

69%

2013: 65%

ENGAGEMENT INDEX

53%

2013: 49%

WORKPLACE CULTURE INDEX

2,565

2013: 1995

ACTUAL RESPONSES

22%

2013: 17%
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	74	+6
45.	I would recommend my workplace as a good place to work	64	+6

Stay

47.	I have a strong sense of belonging to my workplace	66	+5
48.	Overall I am satisfied to be working here at the present time	70	+5

Strive

3.	Working here makes me want to do the best job I can	73	+3
46.	I feel motivated to contribute more than what is normally required at work	68	+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	54	-
19.	There is a positive relationship between senior management and staff in my workplace	39	+2
36.	My workplace enables strong professional leadership	52	-
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	43	+3
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	36	-
24.	I have a say in decisions which affect my work	45	0

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	68
Your Job	66
Your Team	64

Questions	% Positive
1. My job makes good use of my skills and abilities	81
15d. My line manager treats me with respect	78
44. Overall I am proud to be a part of this workplace	74
8. In my team we generally acknowledge one another's efforts and achievements	73
28. I have received the appropriate training and development to do my job effectively	73

Lowlights

Sections	% Positive
Senior Managers	41
Communication	53
Work Environment	57

Questions	% Positive
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	36
51. Overall, I believe the culture at my workplace has improved in the last 12 months	36
19. There is a positive relationship between senior management and staff in my workplace	39
22. My organisation is making the necessary decisions to meet our future challenges	40
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
Your Team	64	+6
Being Valued	62	+5
Your Workplace	61	+4

Questions	% Positive	Variance from 2013
8. In my team we generally acknowledge one another's efforts and achievements	73	+7
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	+6
11. Morale is good in my team	55	+6
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	63	+6
34. Reasonable expectations are placed on staff according to their position	58	+6

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	68	-3
Communication	53	0
Senior Managers	41	+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	70	-12
27a. I am aware of the strategic objectives and direction of the organisation I work for	55	-2
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	58	-1
18a. The senior managers at my workplace are aware of the issues I face in my job	43	-1
23. I am kept well informed about what is happening in my workplace	50	0

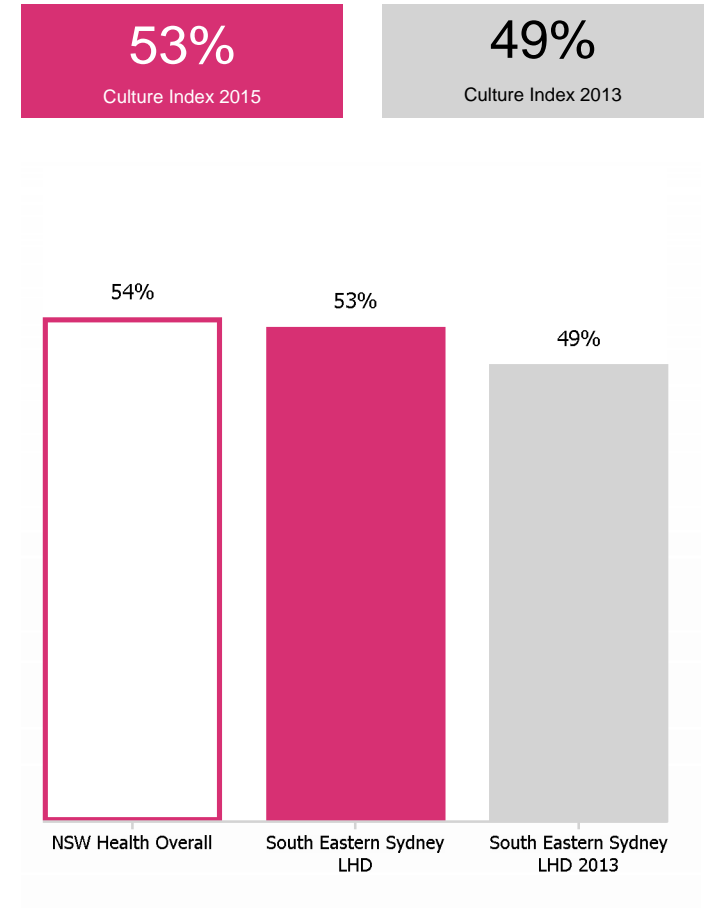
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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	55	21	25	+6
12. I believe I am valued for what I can offer at my workplace	63	18	19	+4
13. In my workplace, we recognise our successes and innovations	60	22	19	+6
14. Staff are treated respectfully regardless of their job	64	16	20	+6
17. Overall, I have confidence in the decisions made by my line manager	62	20	18	+3
18b. The senior managers at my workplace have a clear direction for the future	43	32	25	+5
18c. The senior managers at my workplace lead by example in creating a positive workplace	42	29	29	+4
20. Overall, I have confidence in the decisions made by my senior managers	43	31	26	+4
24. I have a say in decisions which affect my work	45	25	29	0
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	59	23	18	+4
31. I have confidence in the processes that my workplace uses to resolve staff conflict	43	30	27	+3
41. My team's objectives/ work plans are clearly outlined	66	21	13	+1
42. Our objectives/work plans help us to deliver a quality service	66	23	11	+2
51. Overall, I believe the culture at my workplace has improved in the last 12 months	36	36	28	+5



Trend Comparison

This section shows comparisons between South Eastern Sydney LHD and the 2013 survey results for South Eastern Sydney Local Health District



- 88% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 4% ■ Proportion of questions in line with 2013 scores
- 8% ■ 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>
8. In my team we generally acknowledge one another's efforts and achievements	73	+7
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	+6
11. Morale is good in my team	55	+6
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	63	+6
34. Reasonable expectations are placed on staff according to their position	58	+6
13. In my workplace, we recognise our successes and innovations	60	+6
45. I would recommend my workplace as a good place to work	64	+6
9. People in my team are honest and open	67	+6
44. Overall I am proud to be a part of this workplace	74	+6
14. Staff are treated respectfully regardless of their job	64	+6
5. I have sufficient control over my work so I can do my job well	65	+5
7. The people I work with are willing to help each other even if this means doing something outside their usual job	70	+5

Trend Comparison

This section shows comparisons between South Eastern Sydney LHD and the 2013 survey results for South Eastern Sydney Local Health District



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

	<i>% Positive</i>	<i>Variance from 2013</i>
10. My team resolves conflict quickly when it arises	55	■ +5
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	71	■ +5
15d. My line manager treats me with respect	78	■ +5
47. I have a strong sense of belonging to my workplace	66	■ +5
18b. The senior managers at my workplace have a clear direction for the future	43	■ +5
51. Overall, I believe the culture at my workplace has improved in the last 12 months	36	■ +5
48. Overall I am satisfied to be working here at the present time	70	■ +5
32. I am able to achieve a healthy work/life balance most of the time	66	■ +4
18c. The senior managers at my workplace lead by example in creating a positive workplace	42	■ +4
12. I believe I am valued for what I can offer at my workplace	63	■ +4
26. Where I work, we share the lessons learnt when mistakes are made	59	■ +4
16. I receive regular and constructive feedback on my performance	50	■ +4
15c. My line manager ensures that when issues are raised in the team, they are addressed	61	■ +4

Trend Comparison

This section shows comparisons between South Eastern Sydney LHD and the 2013 survey results for South Eastern Sydney Local Health District



- 88% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 4% ■ Proportion of questions in line with 2013 scores
- 8% ■ 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>
20. Overall, I have confidence in the decisions made by my senior managers	43	+4
17. Overall, I have confidence in the decisions made by my line manager	62	+3
43. At my workplace there is a good balance between delivering services and monitoring service delivery	53	+3
31. I have confidence in the processes that my workplace uses to resolve staff conflict	43	+3
15b. My line manager treats all staff in my team fairly	63	+3
33. There are mechanisms in place to support me if I experience stress or pressure	53	+3
39. My work environment allows me to deliver the best possible services (patient care or support services)	60	+3
1. My job makes good use of my skills and abilities	81	+3
46. I feel motivated to contribute more than what is normally required at work	68	+3
3. Working here makes me want to do the best job I can	73	+3
42. Our objectives/work plans help us to deliver a quality service	66	+2
4. The right amount of approvals are required for routine decisions	48	+2
40. In my workplace patient safety is at the centre of all decision making	70	+2

Trend Comparison

This section shows comparisons between South Eastern Sydney LHD and the 2013 survey results for South Eastern Sydney Local Health District



- 88% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 4% ■ Proportion of questions in line with 2013 scores
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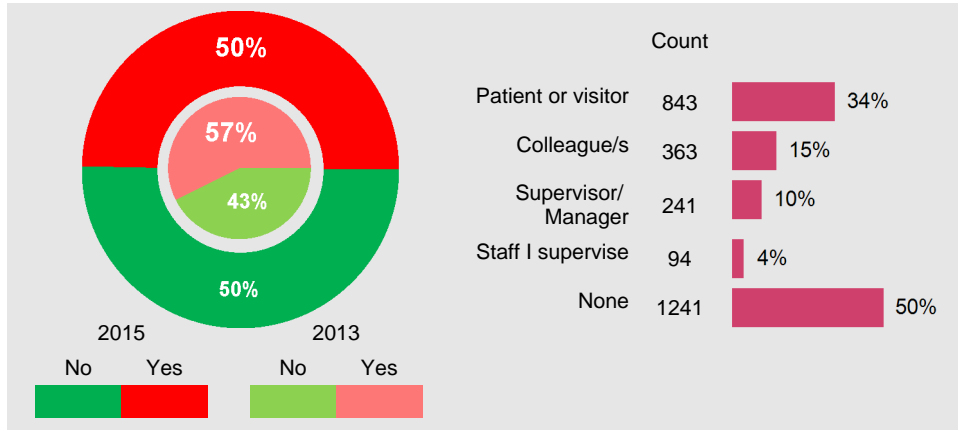
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
2. I feel I am able to suggest ideas to improve our ways of doing things	70	+2
15a. My line manager recognises and acknowledges when I have done my job well	65	+2
30. I am encouraged to take opportunities to learn new skills and have new experiences	61	+2
19. There is a positive relationship between senior management and staff in my workplace	39	+2
25. I think it is safe to speak up and challenge the way things are done	49	+1
28. I have received the appropriate training and development to do my job effectively	73	+1
41. My team's objectives/ work plans are clearly outlined	66	+1
24. I have a say in decisions which affect my work	45	0
23. I am kept well informed about what is happening in my workplace	50	0
18a. The senior managers at my workplace are aware of the issues I face in my job	43	-1
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	58	-1
27a. I am aware of the strategic objectives and direction of the organisation I work for	55	-2
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	70	-12

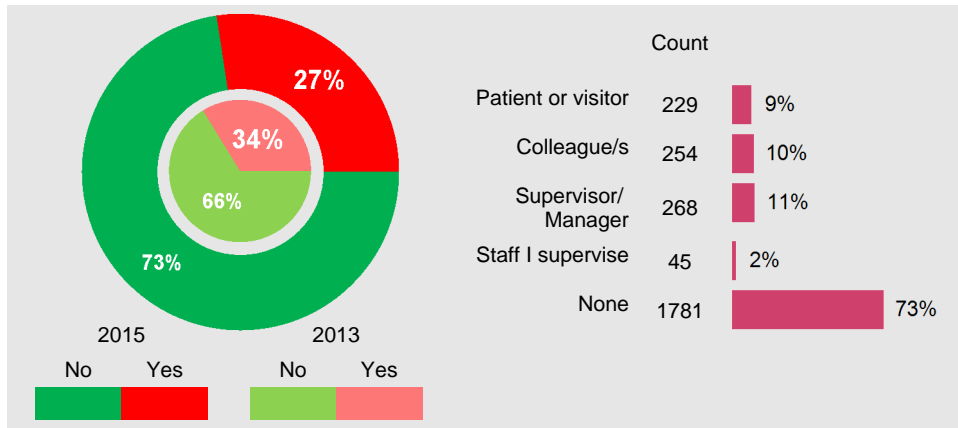
Unacceptable Behaviour

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

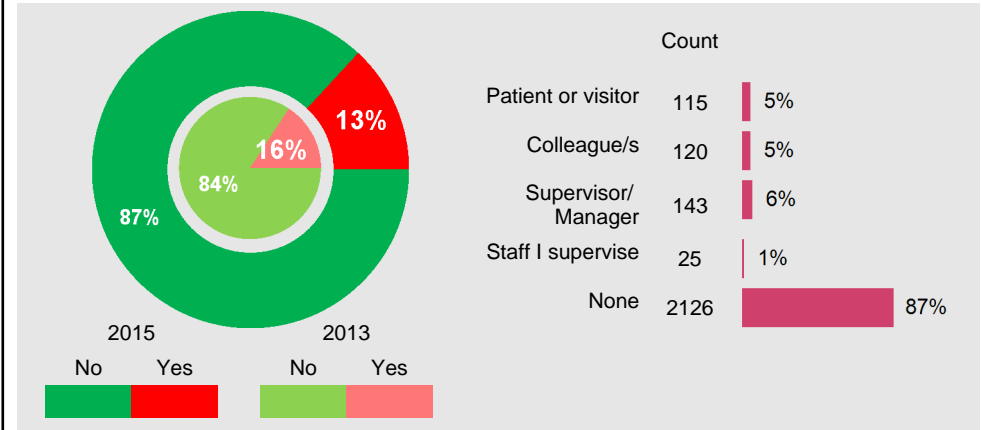
37a. In the last 12 months, I have been verbally abused by a ...



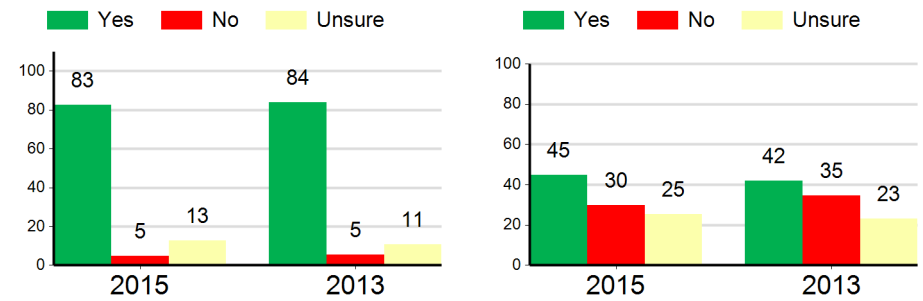
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	South Eastern Sydney Local Health District 2013	South Eastern Sydney Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	81	8	11	81	78	76	81
2. I feel I am able to suggest ideas to improve our ways of doing things	70	14	16	70	67	66	69
3. Working here makes me want to do the best job I can	73	16	11	73	70	66	72
4. The right amount of approvals are required for routine decisions	48	23	29	48	45	-	52
5. I have sufficient control over my work so I can do my job well	65	16	19	65	60	58	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	63	20	18	63	57	56	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	South Eastern Sydney Local Health District 2013	South Eastern Sydney 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	70	14	15	70	65	63	69
8. In my team we generally acknowledge one another's efforts and achievements	73	14	14	73	66	65	70
9. People in my team are honest and open	67	19	14	67	62	61	64
10. My team resolves conflict quickly when it arises	55	25	20	55	49	47	53
11. Morale is good in my team	55	21	25	55	49	47	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	South Eastern Sydney Local Health District 2013	South Eastern Sydney Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	63	18	19	63	59	59	63
13. In my workplace, we recognise our successes and innovations	60	22	19	60	54	51	57
14. Staff are treated respectfully regardless of their job	64	16	20	64	59	55	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	South Eastern Sydney Local Health District 2013	South Eastern Sydney Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	65	17	18	65	63	60	65
15b. My line manager treats all staff in my team fairly	63	17	20	63	59	57	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	61	19	19	61	58	55	61
15d. My line manager treats me with respect	78	12	10	78	73	72	76
16. I receive regular and constructive feedback on my performance	50	23	27	50	46	42	52
17. Overall, I have confidence in the decisions made by my line manager	62	20	18	62	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	South Eastern Sydney Local Health District 2013	South Eastern Sydney 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	25	32	43	44	39	46
18b.	The senior managers at my workplace have a clear direction for the future	43	32	25	43	38	31	45
18c.	The senior managers at my workplace lead by example in creating a positive workplace	42	29	29	42	38	33	45
K 19.	There is a positive relationship between senior management and staff in my workplace	39	30	32	39	37	31	42
20.	Overall, I have confidence in the decisions made by my senior managers	43	31	26	43	39	35	46
K 21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	36	32	32	36	-	-	39
22.	My organisation is making the necessary decisions to meet our future challenges	40	38	22	40	-	-	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	South Eastern Sydney Local Health District 2013	South Eastern Sydney Local Health District 2011	NSW Health Overall
	23.				50	50	46	50
K	24.				45	45	41	46
	25.				49	47	45	51
	26.				59	55	55	59
	27a.				55	57	-	58
	27b.				58	59	-	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	South Eastern Sydney Local Health District 2013	South Eastern Sydney Local Health District 2011	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	73	15	12	73	72	71	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	70	13	17	70	82	77	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	61	20	18	61	60	55	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

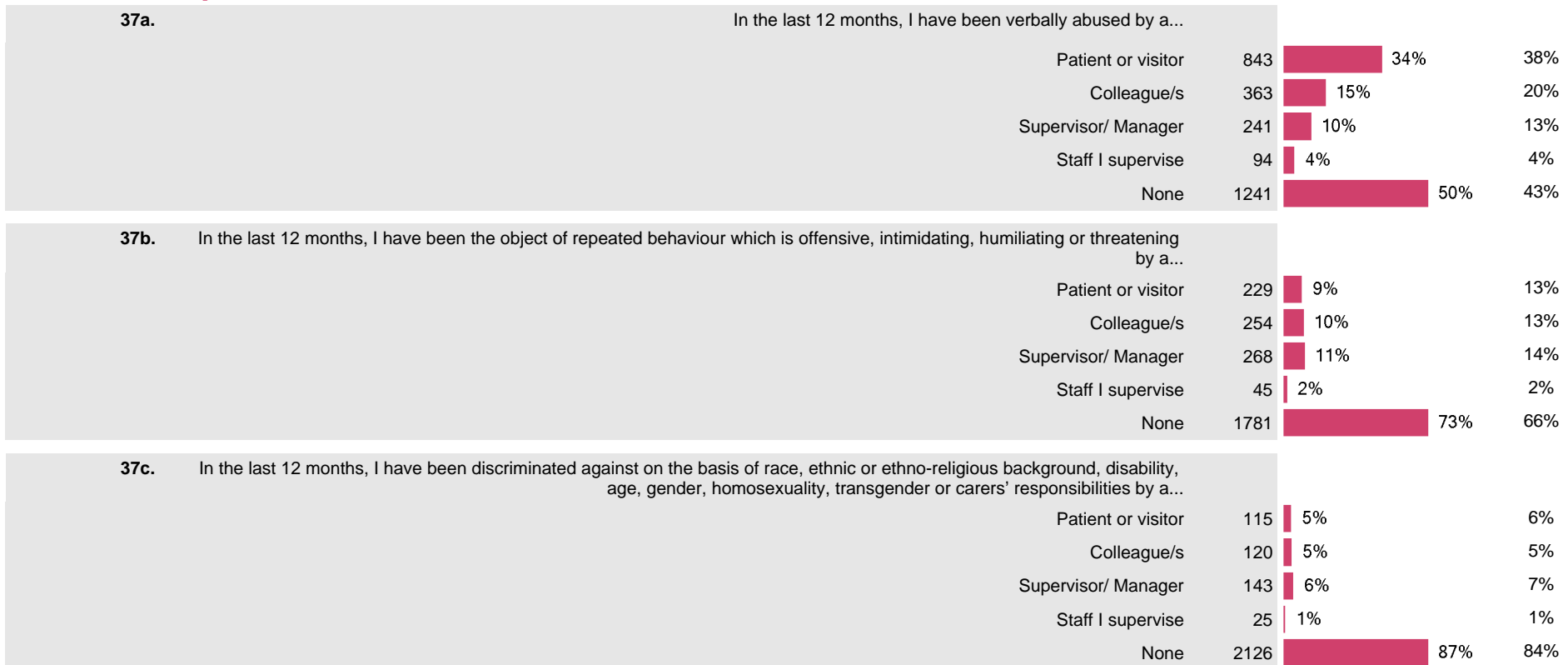
		% Positive response	% Neutral response	% Negative response	% Positive	South Eastern Sydney Local Health District 2013	South Eastern Sydney Local Health District 2011	NSW Health Overall
K	31. I have confidence in the processes that my workplace uses to resolve staff conflict	43	30	27	43	39	38	44
	32. I am able to achieve a healthy work/life balance most of the time	66	16	18	66	62	60	65
	33. There are mechanisms in place to support me if I experience stress or pressure	53	26	20	53	50	46	56
	34. Reasonable expectations are placed on staff according to their position	58	20	22	58	52	49	57
	35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	71	19	10	71	66	64	69
K	36. My workplace enables strong professional leadership	52	28	21	52	-	-	52

All Questions

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

South Eastern Sydney 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

	% Yes	% Unsure	% No	% Positive	South Eastern Sydney Local Health District 2013	South Eastern Sydney Local Health District 2011	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	83	13	5	83	84	86	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	45	25	30	45	42	42	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	South Eastern Sydney Local Health District 2013	South Eastern Sydney Local Health District 2011	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	60	21	19	60	57	52	62
40. In my workplace patient safety is at the centre of all decision making	70	20	10	70	67	64	69
41. My team's objectives/ work plans are clearly outlined	66	21	13	66	65	61	66
42. Our objectives/work plans help us to deliver a quality service	66	23	11	66	64	60	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	53	29	18	53	50	-	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	South Eastern Sydney Local Health District 2013	South Eastern Sydney Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	74	17	9	74	68	68	73
45. I would recommend my workplace as a good place to work	64	21	15	64	58	59	64
46. I feel motivated to contribute more than what is normally required at work	68	18	14	68	65	60	67
47. I have a strong sense of belonging to my workplace	66	19	14	66	62	60	65
48. Overall I am satisfied to be working here at the present time	70	15	15	70	66	64	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	25	16	60	53	-	59
K 50. There is a positive culture in my workplace	54	23	23	54	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	36	36	28	36	32	25	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?

