

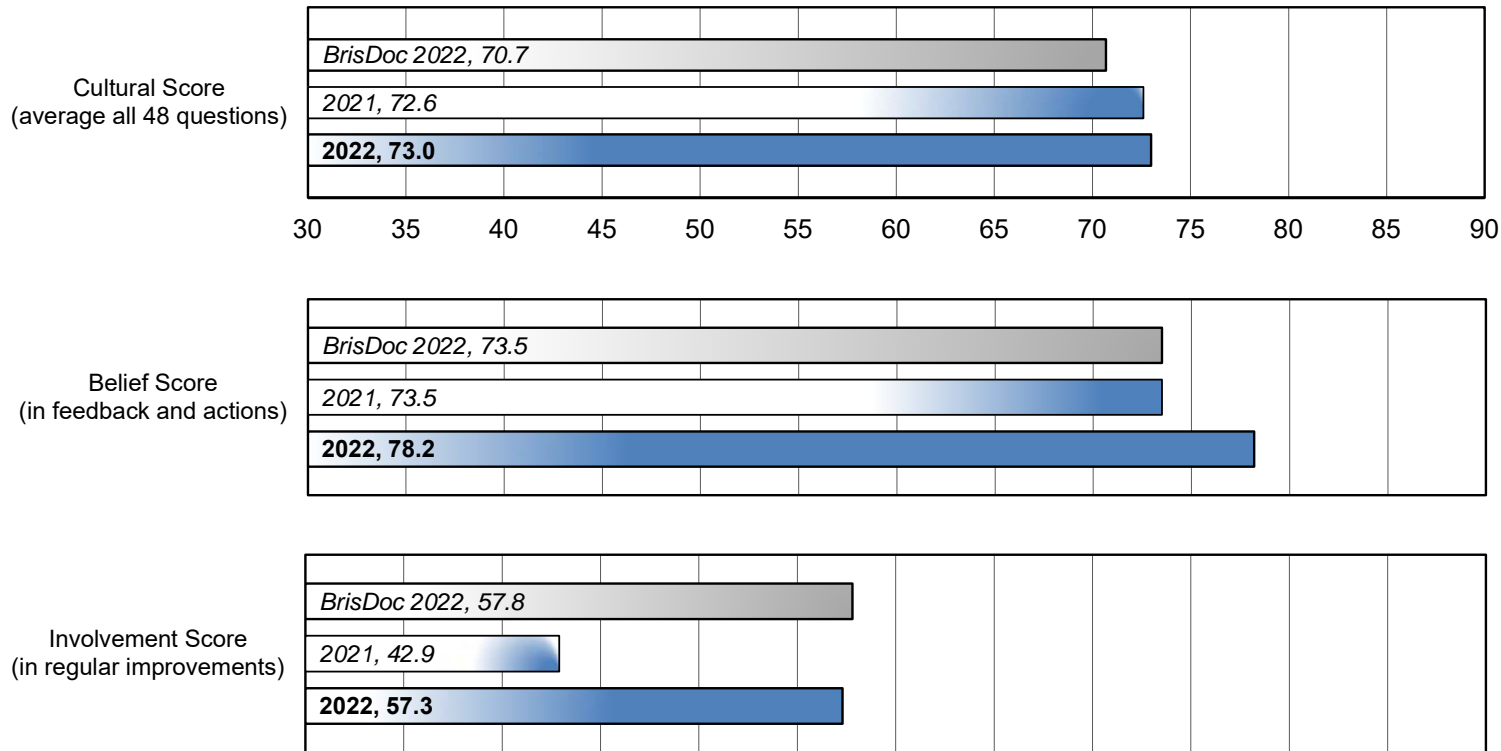
# 'Our Voice' 2022 - Results Pack

## Practice Services

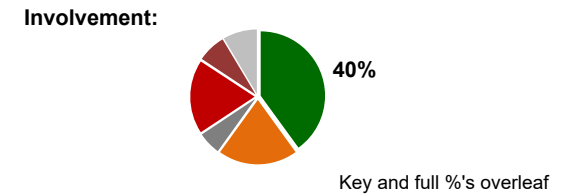
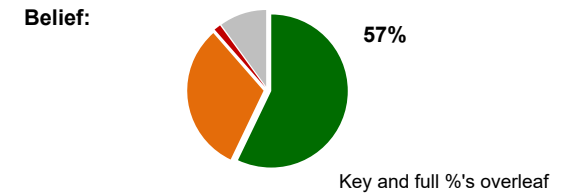
### Headline results

**Reported scores based on 70 responses, including 20 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.

## Practice 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 |
|---|--------------|
| <b>Practice Services</b>                        | <b>78.2</b>  |
| Your Belief score change since the last survey: | <b>+ 4.7</b> |
| <i>BrisDoc</i>                                  | <b>73.5</b>  |

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

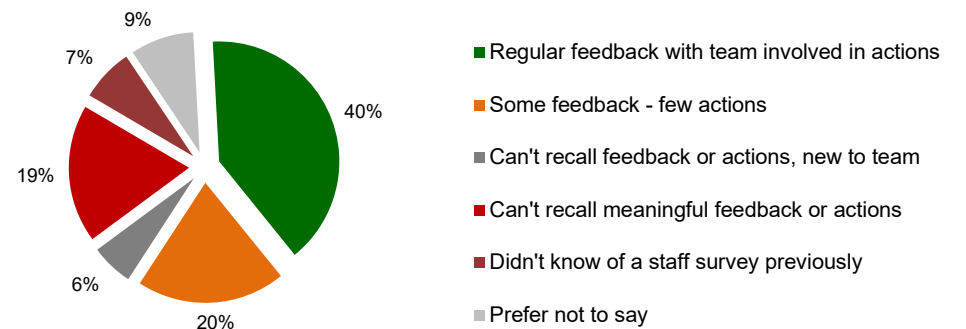


#### Involvement to date

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 |
|--|-------------------|
| <b>Practice Services</b>                             | <b>57.3</b>       |
| Your Involvement score change since the last survey: | <b>+ 14.4</b>     |
| <i>BrisDoc</i>                                       | <b>57.8</b>       |

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



## Practice 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 |
|------------------------|-------------------|-------------------------------|--------------------|
| <b>Cultural score:</b> | <b>73.0 +0.4</b>  | <b>71.9 -1.6</b>              | <b>70.7 +0.8</b>   |

**Consistency in reported area - % of responses for each question, based on 70 responses, including 20 leader/s**

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

|    |  |           |           | Improvements for everyone to consider |    |  |  |
|----|--|-----------|-----------|---------------------------------------|----|--|--|
| 14 | If I make a mistake I feel comfortable to have an open discussion with my manager              | 86.0 -3.4 | 82.8 -6.0 | 85.1 +1.4                             | 71 |  |  |
| 17 | If I think of a better way to do something, I know how to put my idea forward                  | 80.8 -1.0 | 77.8 -2.9 | 75.3 +1.8                             | 56 |  |  |
| 1  | I am able to express my opinions openly and honestly at work                                   | 79.8 -0.5 | 79.6 -0.1 | 76.2 +2.5                             | 51 |  |  |
| 2  | I have meaningful discussions with my manager about my objectives                              | 76.2 -2.5 | 72.0 -6.5 | 72.6 +1.2                             | 53 |  |  |
| 30 | I feel capable of delivering to high standards   | 75.5 +2.6 | 78.0 +3.4 | 76.8 +0.4                             | 44 |  |  |
| 37 | I am confident that BrisDoc would support me in resolving any wellbeing issues that concern me | 75.0 -4.2 | 71.8 -7.3 | 77.3 -1.8                             | 50 |  |  |
| 42 | My manager coaches me to help me develop, achieve my best and progress                         | 74.2 +0.5 | 73.2 -3.8 | 67.5 +0.5                             | 46 |  |  |
| 3  | I have meaningful discussions with my manager about my development                             | 72.0 -3.0 | 67.8 -6.5 | 69.2 +0.9                             | 49 |  |  |
| 24 | I have clear objectives to continuously improve the way I work                                 | 71.3 -2.0 | 70.4 -7.2 | 69.8 +0.7                             | 43 |  |  |
| 40 | I am encouraged to make the best use of things we use to minimise cost and waste               | 69.6 -1.1 | 69.2 -5.7 | 67.9 -3.5                             | 37 |  |  |
| 8  | I know my team's objectives and how we are performing against them                             | 65.5 +1.8 | 65.2 +1.8 | 58.8 -1.8                             | 29 |  |  |
| 25 | I am clear about BrisDoc's medium term aims (over the next 1-2 years)                          | 43.5 +0.8 | 40.8 +1.4 | 47.3 +2.7                             | 10 |  |  |

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Team members in reported area

All of the Company

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**Cultural score:** **73.0 +0.4**    **71.9 -1.6**    **70.7 +0.8**

|    |   | Improvements for any line manager to consider / discuss with team |            |           |    |  |  |  |  |
|----|---|---|------------|-----------|----|--|--|--|--|
| 38 | My manager treats me with dignity and respect   | 90.8 -4.2   | 88.6 -5.7  | 89.2 -2.8 | 79 |  |  |  |  |
| 6  | My manager gives me direction when I need it  | 82.5 +1.4   | 80.6 -2.2  | 78.1 +1.6 | 66 |  |  |  |  |
| 18 | My manager communicates clearly and effectively   | 80.0 -6.4   | 76.6 -10.4 | 76.6 -1.2 | 59 |  |  |  |  |
| 13 | My manager is sensitive to maintaining a work-life balance for our team members           | 77.6 -2.4   | 76.4 -4.3  | 77.7 +0.2 | 51 |  |  |  |  |
| 16 | I am thanked and genuinely feel valued by my manager                                      | 75.6 -8.6   | 70.6 -13.4 | 75.9 -3.0 | 49 |  |  |  |  |
| 4  | My manager seeks my opinion and involves me in improving how we do things                 | 72.2 +0.0   | 66.6 -7.4  | 65.8 +1.5 | 49 |  |  |  |  |
| 34 | In my team, celebration of achievements is both appropriate and timely                    | 71.2 +0.1   | 67.6 -4.0  | 66.3 +1.4 | 37 |  |  |  |  |
| 26 | My manager helps prioritise workflow to actively improve the experience of our patients   | 70.6 +1.0   | 71.0 -3.3  | 65.6 -2.1 | 41 |  |  |  |  |
| 10 | I receive the right support at the right time when service priorities change              | 70.5 +1.1   | 71.2 +0.8  | 68.8 +2.8 | 41 |  |  |  |  |
| 39 | Our senior leaders communicate promptly new priorities for BrisDoc                        | 69.2 +0.9   | 69.8 -0.9  | 66.5 -1.3 | 44 |  |  |  |  |
| 29 | My manager coaches to resolve underperformance in a timely way                            | 67.3 +2.7   | 66.8 +1.3  | 61.2 +3.9 | 43 |  |  |  |  |
| 32 | If I feel over-stretched at work, I know where I can find suitable support within BrisDoc | 63.6 +2.2   | 60.2 +2.3  | 66.0 -2.5 | 33 |  |  |  |  |

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**Consistency in reported area - % of responses for each question, based on 70 responses, including 20 leader/s**

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 ■ Sometimes  
 ■ Yes mostly  
 ■ Yes always

| Improvements to consider within and across teams |  |           |           |           |    |
|--|--|-----------|-----------|-----------|----|
| 12   | As far as I can see, people in BrisDoc adhere to our Health & Safety policies                  | 85.8 +1.4 | 85.6 +0.1 | 79.1 +2.0 | 66 |
| 19   | My team feels inclusive and everyone is treated with dignity and respect                       | 83.8 -3.4 | 82.6 -4.4 | 79.4 -0.8 | 64 |
| 23   | Any concerns I raise with my team are respected, and wherever possible, resolved appropriately | 79.0 +0.3 | 76.2 -6.0 | 73.5 +2.0 | 56 |
| 20   | In our team we give and accept open feedback, focused upon how we can improve                  | 79.0 +1.8 | 78.4 +2.0 | 72.3 +1.2 | 54 |
| 15   | Our team collaborates to respond appropriately to our changing priorities                      | 78.5 +1.9 | 78.6 +2.8 | 73.1 +1.9 | 54 |
| 21   | In BrisDoc we work together to ensure our procedures minimise failures or errors               | 76.0 -0.1 | 76.6 -2.2 | 73.5 +0.9 | 47 |
| 9  | People I depend upon focus on solving problems, not blaming others                             | 75.0 -2.9 | 74.8 -4.0 | 73.1 +2.8 | 50 |
| 33   | In BrisDoc, we are able to share best practice and ideas in an effective way                   | 70.5 -0.6 | 69.0 -2.9 | 70.3 +0.1 | 39 |
| 45   | When our team priorities change, we communicate effectively to agree next steps                | 70.2 +2.1 | 71.4 +2.9 | 66.6 +0.5 | 36 |
| 28   | People I depend upon do what they say i.e. they keep their commitments and promises            | 67.0 -4.4 | 68.2 -6.7 | 67.1 +1.9 | 29 |
| 31   | My team is able to adapt to meet the changing demands on our business                          | 64.0 +1.3 | 65.2 +1.8 | 67.5 +2.2 | 21 |
| 44   | Teams across BrisDoc work well together  | 57.5 +5.3 | 57.8 +8.7 | 60.1 +3.1 | 21 |

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**Cultural score:**   **73.0 +0.4**   **71.9 -1.6**   **70.7 +0.8**

|    |   | Improvements for senior leaders to consider, across the Company |           |           |    |  |  |  |  |
|----|---|---|-----------|-----------|----|--|--|--|--|
| 48 | I am proud to be part of BrisDoc  | 86.5 +2.5   | 85.0 +0.7 | 85.9 +0.3 | 69 |  |  |  |  |
| 11 | BrisDoc takes our Health & Safety very seriously  | 86.5 -0.5   | 85.8 -3.3 | 82.7 +0.5 | 70 |  |  |  |  |
| 22 | BrisDoc shows a passion to deliver all its services reliably and to exceptional standards           | 82.3 +7.5   | 82.0 +5.6 | 81.5 +4.2 | 61 |  |  |  |  |
| 47 | I enjoy working here  | 79.9 -4.3   | 78.2 -5.5 | 79.5 -2.9 | 53 |  |  |  |  |
| 7  | We have the right skills mix in my team to support a totally dependable service to patients         | 73.2 +7.5   | 75.2 +6.4 | 65.7 +1.2 | 46 |  |  |  |  |
| 43 | I believe BrisDoc works successfully with external services, to support the care of our patients    | 69.9 +1.4   | 68.8 +0.9 | 69.5 +2.9 | 44 |  |  |  |  |
| 27 | I believe that across BrisDoc, we improve our patient experience in a timely and responsive way     | 67.9 +6.8   | 67.2 +4.4 | 67.4 +8.0 | 34 |  |  |  |  |
| 5  | BrisDoc provides opportunities for me to be involved with developing our service and social purpose | 67.9 +9.6   | 64.2 +3.8 | 65.3 +4.6 | 40 |  |  |  |  |
| 46 | I believe the feedback we receive from patients helps us understand and improve their care          | 66.2 +5.5   | 65.6 +1.6 | 66.9 +7.8 | 31 |  |  |  |  |
| 41 | In BrisDoc we all consider the environmental impact of how we provide our services                  | 64.5 -1.0   | 64.6 -4.5 | 61.6 -0.5 | 33 |  |  |  |  |
| 35 | Our team has the appropriate tools and resources to meet all our service objectives                 | 57.8 +5.1   | 58.4 +3.8 | 57.9 -0.8 | 17 |  |  |  |  |
| 36 | The technology that supports me in my work is secure, reliable and effective                        | 52.2 +2.6   | 54.4 +3.1 | 51.7 -6.3 | 16 |  |  |  |  |

## 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).

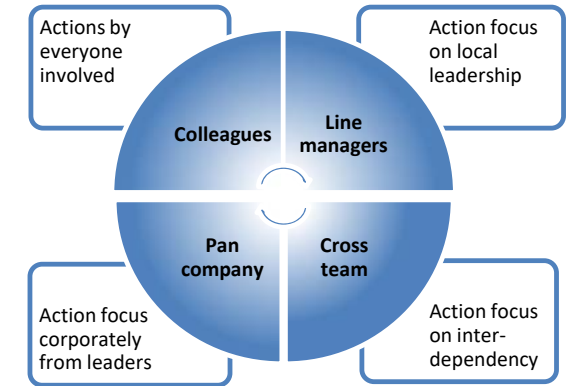
#### 2. Prioritise

- > 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**

## Improvement Action Plan

Team name:

Shared with my manager:

Shared with whole team:

Submitted online:

When will this action start? Who will track this action?

|                          |   |                             |  |  |  |
|--------------------------|---|-----------------------------|--|--|--|
| <p><b>1. Plan</b></p>    | <p>Summarise how you plan to review all your team's improvement actions at regular intervals:</p> | <p><b>2. Prioritise</b></p> | <p>Summarise which actions / questions are your initial focus for improvement:</p> |  |  |
|                          |   | >                           |  |  |  |
|                          |   | >                           |  |  |  |
|                          |   | >                           |  |  |  |
|                          |   | >                           |  |  |  |
| <p><b>3. Involve</b></p> | <p>Summarise how you will support and maintain involvement:</p>                                   | >                           |  |  |  |
|                          |   | >                           |  |  |  |
|                          |   | >                           |  |  |  |