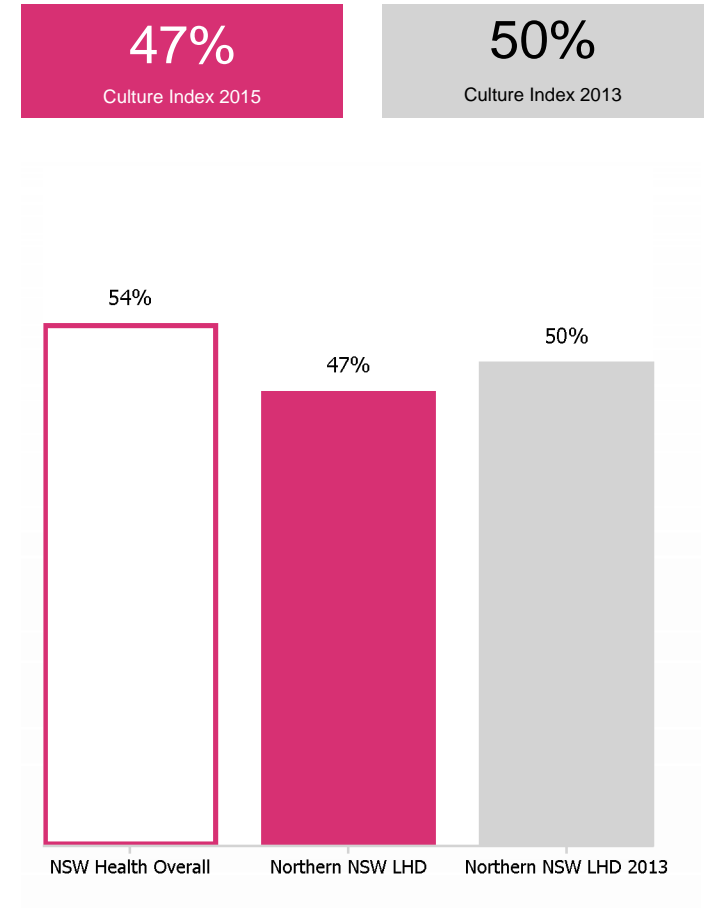
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

Employee Workplace Culture Index

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

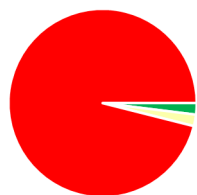
The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture is an average of the following scores:

	KEY	% Positive response	% Neutral response	% Negative response	Variance from 2013
11. Morale is good in my team		47	23	30	-3
12. I believe I am valued for what I can offer at my workplace		61	19	20	-1
13. In my workplace, we recognise our successes and innovations		52	27	22	-3
14. Staff are treated respectfully regardless of their job		58	20	22	-3
17. Overall, I have confidence in the decisions made by my line manager		61	19	20	-2
18b. The senior managers at my workplace have a clear direction for the future		33	37	31	-1
18c. The senior managers at my workplace lead by example in creating a positive workplace		34	31	36	-3
20. Overall, I have confidence in the decisions made by my senior managers		34	31	35	-2
24. I have a say in decisions which affect my work		38	27	35	-6
25. I think it is safe to speak up and challenge the way things are done		44	22	34	-6
26. Where I work, we share the lessons learnt when mistakes are made		55	25	20	-3
31. I have confidence in the processes that my workplace uses to resolve staff conflict		35	31	34	-3
41. My team's objectives/ work plans are clearly outlined		62	24	15	-2
42. Our objectives/work plans help us to deliver a quality service		60	26	14	-3
51. Overall, I believe the culture at my workplace has improved in the last 12 months		31	35	34	-2



Trend Comparison

This section shows comparisons between Northern NSW LHD and the 2013 survey results for Northern NSW Local Health District



2% ■ Proportion of questions above 2013 scores by 1 or more percentage points

2% ■ Proportion of questions in line with 2013 scores

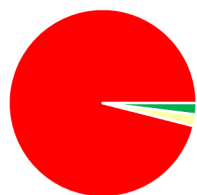
96% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	% Positive	Variance from 2013
7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	+1
9. People in my team are honest and open	64	0
4. The right amount of approvals are required for routine decisions	48	-1
47. I have a strong sense of belonging to my workplace	63	-1
8. In my team we generally acknowledge one another's efforts and achievements	70	-1
12. I believe I am valued for what I can offer at my workplace	61	-1
16. I receive regular and constructive feedback on my performance	48	-1
48. Overall I am satisfied to be working here at the present time	67	-1
18b. The senior managers at my workplace have a clear direction for the future	33	-1
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	-2
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	-2
40. In my workplace patient safety is at the centre of all decision making	65	-2

Trend Comparison

This section shows comparisons between Northern NSW LHD and the 2013 survey results for Northern NSW Local Health District



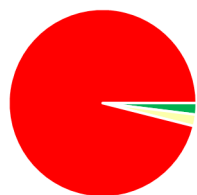
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- 2% ■ Proportion of questions in line with 2013 scores
- 96% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	% Positive	Variance from 2013
1. My job makes good use of my skills and abilities	79	-2 ■
20. Overall, I have confidence in the decisions made by my senior managers	34	-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	59	-2 ■
46. I feel motivated to contribute more than what is normally required at work	64	-2 ■
41. My team's objectives/ work plans are clearly outlined	62	-2 ■
10. My team resolves conflict quickly when it arises	48	-2 ■
17. Overall, I have confidence in the decisions made by my line manager	61	-2 ■
26. Where I work, we share the lessons learnt when mistakes are made	55	-3 ■
44. Overall I am proud to be a part of this workplace	70	-3 ■
39. My work environment allows me to deliver the best possible services (patient care or support services)	52	-3 ■
15d. My line manager treats me with respect	74	-3 ■
11. Morale is good in my team	47	-3 ■
15c. My line manager ensures that when issues are raised in the team, they are addressed	57	-3 ■

Trend Comparison

This section shows comparisons between Northern NSW LHD and the 2013 survey results for Northern NSW Local Health District



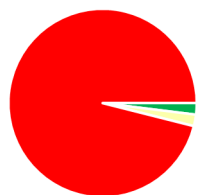
- 2% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 2% ■ Proportion of questions in line with 2013 scores
- 96% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	<i>% Positive</i>	<i>Variance from 2013</i>
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	-3 ■
15a. My line manager recognises and acknowledges when I have done my job well	63	-3 ■
42. Our objectives/work plans help us to deliver a quality service	60	-3 ■
31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	-3 ■
14. Staff are treated respectfully regardless of their job	58	-3 ■
3. Working here makes me want to do the best job I can	69	-3 ■
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	-3 ■
18c. The senior managers at my workplace lead by example in creating a positive workplace	34	-3 ■
5. I have sufficient control over my work so I can do my job well	61	-3 ■
13. In my workplace, we recognise our successes and innovations	52	-3 ■
45. I would recommend my workplace as a good place to work	59	-3 ■
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	-4 ■
18a. The senior managers at my workplace are aware of the issues I face in my job	40	-4 ■

Trend Comparison

This section shows comparisons between Northern NSW LHD and the 2013 survey results for Northern NSW Local Health District



- 2% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 2% ■ Proportion of questions in line with 2013 scores
- 96% ■ Proportion of questions below 2013 scores by 1 or more percentage points

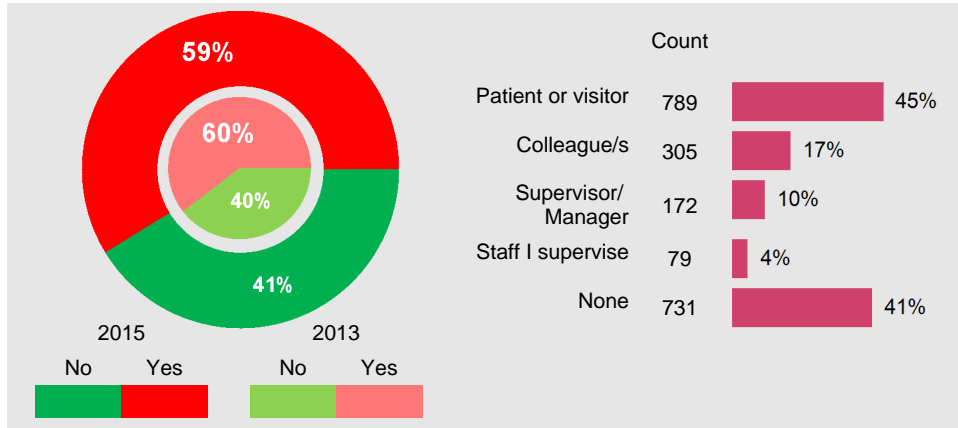
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
32. I am able to achieve a healthy work/life balance most of the time	63	-4 ■
33. There are mechanisms in place to support me if I experience stress or pressure	56	-4 ■
19. There is a positive relationship between senior management and staff in my workplace	31	-4 ■
15b. My line manager treats all staff in my team fairly	58	-4 ■
28. I have received the appropriate training and development to do my job effectively	66	-4 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	66	-4 ■
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	-5 ■
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	-5 ■
24. I have a say in decisions which affect my work	38	-6 ■
25. I think it is safe to speak up and challenge the way things are done	44	-6 ■
34. Reasonable expectations are placed on staff according to their position	50	-7 ■
23. I am kept well informed about what is happening in my workplace	41	-7 ■
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	58	-18 ■

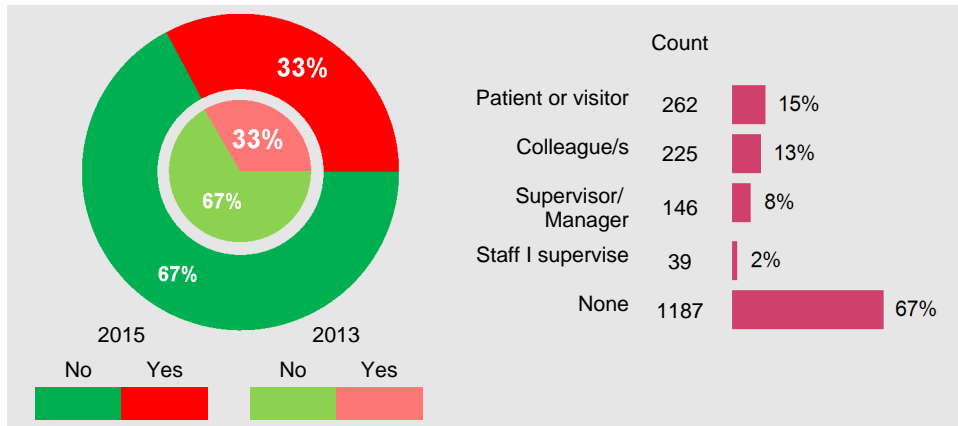
Unacceptable Behaviour

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

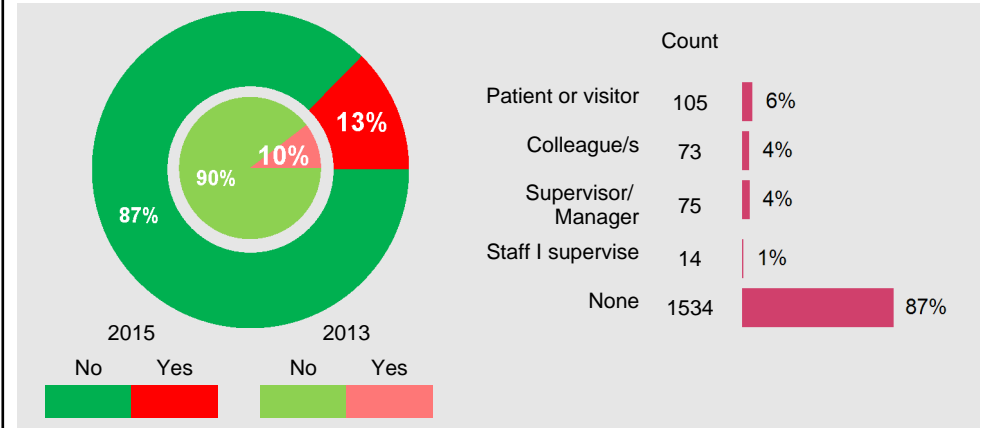
37a. In the last 12 months, I have been verbally abused by a ...



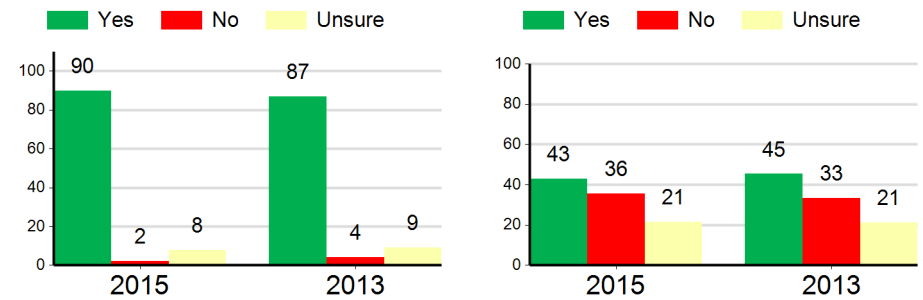
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	79	10	11	79	81	73	81
2. I feel I am able to suggest ideas to improve our ways of doing things	66	16	18	66	70	60	69
3. Working here makes me want to do the best job I can	69	18	13	69	72	61	72
4. The right amount of approvals are required for routine decisions	48	28	24	48	48	-	52
5. I have sufficient control over my work so I can do my job well	61	18	21	61	64	57	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	59	23	19	59	61	52	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	Northern NSW Local Health District 2013	Northern NSW 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	69	16	15	69	68	64	69
8. In my team we generally acknowledge one another's efforts and achievements	70	16	14	70	71	66	70
9. People in my team are honest and open	64	22	14	64	64	58	64
10. My team resolves conflict quickly when it arises	48	27	25	48	50	41	53
11. Morale is good in my team	47	23	30	47	50	41	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	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	61	19	20	61	62	54	63
13. In my workplace, we recognise our successes and innovations	52	27	22	52	55	46	57
14. Staff are treated respectfully regardless of their job	58	20	22	58	61	53	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	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	63	19	18	63	65	58	65
15b. My line manager treats all staff in my team fairly	58	19	23	58	62	57	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	57	19	24	57	60	52	61
15d. My line manager treats me with respect	74	15	11	74	77	72	76
16. I receive regular and constructive feedback on my performance	48	26	26	48	49	39	52
17. Overall, I have confidence in the decisions made by my line manager	61	19	20	61	63	55	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	Northern NSW Local Health District 2013	Northern NSW 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	40	25	35	40	44	36	46
	18b. The senior managers at my workplace have a clear direction for the future	33	37	31	33	34	22	45
	18c. The senior managers at my workplace lead by example in creating a positive workplace	34	31	36	34	37	28	45
K	19. There is a positive relationship between senior management and staff in my workplace	31	30	39	31	35	27	42
	20. Overall, I have confidence in the decisions made by my senior managers	34	31	35	34	36	30	46
K	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	33	40	28	-	-	39
K	22. My organisation is making the necessary decisions to meet our future challenges	28	39	33	28	-	-	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	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	41	27	32	41	48	40	50
24. I have a say in decisions which affect my work	38	27	35	38	43	37	46
25. I think it is safe to speak up and challenge the way things are done	44	22	34	44	50	42	51
26. Where I work, we share the lessons learnt when mistakes are made	55	25	20	55	57	51	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	28	24	48	53	-	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	27	19	54	57	-	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	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	66	18	16	66	70	63	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	58	15	27	58	76	70	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	50	24	26	50	55	47	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

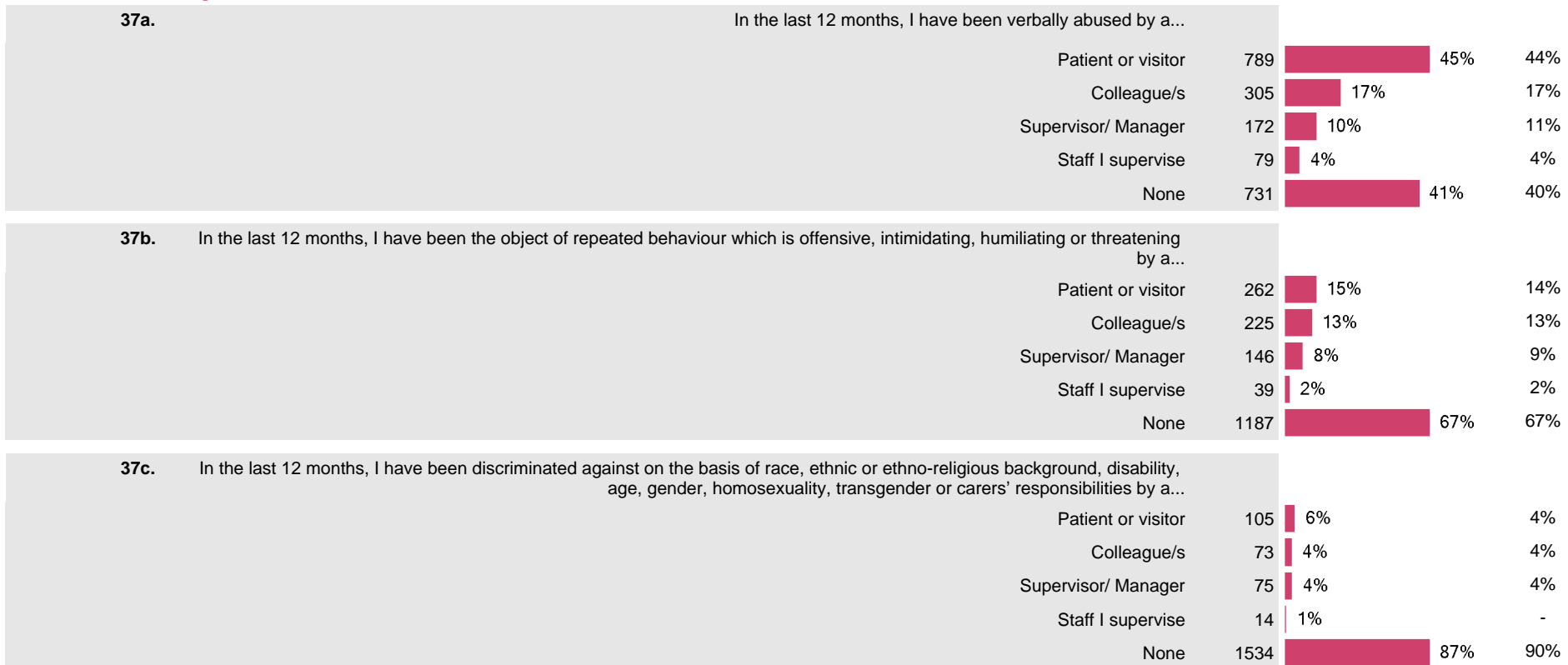
		% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
K	31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	31	34	35	38	27	44
	32. I am able to achieve a healthy work/life balance most of the time	63	20	17	63	67	58	65
	33. There are mechanisms in place to support me if I experience stress or pressure	56	25	19	56	60	51	56
	34. Reasonable expectations are placed on staff according to their position	50	22	28	50	56	48	57
	35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	18	13	69	72	64	69
K	36. My workplace enables strong professional leadership	43	32	25	43	-	-	52

All Questions

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

Unacceptable Behaviour

Northern NSW Local Health
District 2013



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	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	90	8		90	87	90	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	43	21	36	43	45	39	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	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	52	22	26	52	54	46	62
40. In my workplace patient safety is at the centre of all decision making	65	19	16	65	67	62	69
41. My team's objectives/ work plans are clearly outlined	62	24	15	62	64	56	66
42. Our objectives/work plans help us to deliver a quality service	60	26	14	60	63	53	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	34	21	45	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	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	70	19	11	70	72	64	73
45. I would recommend my workplace as a good place to work	59	24	17	59	63	53	64
46. I feel motivated to contribute more than what is normally required at work	64	20	16	64	66	55	67
47. I have a strong sense of belonging to my workplace	63	22	15	63	64	57	65
48. Overall I am satisfied to be working here at the present time	67	16	16	67	69	60	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	29	16	55	57	-	59
K 50. There is a positive culture in my workplace	46	26	28	46	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	35	34	31	33	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:	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

$\frac{18750}{18750 + 7753} \times 1661 = 1175$ Full time
$\frac{7753}{18750 + 7753} \times 1661 = 486$ Part time

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?

