

72%

2013: 82%

ENGAGEMENT INDEX

61%

2013: 70%

WORKPLACE CULTURE INDEX

1,788

2013: 1457

ACTUAL RESPONSES

66%

2013: 59%
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	75	-10
45.	I would recommend my workplace as a good place to work	67	-11

Stay

47.	I have a strong sense of belonging to my workplace	71	-9
48.	Overall I am satisfied to be working here at the present time	73	-11

Strive

3.	Working here makes me want to do the best job I can	77	-8
46.	I feel motivated to contribute more than what is normally required at work	72	-8

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>
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	50	-
50. There is a positive culture in my workplace	58	-
22. My organisation is making the necessary decisions to meet our future challenges	52	-
18c. The senior managers at my workplace lead by example in creating a positive workplace	55	-8
36. My workplace enables strong professional leadership	58	-
19. There is a positive relationship between senior management and staff in my workplace	53	-8

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	73
Your Job	72
Your Line Manager	70

Questions	% Positive
1. My job makes good use of my skills and abilities	84
15d. My line manager treats me with respect	79
3. Working here makes me want to do the best job I can	77
28. I have received the appropriate training and development to do my job effectively	76
44. Overall I am proud to be a part of this workplace	75

Lowlights

Sections	% Positive
Senior Managers	53
Communication	62
Work Environment	64






Questions	% Positive
51. Overall, I believe the culture at my workplace has improved in the last 12 months	48
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	50
31. I have confidence in the processes that my workplace uses to resolve staff conflict	52
22. My organisation is making the necessary decisions to meet our future challenges	52
19. There is a positive relationship between senior management and staff in my workplace	53

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 Line Manager	70	-8 
Training and Development Opportunities	73	-8 
Your Job	72	-8 

Questions	% Positive	Variance from 2013
28. I have received the appropriate training and development to do my job effectively	76	-4 
1. My job makes good use of my skills and abilities	84	-5 
16. I receive regular and constructive feedback on my performance	60	-6 
18b. The senior managers at my workplace have a clear direction for the future	53	-7 
15b. My line manager treats all staff in my team fairly	70	-7 

Least improved

Sections	% Positive	Variance from 2013
Your Workplace	66	-11 
Being Valued	66	-10 
Work Environment	64	-10 

Questions	% Positive	Variance from 2013
51. Overall, I believe the culture at my workplace has improved in the last 12 months	48	-12 
45. I would recommend my workplace as a good place to work	67	-11 
24. I have a say in decisions which affect my work	57	-11 
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	75	-11 
25. I think it is safe to speak up and challenge the way things are done	60	-11 

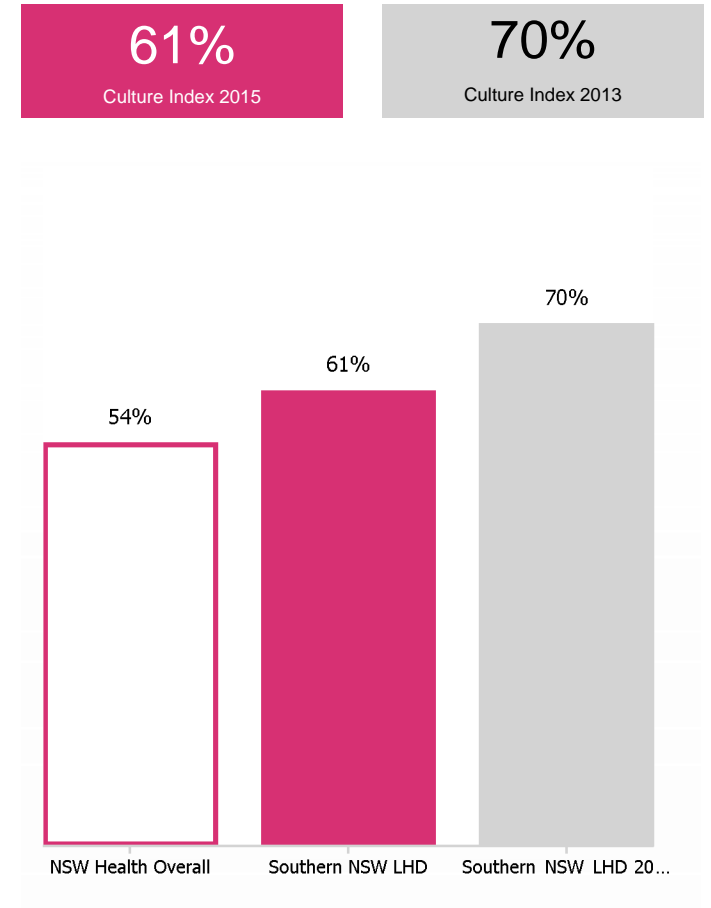
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

Employee Workplace Culture Index

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

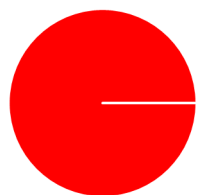
The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture is an average of the following scores:

		% Positive response	% Neutral response	% Negative response	Variance from 2013
	KEY				
11.	Morale is good in my team	59	15	26	-10
12.	I believe I am valued for what I can offer at my workplace	69	14	17	-10
13.	In my workplace, we recognise our successes and innovations	64	18	18	-10
14.	Staff are treated respectfully regardless of their job	67	13	20	-10
17.	Overall, I have confidence in the decisions made by my line manager	70	15	16	-9
18b.	The senior managers at my workplace have a clear direction for the future	53	25	22	-7
18c.	The senior managers at my workplace lead by example in creating a positive workplace	55	20	25	-8
20.	Overall, I have confidence in the decisions made by my senior managers	55	22	24	-7
24.	I have a say in decisions which affect my work	57	18	25	-11
25.	I think it is safe to speak up and challenge the way things are done	60	15	25	-11
26.	Where I work, we share the lessons learnt when mistakes are made	65	18	17	-8
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	52	22	26	-8
41.	My team's objectives/ work plans are clearly outlined	67	18	14	-8
42.	Our objectives/work plans help us to deliver a quality service	68	19	13	-10
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	48	27	25	-12



Trend Comparison

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



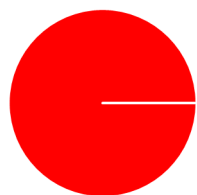
- 0% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 0% ■ Proportion of questions in line with 2013 scores
- 100% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	<i>% Positive</i>	<i>Variance from 2013</i>
28. I have received the appropriate training and development to do my job effectively	76	-4 ■
1. My job makes good use of my skills and abilities	84	-5 ■
16. I receive regular and constructive feedback on my performance	60	-6 ■
18b. The senior managers at my workplace have a clear direction for the future	53	-7 ■
15b. My line manager treats all staff in my team fairly	70	-7 ■
15a. My line manager recognises and acknowledges when I have done my job well	72	-7 ■
20. Overall, I have confidence in the decisions made by my senior managers	55	-7 ■
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	74	-8 ■
7. The people I work with are willing to help each other even if this means doing something outside their usual job	72	-8 ■
3. Working here makes me want to do the best job I can	77	-8 ■
18c. The senior managers at my workplace lead by example in creating a positive workplace	55	-8 ■
9. People in my team are honest and open	70	-8 ■

Trend Comparison

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



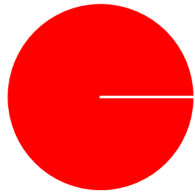
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- 0% ■ Proportion of questions in line with 2013 scores
- 100% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

		% Positive	Variance from 2013
27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	66	-8
19.	There is a positive relationship between senior management and staff in my workplace	53	-8
15d.	My line manager treats me with respect	79	-8
33.	There are mechanisms in place to support me if I experience stress or pressure	67	-8
46.	I feel motivated to contribute more than what is normally required at work	72	-8
41.	My team's objectives/ work plans are clearly outlined	67	-8
10.	My team resolves conflict quickly when it arises	59	-8
15c.	My line manager ensures that when issues are raised in the team, they are addressed	66	-8
26.	Where I work, we share the lessons learnt when mistakes are made	65	-8
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	68	-8
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	52	-8
4.	The right amount of approvals are required for routine decisions	59	-9
8.	In my team we generally acknowledge one another's efforts and achievements	74	-9

Trend Comparison

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



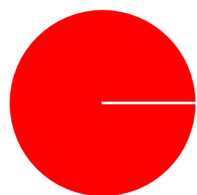
- 0% ■ Proportion of questions above 2013 scores by 1 or more percentage points
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- 100% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	% Positive	Variance from 2013
17. Overall, I have confidence in the decisions made by my line manager	70	-9 ■
27a. I am aware of the strategic objectives and direction of the organisation I work for	63	-9 ■
47. I have a strong sense of belonging to my workplace	71	-9 ■
23. I am kept well informed about what is happening in my workplace	57	-9 ■
30. I am encouraged to take opportunities to learn new skills and have new experiences	66	-9 ■
40. In my workplace patient safety is at the centre of all decision making	72	-9 ■
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	64	-9 ■
42. Our objectives/work plans help us to deliver a quality service	68	-10 ■
44. Overall I am proud to be a part of this workplace	75	-10 ■
39. My work environment allows me to deliver the best possible services (patient care or support services)	64	-10 ■
32. I am able to achieve a healthy work/life balance most of the time	69	-10 ■
43. At my workplace there is a good balance between delivering services and monitoring service delivery	59	-10 ■
13. In my workplace, we recognise our successes and innovations	64	-10 ■

Trend Comparison

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



- 0% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 0% ■ Proportion of questions in line with 2013 scores
- 100% ■ Proportion of questions below 2013 scores by 1 or more percentage points

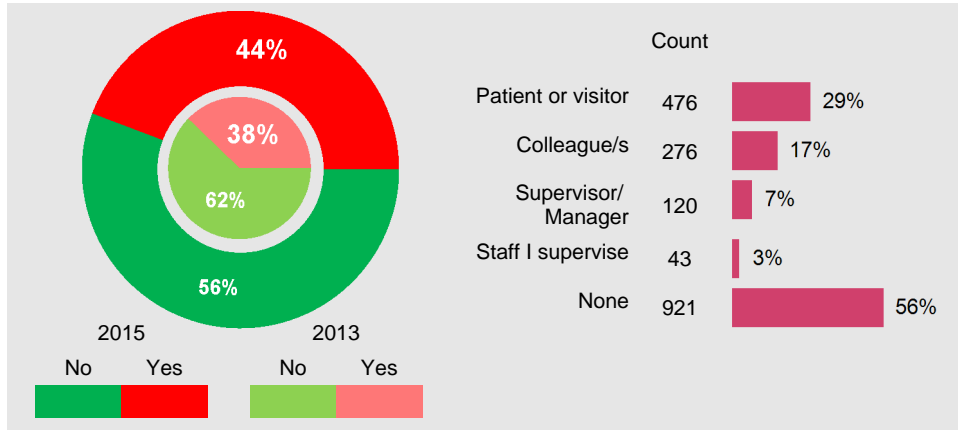
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013	
2. I feel I am able to suggest ideas to improve our ways of doing things	74	-10	
11. Morale is good in my team	59	-10	
14. Staff are treated respectfully regardless of their job	67	-10	
12. I believe I am valued for what I can offer at my workplace	69	-10	
18a. The senior managers at my workplace are aware of the issues I face in my job	56	-10	
48. Overall I am satisfied to be working here at the present time	73	-11	
34. Reasonable expectations are placed on staff according to their position	61	-11	
5. I have sufficient control over my work so I can do my job well	68	-11	
25. I think it is safe to speak up and challenge the way things are done	60	-11	
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	75	-11	
24. I have a say in decisions which affect my work	57	-11	
45. I would recommend my workplace as a good place to work	67	-11	
51. Overall, I believe the culture at my workplace has improved in the last 12 months	48	-12	

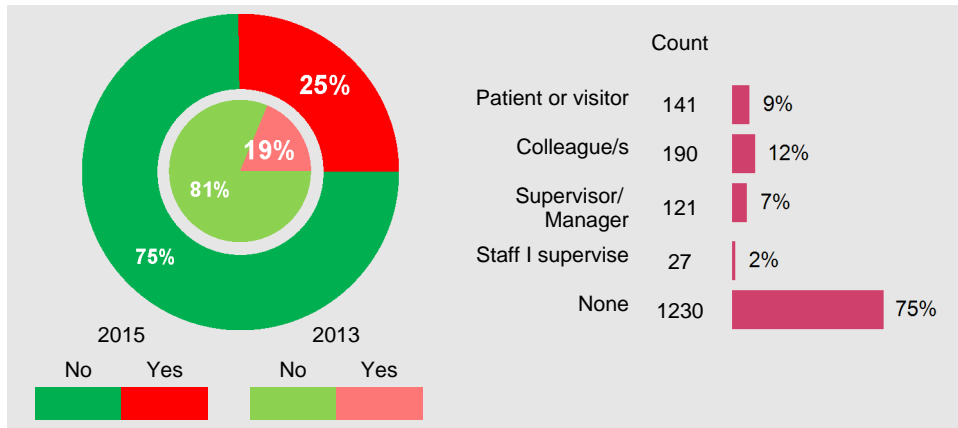
Unacceptable Behaviour

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

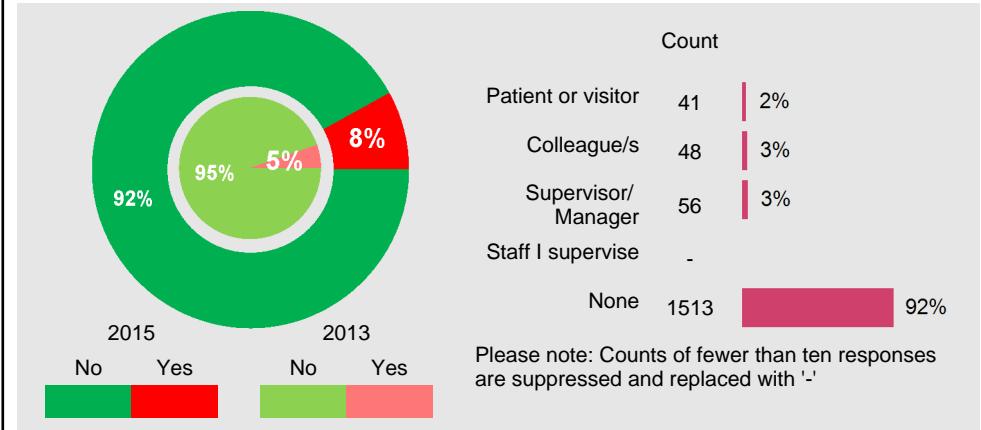
37a. In the last 12 months, I have been verbally abused by a ...



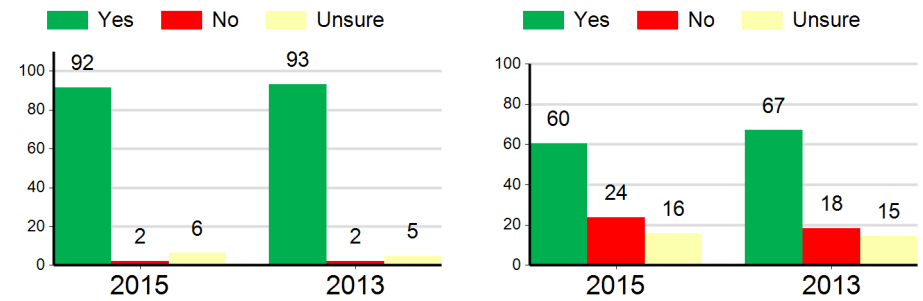
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Southern NSW Local Health District 2013	Southern NSW Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	84	7	9	84	89	73	81
2. I feel I am able to suggest ideas to improve our ways of doing things	74	11	15	74	84	63	69
3. Working here makes me want to do the best job I can	77	13	10	77	84	64	72
4. The right amount of approvals are required for routine decisions	59	21	20	59	68	-	52
5. I have sufficient control over my work so I can do my job well	68	14	18	68	79	56	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	68	15	18	68	76	51	62

All Questions

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

Key **K** Key Driver Question

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

Your Team

	% Positive response	% Neutral response	% Negative response	% Positive	Southern NSW Local Health District 2013	Southern 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	72	12	16	72	80	62	69
8. In my team we generally acknowledge one another's efforts and achievements	74	11	15	74	83	63	70
9. People in my team are honest and open	70	15	16	70	78	57	64
10. My team resolves conflict quickly when it arises	59	18	22	59	68	39	53
11. Morale is good in my team	59	15	26	59	69	36	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	Southern NSW Local Health District 2013	Southern NSW Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	69	14	17	69	79	54	63
13. In my workplace, we recognise our successes and innovations	64	18	18	64	73	44	57
14. Staff are treated respectfully regardless of their job	67	13	20	67	77	48	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	Southern NSW Local Health District 2013	Southern NSW Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	72	14	14	72	79	57	65
15b. My line manager treats all staff in my team fairly	70	13	17	70	77	56	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	66	15	19	66	75	52	61
15d. My line manager treats me with respect	79	11	10	79	88	70	76
16. I receive regular and constructive feedback on my performance	60	18	22	60	66	39	52
17. Overall, I have confidence in the decisions made by my line manager	70	15	16	70	78	54	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	Southern NSW Local Health District 2013	Southern NSW Local Health District 2011	NSW Health Overall
18a.	The senior managers at my workplace are aware of the issues I face in my job	56	18	26	56	67	38	46
18b.	The senior managers at my workplace have a clear direction for the future	53	25	22	53	60	27	45
K 18c.	The senior managers at my workplace lead by example in creating a positive workplace	55	20	25	55	63	30	45
K 19.	There is a positive relationship between senior management and staff in my workplace	53	19	29	53	61	28	42
20.	Overall, I have confidence in the decisions made by my senior managers	55	22	24	55	62	30	46
K 21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	50	23	28	50	-	-	39
K 22.	My organisation is making the necessary decisions to meet our future challenges	52	26	22	52	-	-	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	Southern NSW Local Health District 2013	Southern NSW Local Health District 2011	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	57	19	24	57	66	37	50
24. I have a say in decisions which affect my work	57	18	25	57	68	37	46
25. I think it is safe to speak up and challenge the way things are done	60	15	25	60	71	45	51
26. Where I work, we share the lessons learnt when mistakes are made	65	18	17	65	74	47	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	63	20	17	63	72	-	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	66	18	16	66	74	-	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	Southern NSW Local Health District 2013	Southern NSW Local Health District 2011	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	76	12	11	76	81	64	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	75	10	15	75	86	72	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	66	19	15	66	76	51	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

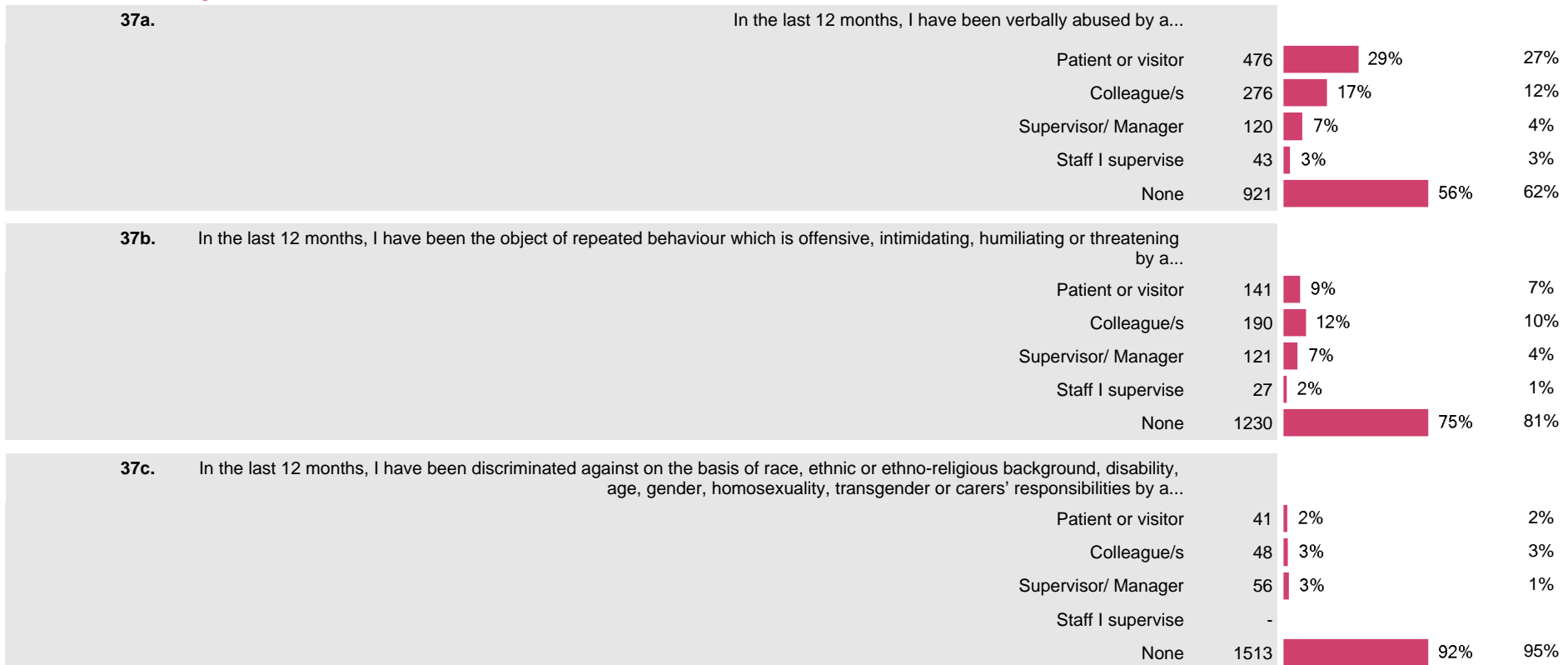
		% Positive response	% Neutral response	% Negative response	% Positive	Southern NSW Local Health District 2013	Southern NSW Local Health District 2011	NSW Health Overall
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	52	22	26	52	60	30	44
32.	I am able to achieve a healthy work/life balance most of the time	69	14	17	69	79	57	65
33.	There are mechanisms in place to support me if I experience stress or pressure	67	17	16	67	75	50	56
34.	Reasonable expectations are placed on staff according to their position	61	15	24	61	72	46	57
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	74	15	11	74	82	63	69
K 36.	My workplace enables strong professional leadership	58	22	20	58	-	-	52

All Questions

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

Southern NSW Local Health District 2013

Unacceptable Behaviour



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

All Questions

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

Key **K** Key Driver Question

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

Unacceptable Behaviour

	% Yes	% Unsure	% No	% Positive	Southern NSW Local Health District 2013	Southern NSW Local Health District 2011	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	92	6		92	93	93	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	60	16	24	60	67	43	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	Southern NSW Local Health District 2013	Southern 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)	64	17	18	64	74	44	62
40. In my workplace patient safety is at the centre of all decision making	72	15	13	72	82	60	69
41. My team's objectives/ work plans are clearly outlined	67	18	14	67	76	51	66
42. Our objectives/work plans help us to deliver a quality service	68	19	13	68	78	52	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	59	22	19	59	69	-	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	Southern NSW Local Health District 2013	Southern NSW Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	75	14	10	75	85	64	73
45. I would recommend my workplace as a good place to work	67	17	16	67	78	50	64
46. I feel motivated to contribute more than what is normally required at work	72	13	15	72	80	57	67
47. I have a strong sense of belonging to my workplace	71	15	14	71	80	57	65
48. Overall I am satisfied to be working here at the present time	73	13	14	73	83	61	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	64	21	14	64	74	-	59
K 50. There is a positive culture in my workplace	58	18	24	58	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	48	27	25	48	60	27	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?

