

70%

2013: 65%

ENGAGEMENT INDEX

56%

2013: 52%

WORKPLACE CULTURE INDEX

6,365

2013: 2293

ACTUAL RESPONSES

56%

2013: 21%
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	+5
45.	I would recommend my workplace as a good place to work	66	+6

Stay

47.	I have a strong sense of belonging to my workplace	67	+4
48.	Overall I am satisfied to be working here at the present time	69	+4

Strive

3.	Working here makes me want to do the best job I can	74	+5
46.	I feel motivated to contribute more than what is normally required at work	67	+5

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	58	-
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	42	-
22.	My organisation is making the necessary decisions to meet our future challenges	45	-
36.	My workplace enables strong professional leadership	56	-
19.	There is a positive relationship between senior management and staff in my workplace	46	+4
18c.	The senior managers at my workplace lead by example in creating a positive workplace	48	+5

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	69
Your Job	68
Service Delivery	66

Questions	% Positive
1. My job makes good use of my skills and abilities	83
28. I have received the appropriate training and development to do my job effectively	76
15d. My line manager treats me with respect	75
44. Overall I am proud to be a part of this workplace	74
3. Working here makes me want to do the best job I can	74

Lowlights

Sections	% Positive
Senior Managers	46
Communication	57
Work Environment	58

Questions	% Positive
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	42
51. Overall, I believe the culture at my workplace has improved in the last 12 months	44
22. My organisation is making the necessary decisions to meet our future challenges	45
19. There is a positive relationship between senior management and staff in my workplace	46
18b. The senior managers at my workplace have a clear direction for the future	47

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 Workplace	63	+5
Being Valued	62	+5
Service Delivery	66	+4

Questions	% Positive	Variance from 2013
51. Overall, I believe the culture at my workplace has improved in the last 12 months	44	+8
4. The right amount of approvals are required for routine decisions	55	+8
31. I have confidence in the processes that my workplace uses to resolve staff conflict	50	+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	57	+6

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	69	-2
Senior Managers	46	+3
Work Environment	58	+3




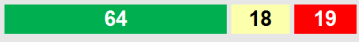
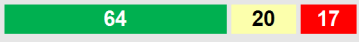









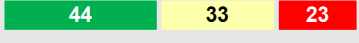
Questions	% Positive	Variance from 2013
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	68	-8
28. I have received the appropriate training and development to do my job effectively	76	-1
35. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	+1
23. I am kept well informed about what is happening in my workplace	52	+1
15d. My line manager treats me with respect	75	+1

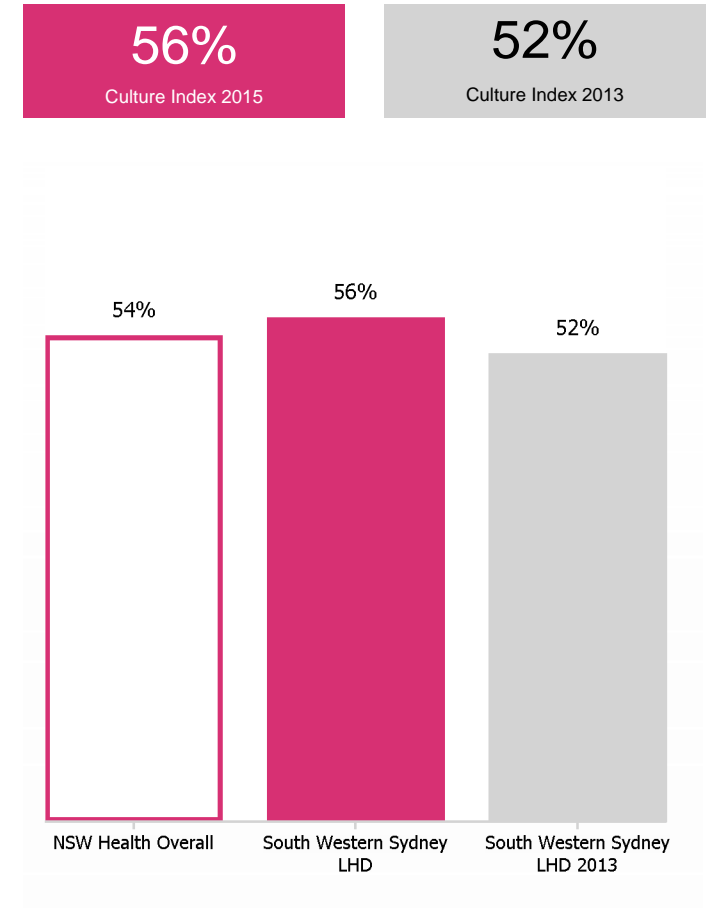
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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		57	21	22	+6
12. I believe I am valued for what I can offer at my workplace		65	18	18	+4
13. In my workplace, we recognise our successes and innovations		59	23	19	+4
14. Staff are treated respectfully regardless of their job		64	18	19	+5
17. Overall, I have confidence in the decisions made by my line manager		64	20	17	+5
18b. The senior managers at my workplace have a clear direction for the future		47	32	20	+6
18c. The senior managers at my workplace lead by example in creating a positive workplace		48	28	23	+5
20. Overall, I have confidence in the decisions made by my senior managers		48	30	22	+4
24. I have a say in decisions which affect my work		49	25	26	+3
25. I think it is safe to speak up and challenge the way things are done		54	21	26	+4
26. Where I work, we share the lessons learnt when mistakes are made		62	22	16	+4
31. I have confidence in the processes that my workplace uses to resolve staff conflict		50	26	24	+7
41. My team's objectives/ work plans are clearly outlined		69	20	11	+3
42. Our objectives/work plans help us to deliver a quality service		69	21	10	+4
51. Overall, I believe the culture at my workplace has improved in the last 12 months		44	33	23	+8



Trend Comparison

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



- 96% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 0% ■ Proportion of questions in line with 2013 scores
- 4% ■ 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>
51. Overall, I believe the culture at my workplace has improved in the last 12 months	44	+8
4. The right amount of approvals are required for routine decisions	55	+8
31. I have confidence in the processes that my workplace uses to resolve staff conflict	50	+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	57	+6
45. I would recommend my workplace as a good place to work	66	+6
18b. The senior managers at my workplace have a clear direction for the future	47	+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
16. I receive regular and constructive feedback on my performance	55	+6
44. Overall I am proud to be a part of this workplace	74	+5
14. Staff are treated respectfully regardless of their job	64	+5
43. At my workplace there is a good balance between delivering services and monitoring service delivery	57	+5

Trend Comparison

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



- 96% ■ Proportion of questions above 2013 scores by 1 or more percentage points
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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>
39. My work environment allows me to deliver the best possible services (patient care or support services)	62	+5
46. I feel motivated to contribute more than what is normally required at work	67	+5
18c. The senior managers at my workplace lead by example in creating a positive workplace	48	+5
17. Overall, I have confidence in the decisions made by my line manager	64	+5
40. In my workplace patient safety is at the centre of all decision making	72	+5
3. Working here makes me want to do the best job I can	74	+5
12. I believe I am valued for what I can offer at my workplace	65	+4
15c. My line manager ensures that when issues are raised in the team, they are addressed	63	+4
47. I have a strong sense of belonging to my workplace	67	+4
13. In my workplace, we recognise our successes and innovations	59	+4
27a. I am aware of the strategic objectives and direction of the organisation I work for	60	+4
33. There are mechanisms in place to support me if I experience stress or pressure	57	+4
20. Overall, I have confidence in the decisions made by my senior managers	48	+4

Trend Comparison

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



- 96% ■ Proportion of questions above 2013 scores by 1 or more percentage points
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- 4% ■ 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>
42. Our objectives/work plans help us to deliver a quality service	69	+4
34. Reasonable expectations are placed on staff according to their position	57	+4
48. Overall I am satisfied to be working here at the present time	69	+4
25. I think it is safe to speak up and challenge the way things are done	54	+4
26. Where I work, we share the lessons learnt when mistakes are made	62	+4
19. There is a positive relationship between senior management and staff in my workplace	46	+4
7. The people I work with are willing to help each other even if this means doing something outside their usual job	68	+4
9. People in my team are honest and open	64	+3
24. I have a say in decisions which affect my work	49	+3
41. My team's objectives/ work plans are clearly outlined	69	+3
10. My team resolves conflict quickly when it arises	56	+3
1. My job makes good use of my skills and abilities	83	+3
30. I am encouraged to take opportunities to learn new skills and have new experiences	62	+3

Trend Comparison

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



- 96% ■ Proportion of questions above 2013 scores by 1 or more percentage points
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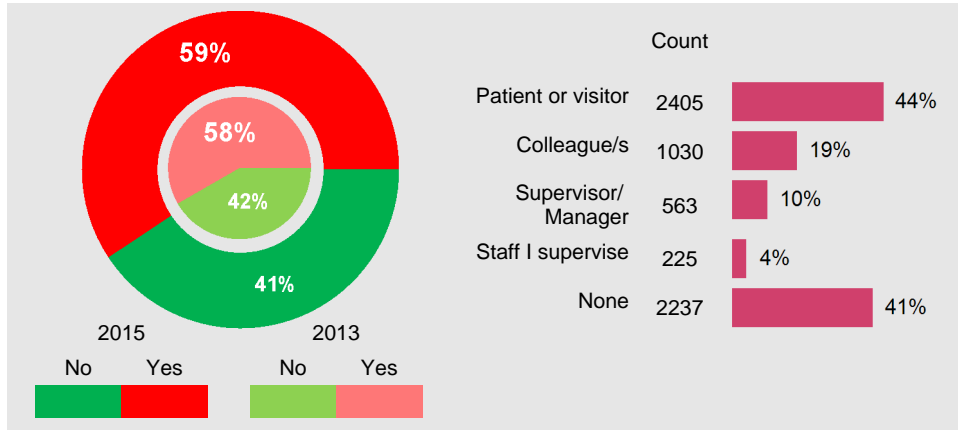
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
15b. My line manager treats all staff in my team fairly	62	+3
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	64	+3
15a. My line manager recognises and acknowledges when I have done my job well	64	+2
32. I am able to achieve a healthy work/life balance most of the time	63	+2
2. I feel I am able to suggest ideas to improve our ways of doing things	69	+2
8. In my team we generally acknowledge one another's efforts and achievements	70	+2
18a. The senior managers at my workplace are aware of the issues I face in my job	50	+2
5. I have sufficient control over my work so I can do my job well	65	+2
15d. My line manager treats me with respect	75	+1
23. I am kept well informed about what is happening in my workplace	52	+1
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	66	+1
28. I have received the appropriate training and development to do my job effectively	76	-1
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	68	-8

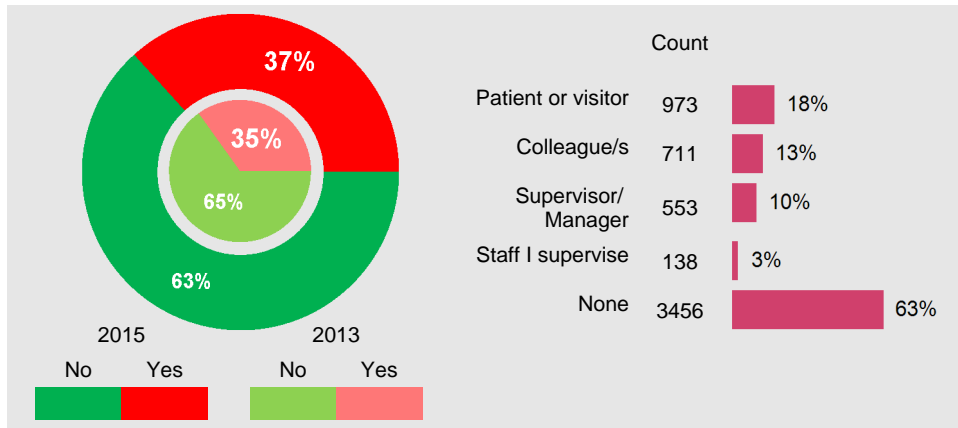
Unacceptable Behaviour

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

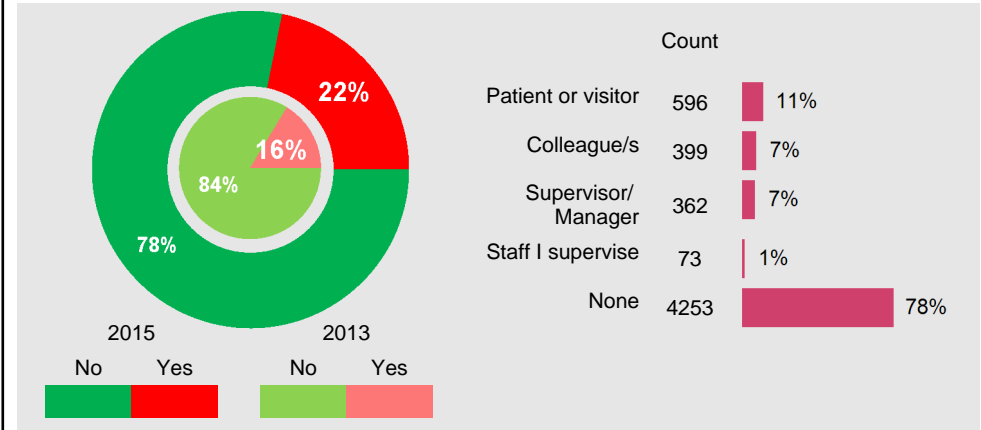
37a. In the last 12 months, I have been verbally abused by a ...



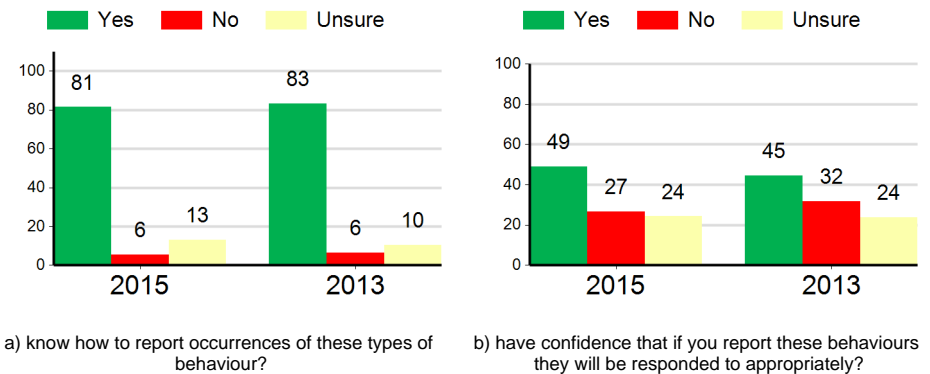
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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 ...



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 Western Sydney Local Health District 2013	South Western Sydney Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	83	9	8	83	80	76	81
2. I feel I am able to suggest ideas to improve our ways of doing things	69	16	15	69	67	66	69
3. Working here makes me want to do the best job I can	74	16	10	74	69	65	72
4. The right amount of approvals are required for routine decisions	55	24	21	55	48	-	52
5. I have sufficient control over my work so I can do my job well	65	18	17	65	64	59	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	17	63	57	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 Team

	% Positive response	% Neutral response	% Negative response	% Positive	South Western Sydney Local Health District 2013	South Western 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	68	17	15	68	65	62	69
8. In my team we generally acknowledge one another's efforts and achievements	70	16	14	70	68	64	70
9. People in my team are honest and open	64	21	15	64	60	58	64
10. My team resolves conflict quickly when it arises	56	24	19	56	53	48	53
11. Morale is good in my team	57	21	22	57	51	46	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 Western Sydney Local Health District 2013	South Western Sydney Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	65	18	18	65	60	55	63
13. In my workplace, we recognise our successes and innovations	59	23	19	59	54	48	57
14. Staff are treated respectfully regardless of their job	64	18	19	64	58	54	62

All Questions

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

Key **K** Key Driver Question

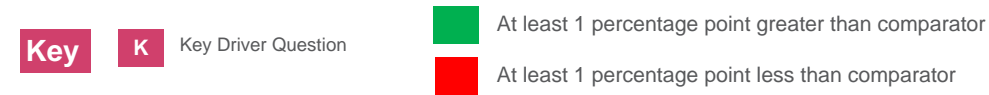
■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Line Manager

	% Positive response	% Neutral response	% Negative response	% Positive	South Western Sydney Local Health District 2013	South Western Sydney Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	64	19	17	64	62	59	65
15b. My line manager treats all staff in my team fairly	62	17	20	62	60	57	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	63	19	19	63	59	56	61
15d. My line manager treats me with respect	75	14	11	75	74	71	76
16. I receive regular and constructive feedback on my performance	55	22	22	55	50	45	52
17. Overall, I have confidence in the decisions made by my line manager	64	20	17	64	59	56	63

All Questions

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



		% Positive response	% Neutral response	% Negative response	% Positive	South Western Sydney Local Health District 2013	South Western Sydney 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	50	25	26	50	48	39	46
	18b. The senior managers at my workplace have a clear direction for the future	47	32	20	47	41	33	45
K	18c. The senior managers at my workplace lead by example in creating a positive workplace	48	28	23	48	43	35	45
K	19. There is a positive relationship between senior management and staff in my workplace	46	29	26	46	42	32	42
	20. Overall, I have confidence in the decisions made by my senior managers	48	30	22	48	44	35	46
K	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	42	32	26	42	-	-	39
K	22. My organisation is making the necessary decisions to meet our future challenges	45	34	21	45	-	-	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 Western Sydney Local Health District 2013	South Western Sydney Local Health District 2011	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	52	24	24	52	51	46	50
24. I have a say in decisions which affect my work	49	25	26	49	46	41	46
25. I think it is safe to speak up and challenge the way things are done	54	21	26	54	50	46	51
26. Where I work, we share the lessons learnt when mistakes are made	62	22	16	62	58	54	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	60	25	16	60	56	-	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	64	23	13	64	61	-	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 Western Sydney Local Health District 2013	South Western Sydney Local Health District 2011	NSW Health Overall
28. I have received the appropriate training and development to do my job effectively	76	15	10	76	77	72	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	68	14	18	68	76	72	68
30. I am encouraged to take opportunities to learn new skills and have new experiences	62	20	18	62	59	56	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

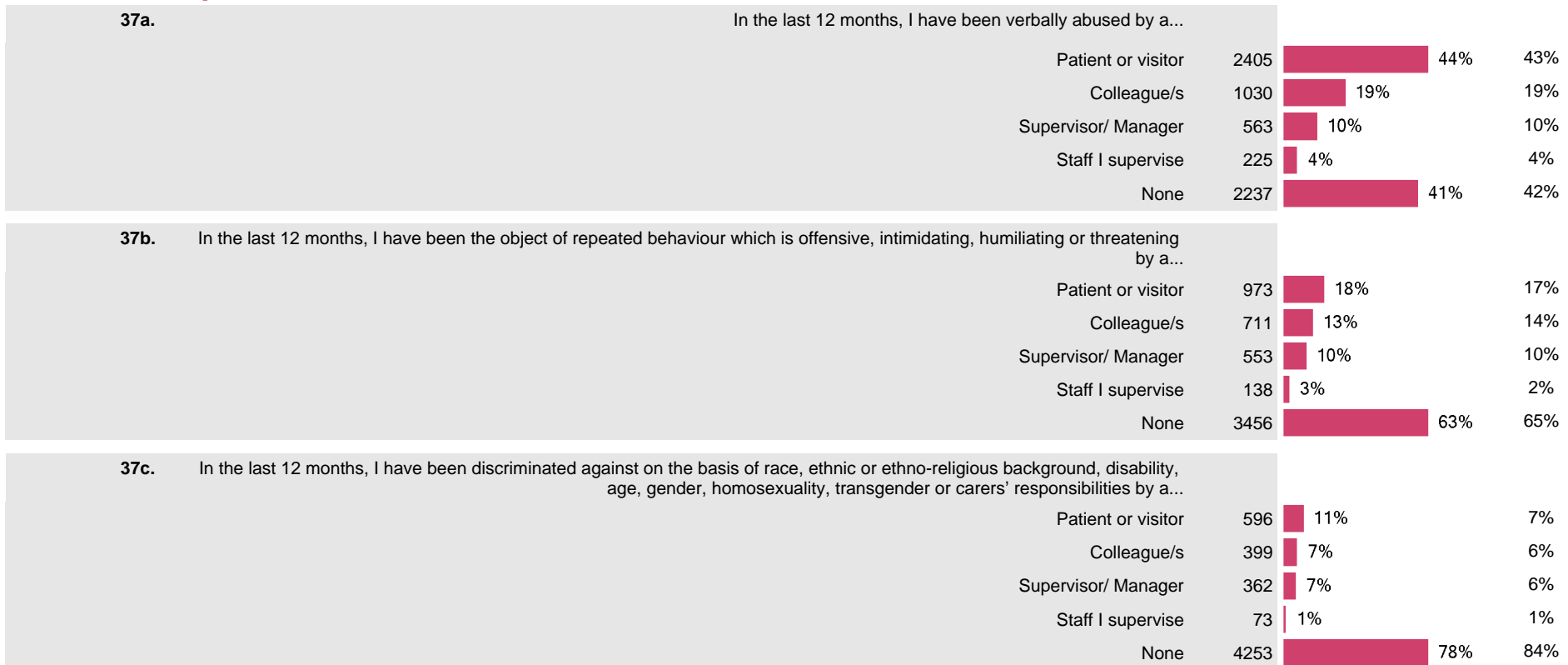
		% Positive response	% Neutral response	% Negative response	% Positive	South Western Sydney Local Health District 2013	South Western Sydney Local Health District 2011	NSW Health Overall
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	50	26	24	50	43	38	44
32.	I am able to achieve a healthy work/life balance most of the time	63	19	18	63	61	56	65
33.	There are mechanisms in place to support me if I experience stress or pressure	57	23	19	57	53	47	56
34.	Reasonable expectations are placed on staff according to their position	57	20	22	57	53	47	57
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	66	20	14	66	66	61	69
K 36.	My workplace enables strong professional leadership	56	26	18	56	-	-	52

All Questions

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

South Western Sydney Local
Health District 2013

Unacceptable Behaviour



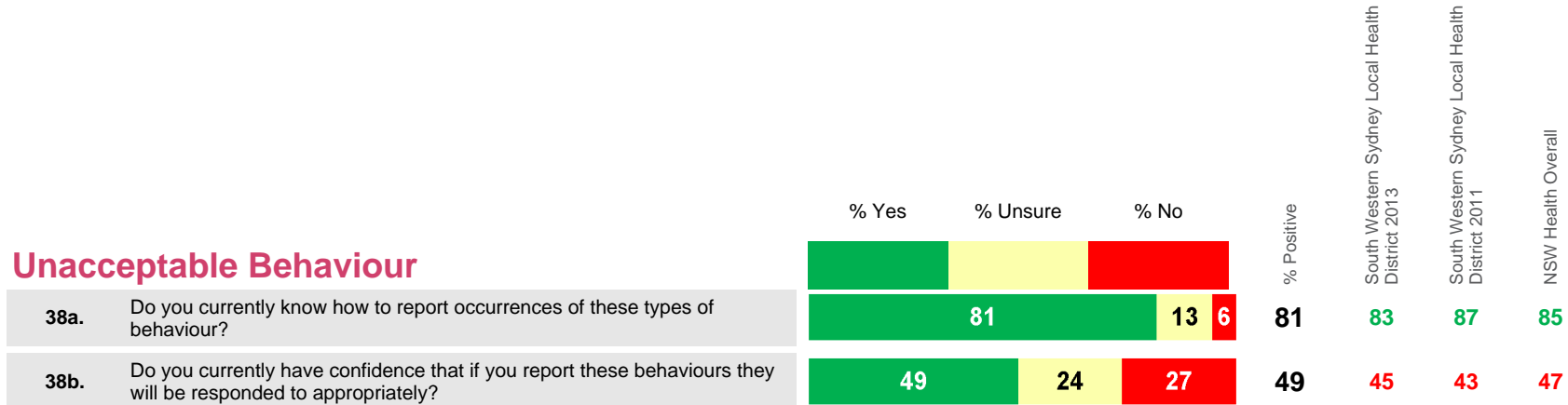
All Questions

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



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 Western Sydney Local Health District 2013	South Western 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)	62	21	17	62	57	50	62
40. In my workplace patient safety is at the centre of all decision making	72	17	11	72	67	64	69
41. My team's objectives/ work plans are clearly outlined	69	20	11	69	66	61	66
42. Our objectives/work plans help us to deliver a quality service	69	21	10	69	65	59	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	57	26	16	57	52	-	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 Western Sydney Local Health District 2013	South Western Sydney Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	74	17	9	74	69	64	73
45. I would recommend my workplace as a good place to work	66	20	14	66	60	55	64
46. I feel motivated to contribute more than what is normally required at work	67	19	14	67	62	57	67
47. I have a strong sense of belonging to my workplace	67	20	13	67	63	58	65
48. Overall I am satisfied to be working here at the present time	69	17	14	69	65	60	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	60	26	13	60	54	-	59
K 50. There is a positive culture in my workplace	58	23	19	58	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	44	33	23	44	36	29	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?

