

69%

2013: 68%

ENGAGEMENT INDEX

56%

2013: 53%

WORKPLACE CULTURE INDEX

3,567

2013: 3780

ACTUAL RESPONSES

56%

2013: 56%
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	+1
45.	I would recommend my workplace as a good place to work	63	+1

Stay

47.	I have a strong sense of belonging to my workplace	66	+1
48.	Overall I am satisfied to be working here at the present time	69	+1

Strive

3.	Working here makes me want to do the best job I can	74	+2
46.	I feel motivated to contribute more than what is normally required at work	68	0

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	51	-
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	43	+2
36.	My workplace enables strong professional leadership	54	-
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	41	-
19.	There is a positive relationship between senior management and staff in my workplace	43	+1
18c.	The senior managers at my workplace lead by example in creating a positive workplace	46	+2

In this report

HEADLINES

A top line summary of key insights

COMPARISONS

Score summary against selected comparators

ALL QUESTIONS

Detailed results for the entire question set

GUIDE

A guide on how to interpret the results

ACTION

Initiatives for maintaining and improving engagement

Highlights and lowlights

This section shows the three highest scoring sections and five highest scoring questions (Highlights). It also shows the three lowest scoring sections and the five lowest scoring questions (Lowlights).

Highlights

Sections	% Positive
Your Job	69
Service Delivery	67
Training and Development Opportunities	66

Questions	% Positive
1. My job makes good use of my skills and abilities	83
15d. My line manager treats me with respect	77
3. Working here makes me want to do the best job I can	74
44. Overall I am proud to be a part of this workplace	74
40. In my workplace patient safety is at the centre of all decision making	74

Lowlights

Sections	% Positive
Senior Managers	46
Communication	57
Work Environment	59

Questions	% Positive
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	41
51. Overall, I believe the culture at my workplace has improved in the last 12 months	42
19. There is a positive relationship between senior management and staff in my workplace	43
31. I have confidence in the processes that my workplace uses to resolve staff conflict	43
18c. The senior managers at my workplace lead by example in creating a positive workplace	46

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
Being Valued	62	+4
Your Line Manager	65	+4
Your Job	69	+3

Questions	% Positive	Variance from 2013
4. The right amount of approvals are required for routine decisions	56	+7
16. I receive regular and constructive feedback on my performance	54	+6
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	65	+6
18b. The senior managers at my workplace have a clear direction for the future	49	+6
27a. I am aware of the strategic objectives and direction of the organisation I work for	62	+6

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	66	-5
Work Environment	59	-1
Your Workplace	62	0

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	65	-15
30. I am encouraged to take opportunities to learn new skills and have new experiences	59	-2
34. Reasonable expectations are placed on staff according to their position	58	-2
18a. The senior managers at my workplace are aware of the issues I face in my job	48	-2
32. I am able to achieve a healthy work/life balance most of the time	67	-1

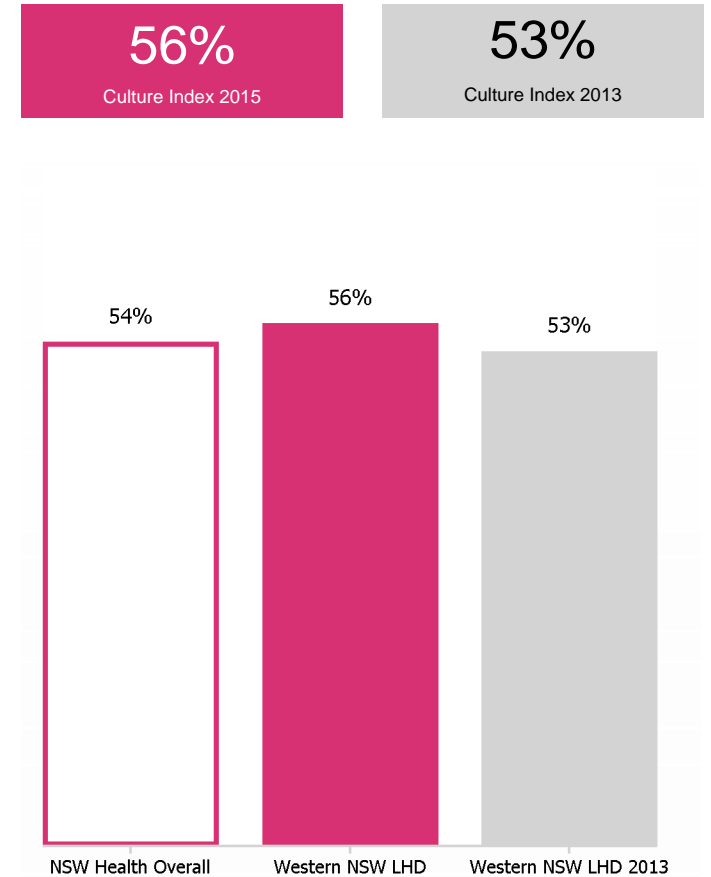
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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		51	22	27	+2
12. I believe I am valued for what I can offer at my workplace		66	17	18	+2
13. In my workplace, we recognise our successes and innovations		60	23	17	+5
14. Staff are treated respectfully regardless of their job		61	18	22	+3
17. Overall, I have confidence in the decisions made by my line manager		66	18	17	+5
18b. The senior managers at my workplace have a clear direction for the future		49	30	21	+6
18c. The senior managers at my workplace lead by example in creating a positive workplace		46	27	27	+2
20. Overall, I have confidence in the decisions made by my senior managers		47	28	25	+1
24. I have a say in decisions which affect my work		52	24	24	+4
25. I think it is safe to speak up and challenge the way things are done		55	19	27	+1
26. Where I work, we share the lessons learnt when mistakes are made		60	23	17	+2
31. I have confidence in the processes that my workplace uses to resolve staff conflict		43	28	29	+2
41. My team's objectives/ work plans are clearly outlined		69	20	12	+3
42. Our objectives/work plans help us to deliver a quality service		69	21	10	+2
51. Overall, I believe the culture at my workplace has improved in the last 12 months		42	31	26	+4



Trend Comparison

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



84% ■ Proportion of questions above 2013 scores by 1 or more percentage points

6% ■ Proportion of questions in line with 2013 scores

10% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	<i>% Positive</i>	<i>Variance from 2013</i>
4. The right amount of approvals are required for routine decisions	56	■ +7
16. I receive regular and constructive feedback on my performance	54	■ +6
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	65	■ +6
18b. The senior managers at my workplace have a clear direction for the future	49	■ +6
27a. I am aware of the strategic objectives and direction of the organisation I work for	62	■ +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	64	■ +5
13. In my workplace, we recognise our successes and innovations	60	■ +5
17. Overall, I have confidence in the decisions made by my line manager	66	■ +5
10. My team resolves conflict quickly when it arises	51	■ +4
24. I have a say in decisions which affect my work	52	■ +4
51. Overall, I believe the culture at my workplace has improved in the last 12 months	42	■ +4
14. Staff are treated respectfully regardless of their job	61	■ +3

Trend Comparison

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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>
41. My team's objectives/ work plans are clearly outlined	69	■ +3
9. People in my team are honest and open	63	■ +3
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	■ +3
15c. My line manager ensures that when issues are raised in the team, they are addressed	61	■ +3
15b. My line manager treats all staff in my team fairly	63	■ +3
40. In my workplace patient safety is at the centre of all decision making	74	■ +3
15a. My line manager recognises and acknowledges when I have done my job well	66	■ +3
5. I have sufficient control over my work so I can do my job well	67	■ +2
42. Our objectives/work plans help us to deliver a quality service	69	■ +2
8. In my team we generally acknowledge one another's efforts and achievements	70	■ +2
1. My job makes good use of my skills and abilities	83	■ +2
31. I have confidence in the processes that my workplace uses to resolve staff conflict	43	■ +2
2. I feel I am able to suggest ideas to improve our ways of doing things	72	■ +2

Trend Comparison

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



- 84% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 6% ■ Proportion of questions in line with 2013 scores
- 10% ■ 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>
12. I believe I am valued for what I can offer at my workplace	66	+2
26. Where I work, we share the lessons learnt when mistakes are made	60	+2
11. Morale is good in my team	51	+2
39. My work environment allows me to deliver the best possible services (patient care or support services)	67	+2
3. Working here makes me want to do the best job I can	74	+2
43. At my workplace there is a good balance between delivering services and monitoring service delivery	57	+2
15d. My line manager treats me with respect	77	+2
18c. The senior managers at my workplace lead by example in creating a positive workplace	46	+2
44. Overall I am proud to be a part of this workplace	74	+1
7. The people I work with are willing to help each other even if this means doing something outside their usual job	67	+1
25. I think it is safe to speak up and challenge the way things are done	55	+1
20. Overall, I have confidence in the decisions made by my senior managers	47	+1
47. I have a strong sense of belonging to my workplace	66	+1

Trend Comparison

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



- 84% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 6% ■ Proportion of questions in line with 2013 scores
- 10% ■ Proportion of questions below 2013 scores by 1 or more percentage points

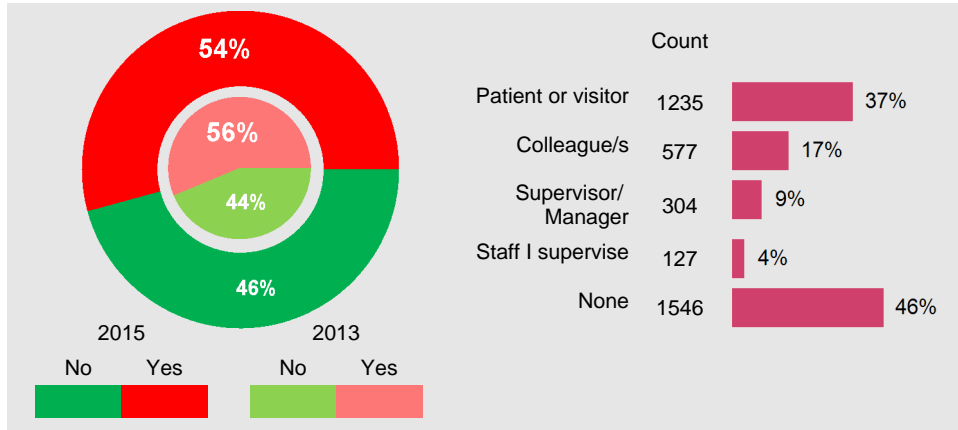
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	73	+1
28. I have received the appropriate training and development to do my job effectively	73	+1
45. I would recommend my workplace as a good place to work	63	+1
48. Overall I am satisfied to be working here at the present time	69	+1
19. There is a positive relationship between senior management and staff in my workplace	43	+1
33. There are mechanisms in place to support me if I experience stress or pressure	60	0
46. I feel motivated to contribute more than what is normally required at work	68	0
23. I am kept well informed about what is happening in my workplace	50	0
32. I am able to achieve a healthy work/life balance most of the time	67	-1
18a. The senior managers at my workplace are aware of the issues I face in my job	48	-2
34. Reasonable expectations are placed on staff according to their position	58	-2
30. I am encouraged to take opportunities to learn new skills and have new experiences	59	-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	65	-15

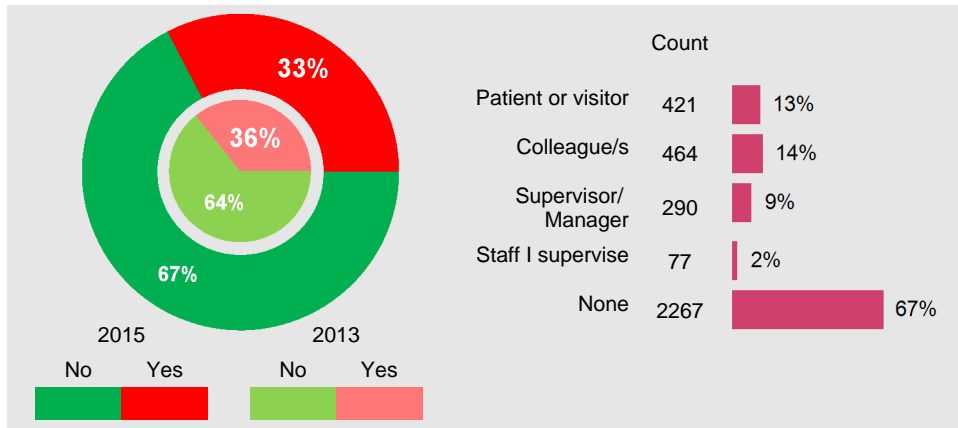
Unacceptable Behaviour

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

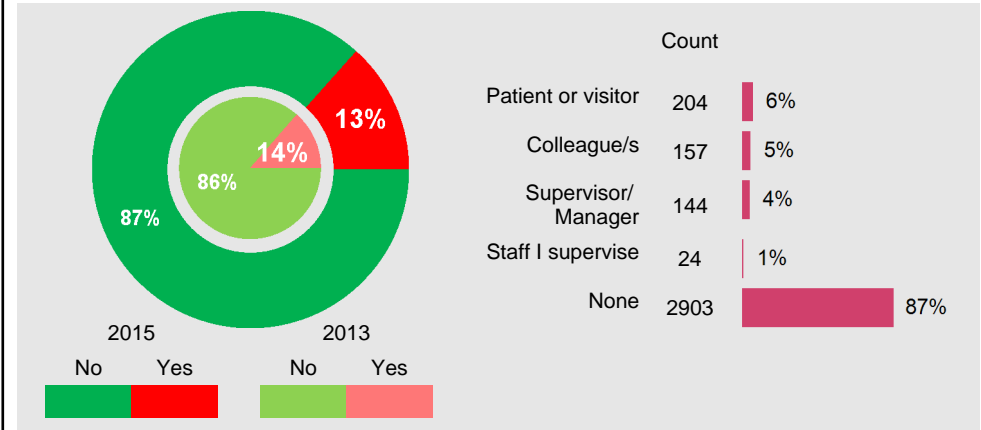
37a. In the last 12 months, I have been verbally abused by a ...



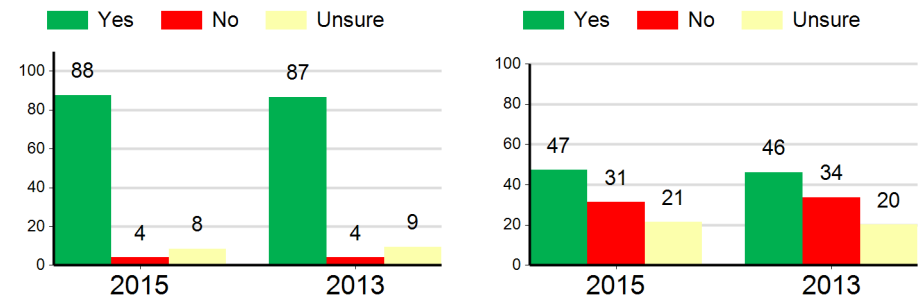
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Western NSW Local Health District 2013	Western NSW Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	83	9	8	83	80	78	81
2. I feel I am able to suggest ideas to improve our ways of doing things	72	14	14	72	69	67	69
3. Working here makes me want to do the best job I can	74	16	10	74	73	71	72
4. The right amount of approvals are required for routine decisions	56	23	21	56	49	-	52
5. I have sufficient control over my work so I can do my job well	67	16	17	67	65	64	65
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	64	19	17	64	58	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	Western NSW Local Health District 2013	Western 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	67	16	17	67	66	64	69
8. In my team we generally acknowledge one another's efforts and achievements	70	15	15	70	67	67	70
9. People in my team are honest and open	63	20	17	63	60	58	64
10. My team resolves conflict quickly when it arises	51	25	24	51	47	46	53
11. Morale is good in my team	51	22	27	51	49	45	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	Western NSW Local Health District 2013	Western NSW Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	66	17	18	66	63	62	63
13. In my workplace, we recognise our successes and innovations	60	23	17	60	55	52	57
14. Staff are treated respectfully regardless of their job	61	18	22	61	57	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	Western NSW Local Health District 2013	Western NSW Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	66	17	16	66	64	63	65
15b. My line manager treats all staff in my team fairly	63	16	21	63	61	62	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	61	19	20	61	58	56	61
15d. My line manager treats me with respect	77	13	10	77	75	76	76
16. I receive regular and constructive feedback on my performance	54	22	23	54	48	46	52
17. Overall, I have confidence in the decisions made by my line manager	66	18	17	66	61	61	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	Western NSW Local Health District 2013	Western 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	48	24	28	48	50	47	46
18b.	The senior managers at my workplace have a clear direction for the future	49	30	21	49	43	36	45
K 18c.	The senior managers at my workplace lead by example in creating a positive workplace	46	27	27	46	45	39	45
K 19.	There is a positive relationship between senior management and staff in my workplace	43	28	29	43	42	38	42
20.	Overall, I have confidence in the decisions made by my senior managers	47	28	25	47	46	40	46
K 21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	41	29	30	41	-	-	39
22.	My organisation is making the necessary decisions to meet our future challenges	46	33	21	46	-	-	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	Western NSW Local Health District 2013	Western NSW Local Health District 2011	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	50	23	27	50	50	45	50
24. I have a say in decisions which affect my work	52	24	24	52	48	46	46
25. I think it is safe to speak up and challenge the way things are done	55	19	27	55	53	50	51
26. Where I work, we share the lessons learnt when mistakes are made	60	23	17	60	58	56	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	62	22	16	62	56	-	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	65	21	14	65	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	Western NSW Local Health District 2013	Western NSW 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	69	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	65	14	20	65	80	78	68
30. I am encouraged to take opportunities to learn new skills and have new experiences	59	21	20	59	61	58	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

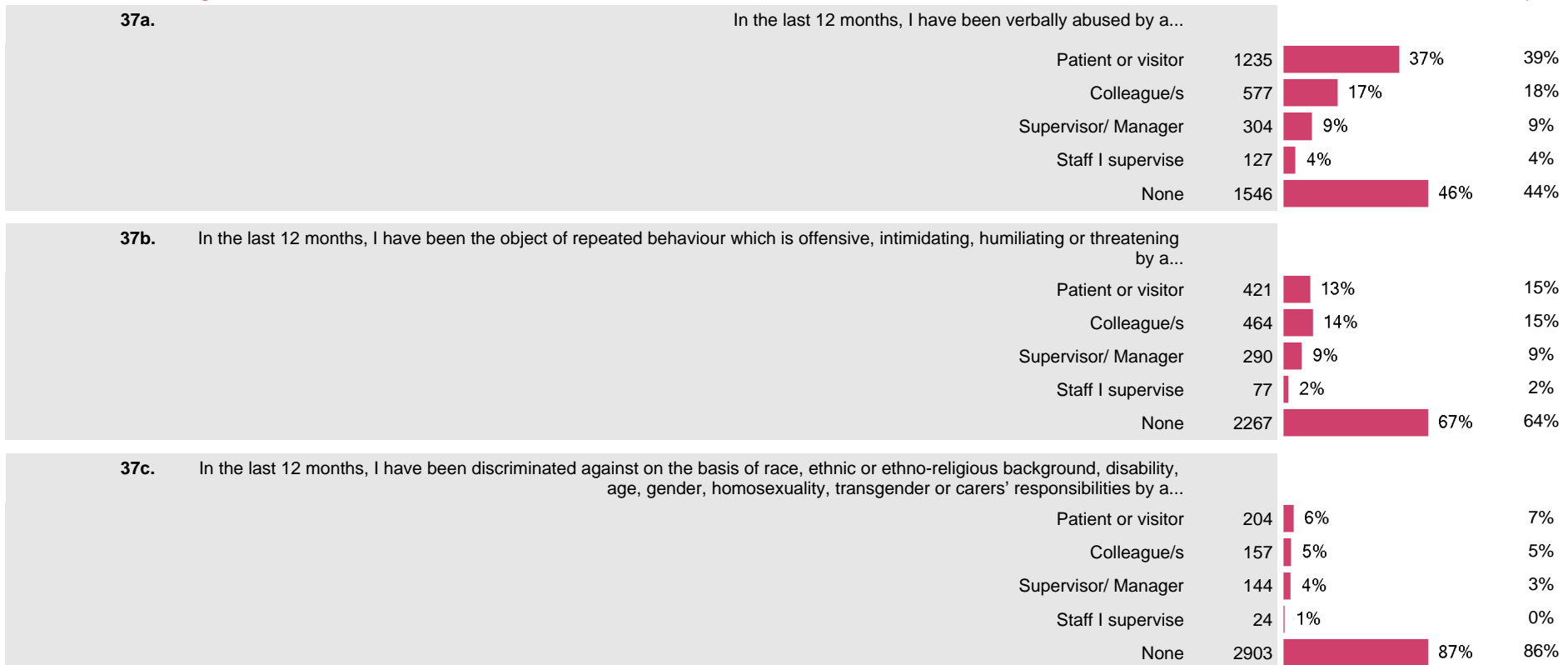
			% Positive response	% Neutral response	% Negative response	% Positive	Western NSW Local Health District 2013	Western NSW Local Health District 2011	NSW Health Overall
K	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	43	28	29	43	41	37	44
	32.	I am able to achieve a healthy work/life balance most of the time	67	18	15	67	68	65	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	60	22	18	60	60	58	56
	34.	Reasonable expectations are placed on staff according to their position	58	20	22	58	60	56	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	73	17	10	73	72	72	69
K	36.	My workplace enables strong professional leadership	54	26	20	54	-	-	52

All Questions

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

Unacceptable Behaviour

Western 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	Western NSW Local Health District 2013	Western NSW Local Health District 2011	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	88	8	4	88	87	87	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	47	21	31	47	46	48	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	Western NSW Local Health District 2013	Western 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)	67	18	15	67	65	62	62
40. In my workplace patient safety is at the centre of all decision making	74	15	11	74	71	70	69
41. My team's objectives/ work plans are clearly outlined	69	20	12	69	66	62	66
42. Our objectives/work plans help us to deliver a quality service	69	21	10	69	67	62	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	57	26	16	57	56	-	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	Western NSW Local Health District 2013	Western NSW Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	74	16	9	74	73	70	73
45. I would recommend my workplace as a good place to work	63	21	16	63	63	61	64
46. I feel motivated to contribute more than what is normally required at work	68	19	14	68	68	64	67
47. I have a strong sense of belonging to my workplace	66	20	14	66	65	63	65
48. Overall I am satisfied to be working here at the present time	69	16	14	69	69	67	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	26	17	57	54	-	59
K 50. There is a positive culture in my workplace	51	25	23	51	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	42	31	26	42	39	34	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?

