

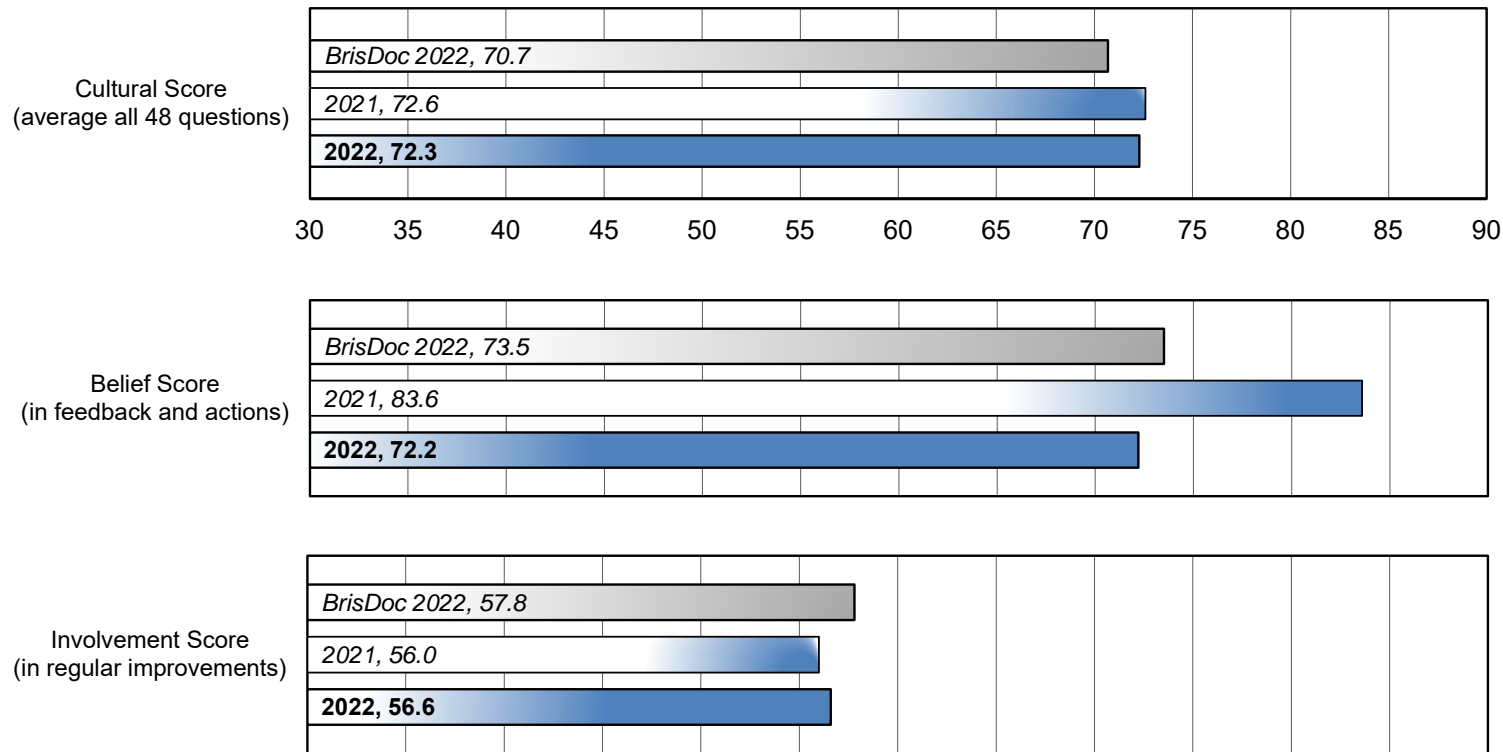
'Our Voice' 2022 - Results Pack

Business Services

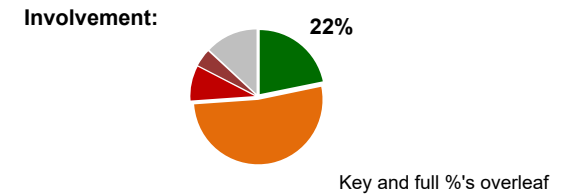
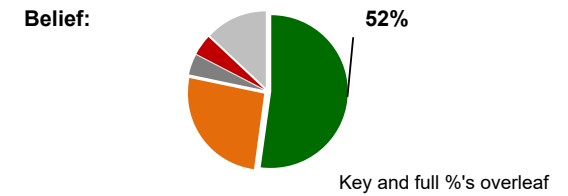
Headline results

Reported scores based on 23 responses, including 4 leader/s

One page overview of your team/ business area results on these 3 important measures, allowing comparison with current BrisDoc averages, and your change since the last survey:



Variation level for this team/ area



Note re comparisons with our last survey:

If restructuring has occurred in your team/ area, data from the last survey has been adjusted where possible.

Business Services

Feedback and Actions in detail

These are more detailed illustrations of the charts on page 1. Everyone was asked whether their responses would turn into feedback and actions. As everyone's belief and involvement grows, the scores below will move towards 100 (they are calculated in the same way as all other survey questions).

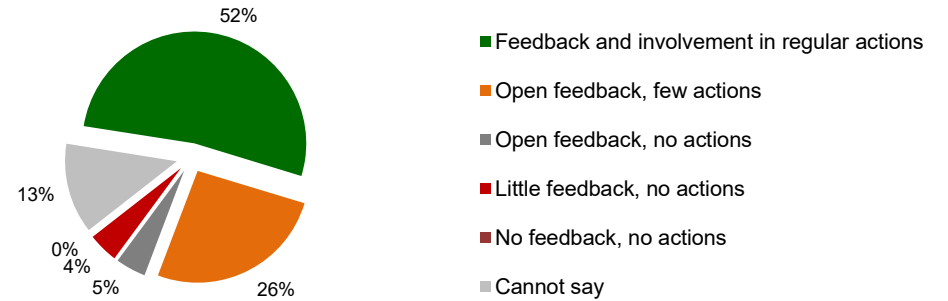
Belief looking forward

On the survey screens everyone was asked "As a result of this current 'Our Voice' survey, I believe we will see...." One of six options could be selected - as appear to the far right. We have scored and charted the responses for this team/ area, below:

	Belief Score
Business Services	72.2
Your Belief score change since the last survey:	- 11.4
<i>BrisDoc</i>	73.5



Belief - %s of how co-owners in this team/ area responded



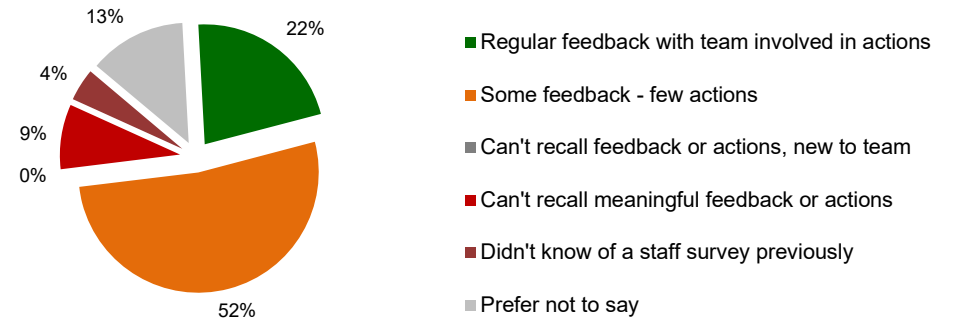
Involvement to date

As above, everyone was also asked to "Please indicate your experience of the follow up to the previous (Leadership) survey in 2021...." One of six options could be selected - again to the far right. Scores and charts for this team/ area are below:

	Involvement Score
Business Services	56.6
Your Involvement score change since the last survey:	+ 0.6
<i>BrisDoc</i>	57.8



Involvement - %s of how co-owners in this team/ area responded



Business Services

Improvement-based reporting: scores and consistency levels (change on last year's results shown by **plus** and **minus** indicators)

Benchmark Guide:

- Truly differentiated, (blue)
- Clearly the best, (green)
- Similar to rest, (amber)
- Under-performing, (red)

All reported area

Team members in reported area

All of the Company

Consistency in reported area - % of responses for each question, based on 23 responses, including 4 leader/s

■ No never/rarely ■ Cannot say ■ Sometimes ■ Yes mostly ■ Yes always

Cultural score:

72.3 -0.3

74.3 +1.1

70.7 +0.8

		Improvements for everyone to consider							
14	If I make a mistake I feel comfortable to have an open discussion with my manager	85.7 +0.5	84.8 +5.3	85.1 +1.4	74				
1	I am able to express my opinions openly and honestly at work	79.6 +10.4	83.2 +17.6	76.2 +2.5	61				
17	If I think of a better way to do something, I know how to put my idea forward	78.7 -3.7	80.6 -1.7	75.3 +1.8	61				
37	I am confident that BrisDoc would support me in resolving any wellbeing issues that concern me	75.3 -11.1	75.8 -12.0	77.3 -1.8	57				
30	I feel capable of delivering to high standards	72.7 -8.1	75.3 -9.2	76.8 +0.4	43				
40	I am encouraged to make the best use of things we use to minimise cost and waste	72.2 -4.2	76.4 +0.2	67.9 -3.5	43				
24	I have clear objectives to continuously improve the way I work	71.8 -4.2	74.3 -3.0	69.8 +0.7	39				
2	I have meaningful discussions with my manager about my objectives	71.8 -3.8	72.2 -0.6	72.6 +1.2	48				
8	I know my team's objectives and how we are performing against them	65.7 +8.5	68.5 +14.6	58.8 -1.8	30				
42	My manager coaches me to help me develop, achieve my best and progress	64.4 -13.2	63.2 -12.4	67.5 +0.5	30				
3	I have meaningful discussions with my manager about my development	60.9 -3.9	60.6 +2.8	69.2 +0.9	35				
25	I am clear about BrisDoc's medium term aims (over the next 1-2 years)	46.6 +0.2	46.9 +1.3	47.3 +2.7	9				

Business Services

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	All reported area	Team members in reported area	All of the Company
Cultural score:	72.3 -0.3	74.3 +1.1	70.7 +0.8

Consistency in reported area - % of responses for each question, based on 23 responses, including 4 leader/s

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Improvements for any line manager to consider / discuss with team									
38	My manager treats me with dignity and respect	88.3 -4.1	87.9 -1.6	89.2 -2.8	78				
13	My manager is sensitive to maintaining a work-life balance for our team members	87.9 +0.7	89.5 +0.6	77.7 +0.2	74				
18	My manager communicates clearly and effectively	82.7 -3.7	81.1 -4.5	76.6 -1.2	65				
16	I am thanked and genuinely feel valued by my manager	82.7 +0.7	84.8 +5.3	75.9 -3.0	65				
6	My manager gives me direction when I need it	81.8 -0.2	82.2 +0.5	78.1 +1.6	61				
34	In my team, celebration of achievements is both appropriate and timely	67.0 +7.0	67.9 +8.4	66.3 +1.4	43				
26	My manager helps prioritise workflow to actively improve the experience of our patients	65.7 -1.5	68.5 +0.7	65.6 -2.1	30				
4	My manager seeks my opinion and involves me in improving how we do things	65.3 -4.3	69.5 -1.1	65.8 +1.5	35				
29	My manager coaches to resolve underperformance in a timely way	62.7 +0.3	65.3 +0.3	61.2 +3.9	35				
10	I receive the right support at the right time when service priorities change	62.7 -4.1	66.4 -2.0	68.8 +2.8	26				
32	If I feel over-stretched at work, I know where I can find suitable support within BrisDoc	60.9 -9.1	60.6 -11.1	66.0 -2.5	39				
39	Our senior leaders communicate promptly new priorities for BrisDoc	58.7 -6.9	61.6 -7.9	66.5 -1.3	26				

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Consistency in reported area - % of responses for each question, based on 23 responses, including 4 leader/s

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Improvements to consider within and across teams									
15	Our team collaborates to respond appropriately to our changing priorities	87.0 +15.8	88.5 +19.6	73.1 +1.9	74				
19	My team feels inclusive and everyone is treated with dignity and respect	82.7 +6.3	83.2 +7.0	79.4 -0.8	61				
23	Any concerns I raise with my team are respected, and wherever possible, resolved appropriately	79.2 +10.8	80.6 +11.7	73.5 +2.0	61				
9	People I depend upon focus on solving problems, not blaming others	78.3 +11.1	83.2 +15.9	73.1 +2.8	57				
31	My team is able to adapt to meet the changing demands on our business	77.4 +2.6	80.6 +3.3	67.5 +2.2	52				
20	In our team we give and accept open feedback, focused upon how we can improve	75.3 +2.9	78.5 +2.3	72.3 +1.2	48				
33	In BrisDoc, we are able to share best practice and ideas in an effective way	74.8 -2.0	77.4 -7.1	70.3 +0.1	48				
12	As far as I can see, people in BrisDoc adhere to our Health & Safety policies	73.5 +4.3	77.4 +9.0	79.1 +2.0	48				
45	When our team priorities change, we communicate effectively to agree next steps	70.5 -3.1	72.2 -6.2	66.6 +0.5	39				
21	In BrisDoc we work together to ensure our procedures minimise failures or errors	69.6 +5.2	71.1 +5.5	73.5 +0.9	39				
28	People I depend upon do what they say i.e. they keep their commitments and promises	68.3 +3.9	73.2 +5.4	67.1 +1.9	35				
44	Teams across BrisDoc work well together	54.0 -6.4	54.3 -11.3	60.1 +3.1	9				

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Cultural score: **72.3 -0.3** **74.3 +1.1** **70.7 +0.8**

		Improvements for senior leaders to consider, across the Company							
48	I am proud to be part of BrisDoc	93.1 -1.7	91.6 -1.2	85.9 +0.3	87				
11	BrisDoc takes our Health & Safety very seriously	90.0 +7.6	90.0 +10.0	82.7 +0.5	78				
22	BrisDoc shows a passion to deliver all its services reliably and to exceptional standards	89.6 +11.2	89.5 +10.6	81.5 +4.2	78				
47	I enjoy working here	78.7 -5.7	82.7 -0.1	79.5 -2.9	52				
27	I believe that across BrisDoc, we improve our patient experience in a timely and responsive way	74.0 +14.0	79.0 +19.0	67.4 +8.0	48				
46	I believe the feedback we receive from patients helps us understand and improve their care	72.2 +10.6	74.8 +14.8	66.9 +7.8	48				
5	BrisDoc provides opportunities for me to be involved with developing our service and social purpose	68.7 -6.1	73.7 -1.9	65.3 +4.6	43				
41	In BrisDoc we all consider the environmental impact of how we provide our services	68.3 -0.1	75.3 +0.8	61.6 -0.5	35				
43	I believe BrisDoc works successfully with external services, to support the care of our patients	67.4 -2.2	71.1 +2.2	69.5 +2.9	35				
7	We have the right skills mix in my team to support a totally dependable service to patients	61.8 -5.0	64.8 -8.0	65.7 +1.2	26				
35	Our team has the appropriate tools and resources to meet all our service objectives	51.4 -5.8	53.7 -5.8	57.9 -0.8	17				
36	The technology that supports me in my work is secure, reliable and effective	49.2 -26.4	48.5 -34.3	51.7 -6.3	9				

Involving your team in your Improvement Action Plan

A template for an 'Improvement Action Plan' is found overleaf, use your own style of plan if you prefer. If you need support or more information on this, ask your HR Partner initially.

First steps:

- > Arrange team briefing/s and ensure *everyone* involved; openly share detail from your team report
- > Provide at least one example of a team strength, and at least one improvement you can make personally
- > Engage with entire team, seek further improvement ideas, and gain commitment to act together

As a result.....

1. Plan

- > Plan and openly commit to clear actions using your team's and your ideas.
- > Set dates when you will all review as a team the agreed improvements.
- > Review your scores on page 2 and plan how you will build further everyone's involvement throughout the year ahead (including new colleagues).

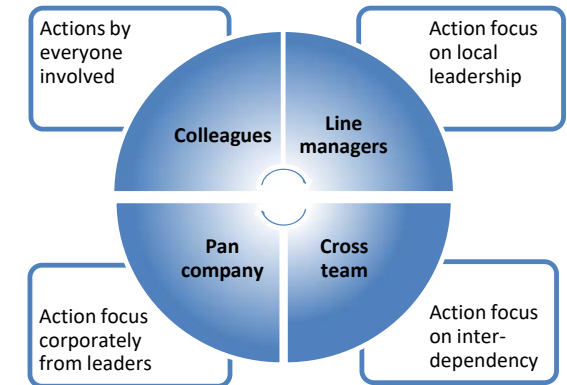
2. Prioritise

- > To prioritise your actions, it may help to firstly consider those questions:
 - with the lowest scores (below 60), that are actionable 'within your team, or your control'.
 - that start with the word/s 'My manager' and score below 65 (especially if score has fallen).
 - with your team's most improved scores - so you know what to continue doing.
 - in which team members' scores differ by more than 5 points from the team average - ask HR for a '4 way leadership' report for more detail on this.

3. Involve

- > Agree which actions you will lead and which team members will lead - *and start them as soon as you can.*
- > Communicate regularly, and ensure everyone is involved in actions, with ongoing support.
- > Agree how you will ensure ongoing improvements are tied into everyone's objectives and development, *including new staff.*

Focus your actions using the reporting filters (p3-6)



Within a month of receiving your report, start a few priority actions and share with your HR Partner your draft Improvement Plan

