![ACT Government | Canberra Health Services logo]

Dear ███████

DECISION ON YOUR ACCESS APPLICATION

I refer to your application under section 30 of the *Freedom of Information Act 2016* (FOI Act), received by Canberra Health Services (CHS) on **Tuesday 31 January 2023**.

This application requested access to:

> '- *A copy of all correspondence or complaints to the CEO/People and Culture regarding Nursing and Midwifery Patient Support Service division not being able to submit December 2022 Pulse Surveys.*
> - *A copy of any correspondence to People and Culture/the CEO/Ministers office about conducting the pulse survey in December2022 (including any discussion about extending the deadline for responses).*
> - *Any briefing or correspondence provided to People and Culture/the CEO/Ministers office/Media and Strategic Communication about the response rate being less than 40% for the December 2022 Pulse survey.*
> - *Referring to the 2022 December Pulse survey I request detailed results broken down by (a) Senior Management across all divisions and (B) Senior Executive Management across all divisions.'*

I am an Information Officer appointed by the Chief Executive Officer of Canberra Health Services (CHS) under section 18 of the FOI Act to deal with access applications made under Part 5 of the Act. CHS was required to provide a decision on your access application by **Tuesday 28 February 2023**.

I have identified six documents holding the information within scope of your access application. These are outlined in the schedule of documents included at Attachment A to this decision letter.

Decisions
I have decided to:

- grant full access to five documents; and
- grant partial access to one document.

My access decisions are detailed further in the following statement of reasons and the documents released to you are provided as Attachment B to this letter.

In reaching my access decision, I have taken the following into account:
- The FOI Act;
- The contents of the documents that fall within the scope of your request;
- The views of relevant third parties; and
- The *Human Rights Act 2004*.

Full Access
I have decided to grant full access to five documents at references 2-6.

Partial Access
I have decided to grant partial access to one document as it contains information that I consider, on balance to be contrary to the public interest to disclose under the test set out in section 17 of the Act.

Document at reference 1 is partially comprised of personal information of an ACT-Government employee's personal information and has not been disclosed as this could reasonably be expected to prejudice the protection of the individual's right to privacy.

Public Interest Factors Favouring Disclosure
The following factors were considered relevant in favour of the disclosure of the documents:
- Schedule 2, 2.1(a)(i) promote open discussion of public affairs and enhance the government's accountability; and
- Schedule 2, 2.1(a)(ii) contribute to positive and informed debate on important issues or matters of public interest.

Public Interest Factors Favouring Non-Disclosure
The following factors were considered relevant in favour of the non-disclosure of the documents:
- Schedule 2, Schedule 2.2 (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the *Human Rights Act 2004*.

On balance, the factors favouring disclosure did not outweigh the factor favouring non-disclosure as the information would not provide any government information pertinent to your request. Therefore, I have determined the information identified is contrary to the public interest and would not advantage the public in disclosing this information.

Charges
Processing charges are not applicable to this request.

Disclosure Log
Under section 28 of the FOI Act, CHS maintains an online record of access applications called a disclosure log. The scope of your access application, my decision and documents released to you will be published in the disclosure log not less than three days but not more than 10 days after the date of this decision. Your personal contact details will not be published.

https://www.health.act.gov.au/about-our-health-system/freedom-information/disclosure-log.

Ombudsman review
My decision on your access request is a reviewable decision as identified in Schedule 3 of the FOI Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in ACT Health's disclosure log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at:

The ACT Ombudsman
GPO Box 442
CANBERRA ACT 2601
Via email: ACTFOI@ombudsman.gov.au
Website: ombudsman.act.gov.au

ACT Civil and Administrative Tribunal (ACAT) review
Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal
Level 4, 1 Moore St
GPO Box 370
Canberra City ACT 2601
Telephone: (02) 6207 1740
http://www.acat.act.gov.au/

Further assistance
Should you have any queries in relation to your request, please do not hesitate to contact the FOI Coordinator on (02) 5124 9831 or email HealthFOI@act.gov.au.

Yours sincerely,

Kalena Smitham
Executive Group Manager
People & Culture
Canberra Health Services

22 February 2023

FREEDOM OF INFORMATION SCHEDULE OF DOCUMENTS

Please be aware that under the *Freedom of Information Act 2016*, some of the information provided to you will be released to the public through the ACT Government's Open Access Scheme. The Open Access release status column of the table below indicates what documents are intended for release online through open access.

Personal information or business affairs information will not be made available under this policy. If you think the content of your request would contain such information, please inform the contact officer immediately.

Information about what is published on open access is available online at: http://www.health.act.gov.au/public-information/consumers/freedom-information

APPLICANT NAME	WHAT ARE THE PARAMETERS OF THE REQUEST	FILE NUMBER
██████████	'- A copy of all correspondence or complaints to the CEO/People and Culture regarding Nursing and Midwifery Patient Support Service division not being able to submit December 2022 Pulse Surveys. - A copy of any correspondence to People and Culture/the CEO/Ministers office about conducting the pulse survey in December2022 (including any discussion about extending the deadline for responses). - Any briefing or correspondence provided to People and Culture/the CEO/Ministers office/Media and Strategic Communication about the response rate being less than 40% for the December 2022 Pulse survey. - Referring to the 2022 December Pulse survey I request detailed results broken down by (a) Senior Management across all divisions and (B) Senior Executive Management across all divisions.'	**CHSFOI22-23.40**

Ref Number	Page Number	Description	Date	Status Decision	Factor	Open Access release status
A copy of all correspondence or complaints to the CEO/People and Culture regarding Nursing and Midwifery Patient Support Service division not being able to submit December 2022 Pulse Surveys.						
1.	1	Email – FW: Problem to receive Pulse Survey	14 December 2022	Partial Release	Privacy	

A copy of any correspondence to People and Culture/the CEO/Ministers office about conducting the pulse survey in December2022 (including any discussion about extending the deadline for responses)						
2.	2 – 3	Email – December Pulse Survey [Attachments out of scope removed]	24 October 2022	Full Release		
Any briefing or correspondence provided to People and Culture/the CEO/Ministers office/Media and Strategic Communication about the response rate being less than 40% for the December 2022 Pulse survey.						
3.	4 – 7	Ministerial Brief - MCHS235 Minister for Health Brief Pulse Survey December 2022	4 January 2023	Full Release		
4.	8 – 11	Media talking points – CHS December 2022 Workplace Culture Pulse Survey	10 January 2023	Full Release		
Referring to the 2022 December Pulse survey I request detailed results broken down by (a) Senior Management across all divisions and (B) Senior Executive Management across all divisions						
5.	12 – 25	BPA Top Drawer Report - 2022 December Pulse Survey - Executive Management Team (CHS)	Data collected up until 14 December 2022	Full Release		
6.	26	Email – Pulse Survey results	20 December 2022	Full Release		
Total Number of Documents						
6						

From:	CHS WCL
Sent:	Wednesday, 14 December 2022 15:22
To:	Canberra Health Services Workplace Culture Survey
Subject:	FW: Problem to receive Pulse Survey

Follow Up Flag:	Follow up
Flag Status:	Completed

Hi team,

Please see the below email from ███████ re the Pulse Survey.

Thanks,

Abby Smith | Project Officer, Workforce Culture and Leadership
Phone: (02) 512 46707 | Email: Abby.Smith@act.gov.au
People and Culture | Canberra Health Services | ACT Government
Lvl 1, Bldg 23, Garran ACT 2606 | health.act.gov.au
RELIABLE | PROGRESSIVE | RESPECTFUL | KIND
Personal pronouns: She/Her.

Use the Safety C.O.D.E.™ and help prevent unintended harm

C CHECKS **O** OPTIONS **D** DEMANDS **E** ELEVATES

From: ███████████████████████████
Sent: Wednesday, 14 December 2022 2:27 PM
To: CHS WCL <CHS.WCL@act.gov.au>
Subject: Problem to receive Pulse Survey

To whom it may concern,

I haven't received any email about pulse survey, can you please send me a link? Thanks!

kind regards,

████████

From:	DAmbrosio, Flavia (Health)
Sent:	Monday, 24 October 2022 13:02
To:	CEOHealth
Cc:	Canberra Health Services People and Culture; Triffitt, Renate (Health); deLucey, Kara (Health)
Subject:	December Pulse Survey
Attachments:	CHS_Pulse_2022_CHS updated.pdf; Signed June Pulse Survey Instrument.pdf
Importance:	High

<div align="center" style="color:red">OFFICIAL</div>

Hello Dave

Plans for the CHS Pulse Survey are progressing well. The census period for the survey will be Friday 2 December to Monday 19 December.

Please find attached for you approval the pulse survey instrument – titled CHS_Pulse_2022_CHS updated. The survey instrument is a little different to the June 2021 pulse survey, with the main changes being:

Page 1
- Inclusion of your photo to the CEO opening message
- Draft CEO message included – please advise if you are happy with what we've written and/or changes you would like made to the message

Page 2
- Point (1) to be removed as the word organisation will be replaced by CHS (see engagement questions on page 3).
- Executive Management Team to be updated as per list provided to BPA

Page 3
- Wording to the introduction of the engagement questions has been revised to make it clearer to staff what is being measured.
- Wording of the engagement questions changed slightly – the word 'organisation' has been replaced by CHS

Page 4
- Addition of Message in a Bottle to you
- Additional demographic questions/choices for staff to tick

Removed from the survey instrument:
- NPS questions removed
- Quality and safety question removed

I've also attached a copy of the June 2021 instrument – titled Signed June Pulse Survey Instrument – if you want to compare.

I would really appreciate it if you could advise by Wednesday, 26 October, if you're happy to proceed with this version. BPA will mock this up and we will have another opportunity to make any changes if we want to make other changes before it's finalised.

Kind regards
Flavia

Flavia D'Ambrosio | Senior Director, Workforce Culture and Leadership
Phone: (02) 512 49585 | Email: flavia.dambrosio@act.gov.au
People and Culture | Canberra Health Services | ACT Government

Level 1, Building 23, Canberra Hospital | Garran ACT 2605| www.canberrahealthservices.act.gov.au
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C CHECKS O OPTIONS D DEMANDS E ELEVATES

Canberra Health Services

To:	Minister for Health	Tracking No.: MCHS23/5
Date:	4 January 2023	
From:	Janet Zagari, Acting Chief Executive Officer	
Subject:	Canberra Health Services December 2022 Pulse Survey Results	
Critical Date:	Not applicable	
Critical Reason:	Not applicable	

- CEO   …/…/…

Recommendation

That you note the information contained in this brief.

Noted / Please Discuss

Rachel Stephen-Smith MLA …………………………….……………………… …..../…./….

Minister's Office Feedback

Background

1. Since 2005, Canberra Health Services (CHS) has been investing in whole-of-organisation Workplace Culture Surveys through Best Practice Australia Analytics (BPAA).

2. Workplace Culture Surveys were conducted in 2005, 2007, 2009, 2012, 2015, 2019 and 2021. These surveys provided a wealth of valuable information to the organisation as a whole as well as informed both organisational level initiatives and team-based actions.

3. In 2020, CHS committed to conducting regular 'pulse' surveys, to measure our performance against the CHS Corporate Plan, strategic priority of *'A great place to work'*.

4. Pulse surveys conducted in November 2020, March 2021 and June 2021 included:

    a. BPAA's 11 engagement questions;

    b. Two net promoter questions; and

    c. One patient safety question.

5. The December 2022 Pulse Survey, was modified and included:

    a. BPAA's 11 engagement questions;

    b. One identity question which better aligns with CHS' strategic priority to create a truly great place to work;

    c. The addition of a 'message in a bottle' to the Chief Executive Officer (CEO) option; and

    d. A diversity profile question to help better understand diversity at CHS.

6. The census period for the December 2022 Pulse Survey was 2 to 19 December 2022.

7. A copy of the CHS December 2022 Pulse Survey Instrument is at <u>Attachment A</u>.

Issues

8. Key results from the December 2022 Pulse Survey are summarised below:

    a. CHS achieved a 35 per cent response rate.

    b. This response rate is 15 per cent less than the 2021 Workplace Culture Survey of 50 per cent, and 11 per cent less than the June 2021 Pulse Survey of 46 per cent. Given the December 2022 Pulse Survey census period was post implementation of the Digital Health Record, a lower response rate was anticipated.

    c. Staff engagement continues to improve with 46 per cent respondents engaged.

    d. This places CHS in a 'Culture of Consolidation' and is a 2 per cent increase from the November 2021 Workplace Culture Survey of 44 per cent engaged, and an 8 per cent increase from the June 2021 Pulse Survey of 38 per cent engaged.

    e. Of the 11 engagement questions, nine questions rated as statistically better, and two questions rated as statistically equal.

    f. The questions that rated as statistically better relate to:

        i. Trust in the Executive Management Team

        ii. A climate of trust and respect throughout CHS

        iii. Strong sense of purpose and direction, optimism about the future and that changes in CHS mean better things to come.

    g. The two questions that rated statistically equal relate to trust in frontline supervisors and managers.

    h. Truly Great Place – 58 per cent responded 'yes' and 42 per cent responded 'no'. 58 per cent 'yes' is 10 per cent higher than when CHS last asked this question in the November 2019 Workplace Culture Survey which is a significant improvement within a relatively short period of time.

    i. A total of 1,393 messages in a bottle were sent to the CEO, this equates to a 48 per cent take up rate from the 2,904 respondents.

9. Full details of the results, including the respondents by role and diversity demographic, are at <u>Attachment B</u>.

10. CHS is currently undertaking further analysis of the survey data, in particular, the qualitative text associated with the Truly Great Place question to help identify our key priority areas.

11. The engagement score was communicated to staff on 23 December 2022 via an all-staff email from the CEO. Detailed results will be communicated to staff on 13 January 2023 via an all-staff email.

12. Executive Directors have received their respective reports and comprehensive divisional results will be communicated via the division's usual communication channels.

Financial Implications

13. Not applicable.

Consultation

<u>Internal</u>
14. Not applicable.

<u>Cross Directorate</u>
15. Not applicable.

<u>External</u>
16. Not applicable.

Work Health and Safety

17. Not applicable.

Benefits/Sensitivities

18. CHS survey results tend to attract attention from the Opposition, but to date, minimal results have been provided to the general public. There are two main reasons for this approach:

    a. The information is collected from staff on a highly confidential basis (with all results de-identified even for internal purposes). This helps to ensure a good response rate; and

    b. BPAA owns the survey instrument, and they emphasise the need to protect their commercial interests. They are internal working documents for CHS planning purposes and have been exempt from FOI requests in the past on this basis.

Communications, media and engagement implications

19. Media talking points have not been prepared and can be prepared by the CHS media team should any media issues arise.

Signatory Name:	Kalena Smitham Executive Group Manager, People and Culture	Phone:	5124 9631
Action Officer:	Flavia D'Ambrosio Senior Director, Workforce Culture and Leadership	Phone:	5124 9585

Attachments

Attachment	Title
Attachment A	CHS December 2022 Pulse Survey Instrument
Attachment B	Detailed results of CHS December 2022 Pulse Survey

CHS December 2022 Workplace Culture Pulse Survey

High level

- Workplace culture at Canberra Health Services continues to improve, with the latest pulse survey recording the highest 'engagement' score since the organisation started measuring this through workplace culture surveys in 2005.

- CHS returned a 46 per cent engagement score for the survey, conducted by Best Practice Australia Analytics (BPAA) in December 2022.

- This is up by 2 per cent since the last workplace culture survey in November 2021, and up by 8 per cent from the previous pulse survey, conducted in June 2021.

- This places CHS's engagement score above BPAA's national benchmark for public hospitals and health services (3 per cent above).

- This is a particularly positive result given the ongoing impacts of the COVID-19 pandemic on the health service, as well as the fact CHS implemented the single biggest organisation-wide change in its history – the Digital Health Record – in 2022.

- While the results are very encouraging, great culture is a journey, not a destination and we will use these results to continue to strive for improvement.

Engagement score

- The 'temperature check' survey included 11 engagement questions, and an identity and direction question about whether CHS is a great place to work and why/why not.

- The results of the 11 engagement questions are used to determine the type of culture or how 'engaged' our staff are in the organisation.

- Staff engagement continues to improve, with 46 per cent of respondents deemed 'engaged'.

- A 46 per cent engagement score for survey respondents places CHS in a 'Culture of Consolidation'. This type of culture signifies that the organisation is in a state of transition and moving in a positive direction.

- Out of the 11 engagement questions, nine of the responses rated statistically better and two rated statistically equal compared to the previous survey.

    o The questions that rated statistically better related to trust in Executive Management Team, a climate of trust and respect throughout CHS, strong sense of purpose and direction, optimism about the future and that changes in CHS mean better things to come.

1

    o   The two questions that rated statistically equal relate to trust in frontline supervisors and managers.

- For the identity and direction question, there was a 10 per cent increase in team members calling CHS 'a truly great place to work' since this question was last asked in November 2019, up from 48 per cent to 58 per cent. This is a significant improvement within a reasonably short period of time.

- The survey also asked team members to provide feedback as to why CHS is a great place to work or what the barriers were, in their own words.

- Some of the top reasons staff given about why CHS is a great place to work were strong teamwork, colleagues and friends, support, wider staff network, management, staff morale and positivity, work to improve, experience with clients and opportunities.

Room for improvement

- Cultural change in a large, frontline organisation doesn't happen overnight and we will always strive to improve.

- These surveys provide us with data on work areas that are doing well, as well as helping identify those that need extra help.

- We saw significant improvement in the engagement scores in some areas identified as needing some extra help in the last survey.

- This is why gathering data like this is very valuable to us. It shows us where and how we need to improve, whether the strategies we already have in place are working, whether we need to implement new strategies or whether we've discovered a new issue to work on for team CHS to truly become a great place to work.

Quick high level stats

- 8,282 surveys distributed
- Close to 3,000 responses
- 35% response rate (15% lower than the previous survey due to surveying later in the year, after DHR)
- Close to 35,000 pieces of quantitative data
- 1,393 direct messages to the CEO
- Staff engagement rating improved by 8% since the June 2021 Pulse Survey.
- Improved on nine engagement survey questions and rated the same on the remaining two survey questions.

Workplace culture surveys

- CHS has been conducting workplace culture surveys through BPAA since 2005.

- In 2020, CHS committed to also conducting regular snapshot, 'pulse' surveys. These were conducted in November 2020, March and June 2021 and December 2022.

Health Workforce Wellbeing and Recovery Fund

- We are committed to continually improving our workplace culture at team CHS and ensuring we keep striving to make it a truly great place to work.

- The last couple of years have been incredibly challenging for our staff, throughout the COVID-19 pandemic as well as natural disasters.

- We know this has contributed to stress and fatigue in the workplace. This is why we continue to invest in initiatives to support our staff and build safe and healthy workplaces, how and where they need it.

- The ACT Government announced its $8.5 million Health Workforce Wellbeing and Recovery Fund late last year, to support the health workforce in the ACT.

- The initiatives being implemented by CHS are co-designed by staff and evidenced-based to make a real difference in our workplaces, supporting wellness and recovery.

- The first three initiatives are:

  o A wellness space to provide a restorative area for self-care and reflection that is physically and deliberately separate from regular workspaces.

  o A peer support program that will offer a 24/7 access system where trained peers can provide informal and confidential support, at short notice, to any CHS team members who are experiencing work or home-related difficulties.

  o The Mayo Clinic's Health Wellbeing Index App, which will provide staff and the organisation with a measurement of their own wellbeing. It also provides resources they can use in distress, as well as de-identified organsational data to pinpoint areas that need support.

  o A further nine wellbeing initiatives will be implemented across CHS following these initial three, to continue making CHS a supportive and healthy place to work.

If asked

Lower survey response rate than previous surveys:

- CHS achieved a 35% response rate to this survey, which was 15% less than our 2021 workplace culture survey in November 2021, and 11% less than the June 2021 Pulse survey.

- This was anticipated due to this pulse survey census period being post DHR go-live and close to Christmas. However, a 35% response rate is still close to 3,000 team members and the results are considered statistically representative of the organisation's culture.

Results for specific business units:

- We have worked hard to build a sense of trust for staff to participate in the survey, to answer honestly and frankly.

- CHS does not publicly release results at the individual business unit level in order to preserve staff confidence and trust in the surveys.

- The information is collected from staff on a highly confidential basis and all results are de-identified, even for internal purposes to help ensure a good response rate.

- However these de-identified results are shared with the teams themselves and key decision makers.

- We have seen significant improvement in the engagement scores of several key clinical areas that had been the focus of deep dives in the past 12 months.

The BPA Top Drawer Report

Canberra Health Services

2022 December Pulse Survey

Executive Management Team (CHS)

A BPA Analytics Survey

Why is it called the Top Drawer Report?

Because it is an overview of the data from the BPA Analytics Survey -
something you can keep in your top drawer for quick reference.

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

Welcome

This BPA Report is intended to help you, the manager, interpret and use the results from the BPA survey most productively.

Your people took the time to complete the BPA survey. They want to know they were listened to, and that something will be done with the results.

We all spend a lot of time at work, in our labour. Your role as a manager is to use this information to reflect on your own management and leadership style (after all, Organisational Culture is leadership driven) and to get the best from your team.

We have provided you with a report that contains the very real perceptions your employees have of their working life.

Regardless of whether these perceptions are a correct (or incorrect) interpretation of reality, the simple and unavoidable fact is:

- Your employees have these perceptions;
- Your employees use these perceptions to frame their actions and behaviours;
- Your employees' actions and behaviours will either drive, or limit, your department's performance;

We hope you are able to use your BPA Report to identify 2 or 3 things to action and make sure you do limit your Action Plan to a maximum of 3 things. We know from experience that this will maximise your chances of achieving a result.

Good luck!

[signature]

Jacqui Parle
Director Consulting Services
BPA Analytics

Your people drive strategy.

Organisational Culture impacts on employee turnover.

You can't manage what you don't know... if it's not being measured, it's not being managed.

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

Your Response Rate/s

How reliably you can use the data contained in your BPA Report all starts with the response rate. Typically, the first wave of employees responding to the survey (between 10-12%) provide responses that are on the whole about 3-4% more positive than the entire cohort responding to the survey. To allow for this to level out, our research has found that the response rate needs to reach about 40%.

In reporting units where the response rate falls below this threshold, data is indicative, not definitive and should be used with caution - and not to base any major decisions.

The higher your response rate, the more confidently you can use the data to form the basis for change initiatives.

Executive Management Team (CHS)
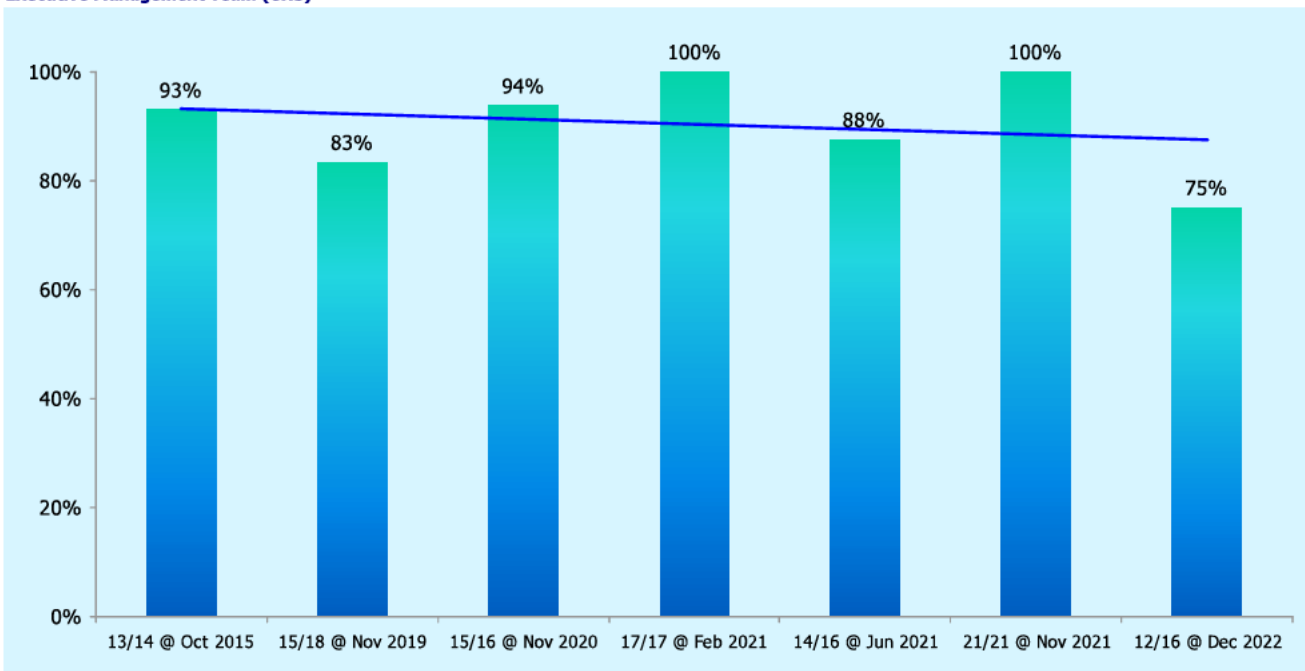
Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

Measuring Your Engagement

Measuring Engagement

BPA's years of experience and knowledge of what works, and what doesn't work has been instrumental in formulating BPA's signature model of Engagement Culture –The 6 Types of Culture Model.

This model has been used extensively by our client organisations. It is very popular with both executive and front-line managers, because it is simple to follow and has a very strong intuitive match with day-to-day lived work experiences.

BPA 6 Types of Culture Model
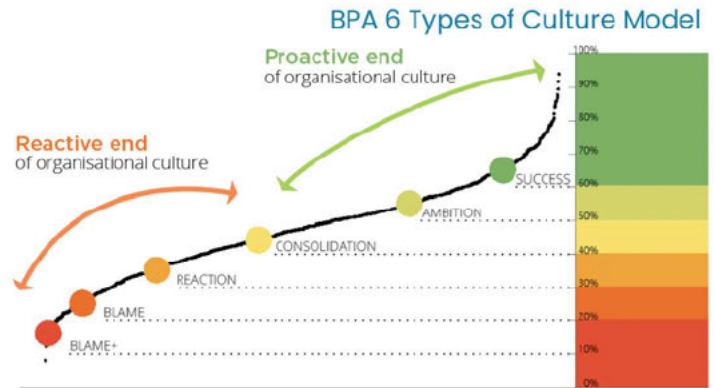
BPA's method for evaluating a group's Engagement Culture involves 2 steps:

Step 1: Measuring the percentage of respondents who report themselves as experiencing their working life in an Engagement Cycle.

Step 2: Plotting this Engagement Cycle against BPA Type of Culture chart in order to identify your own Type of Culture. This is an empirical test because this chart is derived from the actual results of other organisations contained in BPA's extensive Research Database.

Based on over 750,000 respondents, BPA observes that organisations can be broken down into 3 groups of people:

Engagement Cycle

Those who experience their working life in an Engagement Cycle (either personally or in their work unit).
They are:
- Openly positive, optimistic and engaged about the organisation's future.
- Ready for change and ready to trust management.
- Average of 45% of organisational employees.

Swinging Voters

Those who sit on the fence – the Swinging Voters.
They are:
- Neither openly positive nor openly negative.
- Inclined to just want to come to work to do their job and not engage with organisational purposes.
- Average of 40% of organisational employees.

DisEngagement Cycle

Those who experience their working life in a DisEngagement Cycle (either personally or in their work unit).
They are:
- Openly negative, pessimistic and disengaged from the organisation's future.
- Reluctant to change and distrustful of management.
- Average of 15% of organisational employees.

Executive Management Team (CHS)

2022 December Pulse Survey

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

Your Organisation's Cycles

The chart below shows the %age of your respondents who are in each Cycle - Engaged, Swinging Voter and DisEngaged. If this has been measured in any previous survey, then this chart will also show how this is trending over time. The additional charts over the page give some comparisons from BPA Analytics' workforce database.
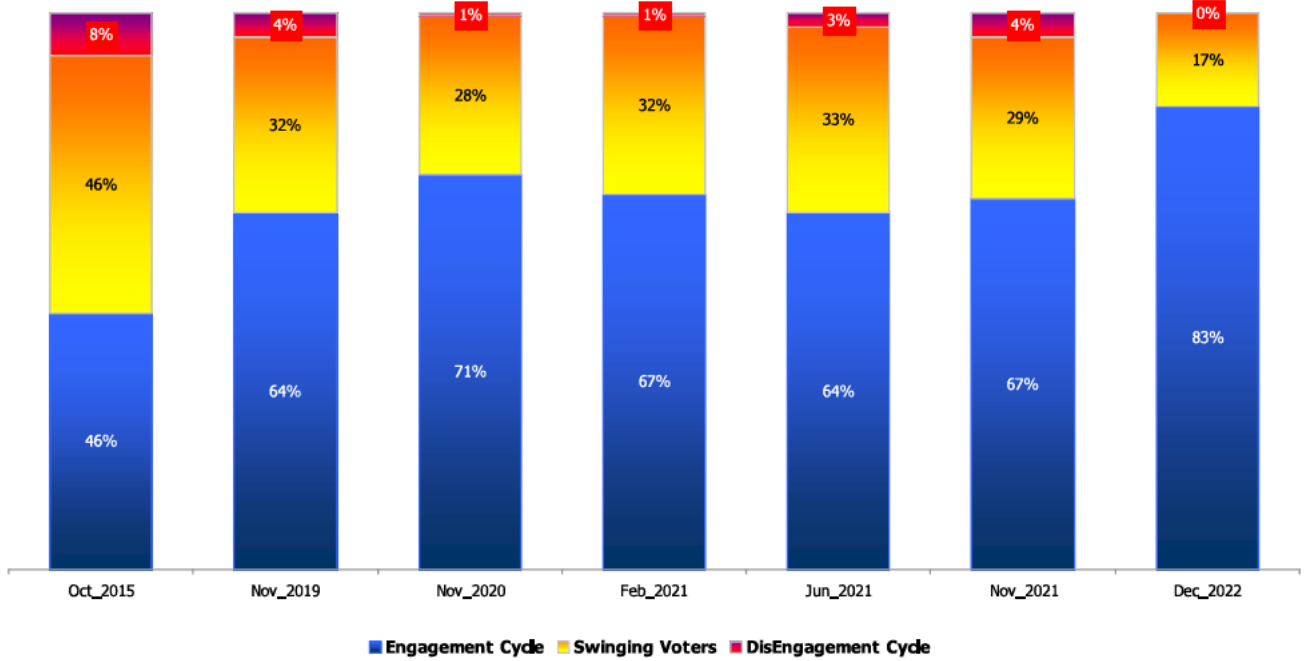
Legend: ■ Engagement Cycle ■ Swinging Voters ■ DisEngagement Cycle

	Oct_2015	Nov_2019	Nov_2020	Feb_2021	Jun_2021	Nov_2021	Dec_2022
DisEngagement Cycle	8%	4%	1%	1%	3%	4%	0%
Swinging Voters	46%	32%	28%	32%	33%	29%	17%
Engagement Cycle	46%	64%	71%	67%	64%	67%	83%

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

Your Type of Engagement Culture

Your Type of Engagement Culture is identified as the bubble on the chart below. The 'squiggly' line is a full series of dots – each dot is a separate organisation that BPA Analytics has surveyed. The %age used on the chart is the %age of respondents who identified with the Engagement Cycle.

Executive Management Team (CHS)

Last 5 Readings (where available)

History for Type of Culture (where available)

%age Engaged + Swinging Voter + Disengaged with ToC

Dec 2022	83% + 17% + 0%	Success
Nov 2021	67% + 29% + 4%	Success
Jun 2021	64% + 33% + 3%	Success
Feb 2021	67% + 32% + 1%	Success
Nov 2020	71% + 28% + 1%	Success
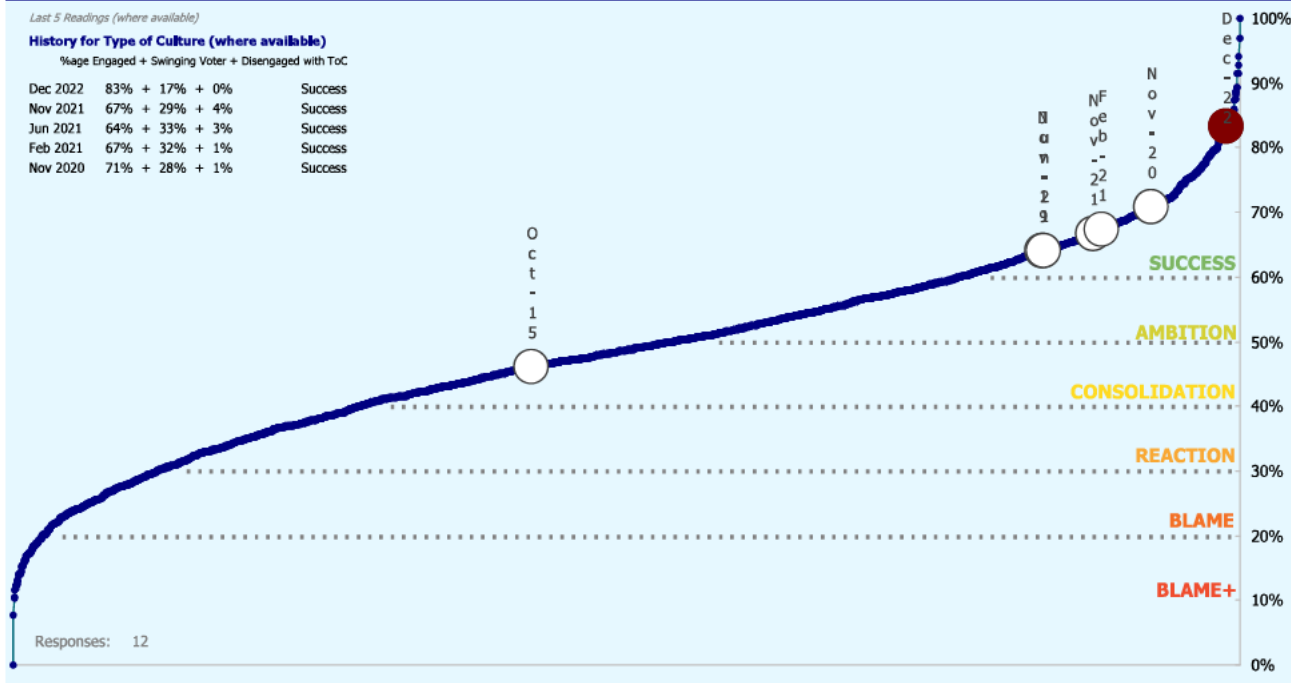
SUCCESS — 60%
AMBITION — 50%
CONSOLIDATION — 40%
REACTION — 30%
BLAME — 20%
BLAME+ — 10%

Responses: 12

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

Types of Culture - Descriptors

A Culture of Success
ENGAGEMENT >60%

- More than 60% of employees are Engaged with the organisation.
- Large numbers of employees are optimistic about the organisation's future. There is a strong sense of success and achievement. 'Things are getting better all the time'.
- Employees are very positive and proactive about tackling problems. There is a 'Can Do' mentality.
- This Type of Culture is very close-knit, very cohesive, and very focused. Anyone who doesn't 'fit in' tends to be squeezed out by peer pressure. There is a risk of 'Group Think' which enforces conformity to the norm and stifles self-reflection and self-critique.

A Culture of Ambition
ENGAGEMENT 50%-60%

- 50% to 60% of employees are Engaged with the organisation.
- Organisations at this stage are not satisfied with their current level of performance or their current way of doing business. They are ambitious for new and better ways of moving ahead.
- An 'Anything is Possible' mentality is quite common. This type of organisation tends to be very innovative – many see themselves as 'Project City'.
- There is a risk that the organisation commits to too many projects or fails to complete projects before moving on.
- Needs a strong fiscal discipline and the ability to say 'NO' to too many projects.

A Culture of Consolidation
ENGAGEMENT 40%-50%

- 40% to 50% of employees are Engaged with the organisation.
- This is often a culture in transition. It tends to be fragmented (some work units are in low-end cultures and some in high-end cultures).
- There is pressure to consolidate the gains already made.
- Employees refer to the need for 'a breather'.
- Not a lot of remedial action is required in this culture.

A Culture of Reaction
ENGAGEMENT 30%-40%

- 30% to 40% of employees are Engaged with the organisation.
- There is a lot of organisational repair work – often on the run.
- A lot of management time is wasted on continually putting out fires throughout the organisation.
- Management is putting significant resources into improving communication with employees.

A Culture of Blame
ENGAGEMENT 20%-30%

- 20% to 30% of employees are Engaged with the organisation.
- Large numbers of employees are openly pessimistic about the organisation's future.
- It is common to hear 'Communication is poor', 'There is no leadership', or 'Morale is bad'.
- There is a 'Them and Us' mentality. There is an automatic assumption that management will always have a hidden agenda.
- No matter how bad it is, employees assume it just cannot be changed.
- It is common for a 'Problem Pipeline' to exist.

A Culture of Blame+
ENGAGEMENT <20%

- Less than 20% of employees are Engaged with the organisation.
- The organisation may experience a history of 'leadership churn' where senior leaders come and go quickly.
- Employees perceive that the 'ship' is rudderless and lacks direction.
- The organisation often tends to serve a difficult (and sometimes demanding) client base.
- Employees experience a sense of hopelessness which verges on despair.

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

Types of Culture - Possible Action Strategies

Type of Culture	Action Strategies
A Culture of Success — ENGAGEMENT >60%	• Use your strengths to drive performance - make it work for you. • Innovate - look outside your current industry for new ideas. • Watch out for burn-out of key individuals. • Watch out for the signs that pride is creeping in. Pride (defined as believing your own publicity) will kill the strength of this Type of Culture. • Watch out for 'Group Think'. Encourage and protect divergent, even unpopular, views.
A Culture of Ambition — ENGAGEMENT 50% - 60%	• Team up project-finishers with project-initiators, otherwise you will end up with lots of good intentions and great ideas/plans but no concrete results from them. • Control the number of projects and build budget accountability for them. • Implement a Project Management System to control implementation of new projects. • Say "No" to new projects more than you say "Yes". • Celebrate the successes, especially when something is completed. • Protect some risk-takers. Risk-taking can be a strong source of innovation.
A Culture of Consolidation — ENGAGEMENT 40% - 50%	• Focus your attention on the reporting units and cohorts that are still in the low-end cultures. • Use the strengths of the units that have pushed ahead into the high-end cultures - what are they doing that is working? • Give attention to how problems are being fixed – are the symptoms being fixed or are people getting down to fix the root causes?

A Culture of Reaction — ENGAGEMENT 30% - 40%	• Put a ban on the jargon of Corporate-Speak in favour of the practicalities of Job-Speak. Convert corporate-style communications into 'how it affects people in their work'.
	 • Focus communication on answering the 3 most potent questions that employees have:
	  • What exactly do you want me to do?
	  • How will I do it?
	  • Why should I?
	 • Look at how you can upgrade your Communication Strategy into a Performance Development Strategy.

A Culture of Blame or Blame + — ENGAGEMENT 20% - 30% (Blame), ENGAGEMENT <20% (Blame+)	• Focus on getting lots of simple, highly-visible wins that affect people in their day-to-day work. • Give credit where credit is due. • Ensure visibility of executive in order to build levels of trust. Don't lock yourself in your office - get out and about. • Ensure stability in leadership roles. Employees in this culture often believe that they can outlast cultural change initiatives because the leader driving them will move on before too long. • Open up the 'Problem Pipeline'. The simple fact is that you can't keep a 'Problem Pipeline' bottled up forever. • A simple way of dealing with a 'Problem Pipeline' is to make a list on a whiteboard of any problems you are aware of but that are not being dealt with or that you assume someone else is dealing with. You might start with 4 or 5 problems but the list will quickly build over the following days and weeks. The key idea is to fix each problem and then wipe it off the whiteboard. This is a very simple idea, hard to do but extremely effective. • As problems get solved, this will build trust between managers and everyone else affected by these problems and it will build a sense of success and momentum that things are really starting to work. No-one likes being criticised or blamed but the ability to see and use the truth in it makes you stronger and gives you control over difficult situations.

Executive Management Team (CHS)

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

Summary of Benchmarking Performance against your Partners

Σ Above = 12
Σ Norm = 0
Σ Below = 0

Executive Management Team (CHS)

... compared with the norms for Covid Times: Hospitals & Healthcare Services

- No of questions rated "Above the Norm"
- No of questions rated "Near the Norm"
- No of questions rated "Below the Norm"
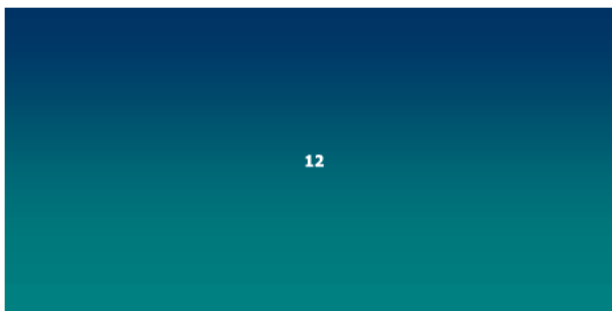
About Our Culture

Executive Management Team (CHS)

... compared with the norms for Executive & Senior Mgmt

- No of questions rated "Above the Norm"
- No of questions rated "Near the Norm"
- No of questions rated "Below the Norm"

Σ Above = 12
Σ Norm = 0
Σ Below = 0
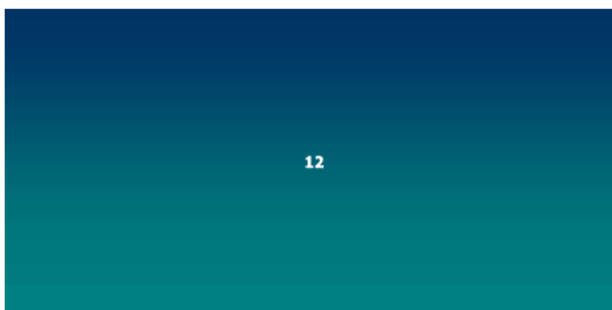
About Our Culture

These graphs reveal how your organisation/work unit compares against a chosen set of BPA Analytics benchmarking partner norms (as listed at the top of the graph).

Blue bars indicate the number of quantitative questions that benchmark above the industry norms. Red bars indicate the number of questions that benchmark below the industry norm. The number of questions that rate near the industry norm appear in yellow. The Sigma sign (Σ) represents the count of the number of questions above, below and on the norm.

The quantitative questions are grouped by each of the sections used in the BPA Analytics Scorecard in this report. This Scorecard displays how each question compares against the primary and secondary set of benchmarking partners - whether it rates above, below or near the norm.

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

Benchmarking Perspective

The BPA Scorecard

Throughout your BPA Report, you will see BPA Scorecards.

One of BPA's key sources of competitive edge as researchers is the company's expertise in benchmarking. When the company was established in 1992, its core competency was benchmarking, and this is still the case today.

Benchmarking is very diagnostic... it identifies your department's areas of strength, and opportunities for improvement. It puts your results into perspective.

External Benchmarking compares your department's quantitative ratings against the ratings from a set of external Benchmarking Partners.

In the BPA Scorecard (on the following pages), blue shading in boxes on the right-hand side are good – they are strengths relative to the normal range of ratings for each question. Red shading in boxes on the left-hand side indicate relative weakness and will suggest the need for improvements. Yellow shaded boxes indicate the rating is on the norm (average).

Very Low	Low	Below Average	Average	Above Average	High	Very High
In the bottom 10% of scores	In the bottom 25% of scores	In the bottom 40% of scores	From 40% to 60% of scores	In the top 40% of scores	In the top 25% of scores	In the top 10% of scores

The bell curve helps you understand how you compare to your benchmarking partners

Benchmarking is very diagnostic... it identifies your department's areas of strength, and opportunities for improvement. It puts your results into perspective.

Executive Management Team (CHS)

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).
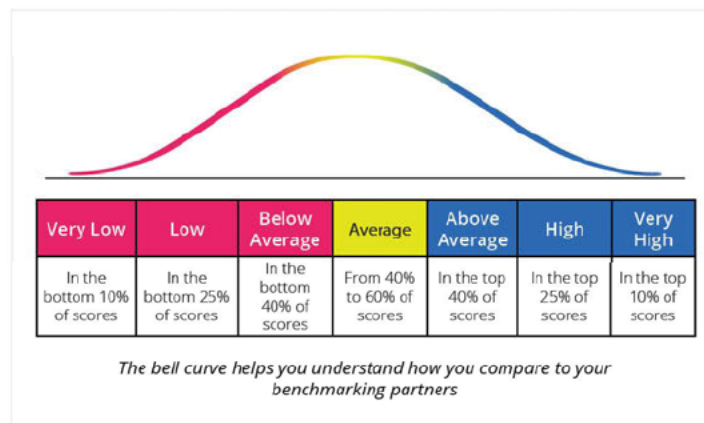
How to Read Your Scorecard

Percentage of respondents who agree (rated a 1 or 2 on the 6 point rating scale).

Percentage of respondents who disagree (rated 5 or 6 on the 6 point rating scale).

The difference between the agrees and disagrees are the respondents who rated 3 or 4.

Last survey percentage of respondents who agreed.

External benchmarking perspectives.

BPA Analytics Scorecard

Compared with the Benchmarks and Norms for ...

		(n=)	% Yes or Agrees	% No or Dis-Agrees	Last Survey Rating	% Change + Year + Stat Significance (*)		Respondent Norm	Partner Norm - last 3 years		Respondent Norm
Engagement Culture											
Q# 1183 Engagement Culture	People are very optimistic about the organisation's future.	286	71%	2.4%	66%	4.6% Mar 2020 Equal		53% 320,560	61% 1243 PTRs 11% - 99%		49% 7,330
Q# 1184 Engagement Culture	There is high trust in Executive Management.	285	69%	4.9%	54%	15.2% Mar 2020 Better		46% 320,879	54% 1244 PTRs 9% - 98%		46% 7,332
Q# 1194 Engagement Culture	There is high trust in Middle Management.	286	65%	3.8%	58%	7.0% Mar 2020 Better		46% 320,879	54% 1244 PTRs 9% - 98%		46% 7,332
Q# 1185 Engagement Culture	There is a strong sense of success and achievement - 'Things are getting better all the time'.	285	58%	4.9%	56%	2.3% Mar 2020 Equal		43% 320,330	52% 1243 PTRs 5% - 97%		42% 7,315
Q# 1186 Engagement Culture	People are very positive about tackling problems. There is a 'Can do' mentality.	285	63%	4.2%	62%	0.8% Mar 2020 Equal		49% 320,776	59% 1245 PTRs 8% - 99%		52% 7,326
Q# 1187 Engagement Culture	Change in the organisation = Better things to come for me.	285	58%	5.6%	62%	-4.1% Mar 2020 Equal		49% 319,735	54% 1240 PTRs 14% - 91%		47% 7,310
Q# 1188 Engagement Culture	There is a strong sense of purpose and direction.	285	65%	5.6%	63%	1.7% Mar 2020 Equal		48% 319,927	56% 1241 PTRs 7% - 100%		49% 7,311
Q# 1189 Engagement Culture	People want to improve the way things work in the organisation.	286	71%	3.1%	71%	-0.3% Mar 2020 Equal		63% 320,071	70% 1242 PTRs 26% - 97%		66% 7,305

(*) = There is a 95% probability of correctly identifying this difference as statistically significant.
"Equal" = There is not enough difference to be statistically significant (for this number of responses).
Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.

Below the Norm   Near the Norm   Above the Norm

Difference in ratings between surveys. Statistically better, worse, or equal (no change).

Where possible, your department will have Peer Group (or niche) benchmarking in the secondary partner set. This provides the ability to benchmark 'like with like' work functions against an external Benchmarking data set.

! Action Step - Answer these three questions

1. Which attributes are relatively stronger than the norm and how can you use this strength to achieve your organisational goals?
2. Which attributes are relatively weaker than the norm and how could this be impacting on your performance?
3. Which 1 or 2 areas (amongst all the possible questions) need attention first?

Executive Management Team (CHS)

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

About Our Culture

BPA Analytics Scorecard

Compared with the Benchmarks and Norms for ...

Executive Management Team (CHS)		Your Ratings				Covid Times: Hospitals & Healthcare Services			Executive & Senior Mgmt	
		... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)			Respondent Norm	Partner Norm - last 3 years		Respondent Norm
	(n=)	% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH	No of Respondents	No of Partners / Range from Worst to Best	VL L -A A A+ H VH	No of Respondents

(*) = There is a 95% probability of correctly identifying this difference as statistically significant.
'Equal' = There is not enough difference to be statistically significant (for this number of responses).
Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.

Below the Norm   Near the Norm   Above the Norm

Engagement Culture - About Trust

Q#	Question	(n=)	% Yes	% No	Last	% Change	Resp Norm	Partner Norm	Exec Resp Norm
Q# 1201 Engagement Culture	There is high trust in the Executive Management Team of CHS.	12	83%	0.0%	71%	11.9% Nov 2021 Equal	41% 74,621	42% 149 PTRs 6% - 81%	54% 44,540
Q# 1184 Engagement Culture	There is high trust in Managers throughout CHS.	12	67%	0.0%	52%	14.3% Nov 2021 Equal	41% 74,621	42% 149 PTRs 6% - 81%	54% 44,540
Q# 1194 Engagement Culture	There is high trust in the Frontline Supervisors/Team Leaders.	12	67%	0.0%	71%	-4.8% Nov 2021 Equal	41% 74,621	42% 149 PTRs 6% - 81%	54% 44,540
Q# 1190 Engagement Culture	There is a climate of 'Trust and Respect' throughout CHS.	12	58%	0.0%	48%	10.7% Nov 2021 Equal	38% 74,246	40% 149 PTRs 9% - 83%	49% 44,371

Engagement Culture - About Forward Momentum

Q#	Question	(n=)	% Yes	% No	Last	% Change	Resp Norm	Partner Norm	Exec Resp Norm
Q# 1183 Engagement Culture	People are very optimistic about CHS's future.	12	100%	0.0%	67%	33.3% Nov 2021 Better	42% 74,651	43% 155 PTRs 6% - 87%	58% 44,481
Q# 1185 Engagement Culture	There is a strong sense of success and achievement – 'Things are getting better all the time'.	12	100%	0.0%	67%	33.3% Nov 2021 Better	34% 74,313	35% 149 PTRs 6% - 81%	49% 44,479
Q# 1186 Engagement Culture	People are very positive about tackling problems. There is a 'Can do' mentality.	12	75%	0.0%	62%	13.1% Nov 2021 Equal	42% 74,313	43% 149 PTRs 8% - 80%	55% 44,435
Q# 1187 Engagement Culture	Change in CHS = Better things to come for me.	12	92%	0.0%	71%	20.2% Nov 2021 Equal	43% 74,209	43% 149 PTRs 11% - 83%	54% 44,407
Q# 1188 Engagement Culture	There is a strong sense of purpose and direction.	12	92%	0.0%	71%	20.2% Nov 2021 Equal	40% 74,175	41% 149 PTRs 8% - 88%	55% 44,337
Q# 1189 Engagement Culture	People want to improve the way things work in CHS.	12	83%	0.0%	76%	7.1% Nov 2021 Equal	59% 74,215	58% 149 PTRs 26% - 86%	70% 44,333
Q# 1191 Engagement Culture	People are proud of the successes and achievements of CHS.	12	100%	0.0%	76%	23.8% Nov 2021 Better	52% 74,204	51% 149 PTRs 15% - 88%	67% 44,372

Making it "Truly Great"

Q#	Question	(n=)	% Yes	% No	Last	% Change	Resp Norm	Partner Norm	Exec Resp Norm
Q# 1180 Truly Great Place	On balance, CHS is a "truly great place to work".	12	100%	0.0%	73%	26.7% Nov 2019 Better	62% 62,668	61% 152 PTRs 13% - 95%	71% 41,883

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

Now that I understand my report, what do I do next?

The KEEP, STOP, START Action Planning Template

This Action Planning Template is a quick and easy way to reflect on the results of your department's most recent BPA Analytics Survey.

The KEEP, STOP, START approach to Action Planning has been around for years, but you know what … it actually works! Following the KEEP, STOP, START method will help you identify areas for quick action, and hopefully you will get positive movement and traction in a few areas in the culture of your department.

The ground rules of Action Planning are…

- Don't make an Action Plan of 10 things to do … you will never do 10!
- Pick 3 things to action, at most in each of the Keep, Stop, Start.
- If you pick the right 3, and you work really hard on these 3, then you will experience what we call the 'ripple effect'.

The BPA questions are interconnected, if you work on one area (e.g. Engagement) it tends to have a positive ripple effect on other areas. Take the Values section as an example. If you work on Values and have a strategy around Values and behaviours, you will find it ripples positively through the culture, and by happy accident, the Engagement scores may increase, the incidence of Bullying or Harassing behaviours may decrease. Rely on the ripple effect … do a few things really well, rather than targeting 10 things and doing them not so well.

Example Only

This de-identified department's result from its BPA Survey revealed:

- In general, the employees were pretty down on the Executive, their managers, and each other!

The department experienced…

- A drop in the level of Employee Engagement between BPA surveys by 16%.
- An increase in the level of Employee Disengagement between surveys by 7%;
- A decrease in the Truly Great Place to Work result by 33%.

Going forward, working on the results of this survey for our team, these are some things we are going to Keep, Stop, and Start doing!

Keep doing

This is good… but we can be better.

- Keep up the sense of being proud of what we do, in having pride in the services we deliver to our clients.
- Keep up our focus on Safety and the Wellbeing indicators of each individual feeling competent at what they do and making a difference in their field. Promote our successes and achievements!

Stop doing
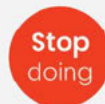
A couple of areas of weakness that we are going to stop.

- Tolerating any unreasonable behaviours in our workplace.
- Letting any potential problems linger on – our team's approach to problem solving will be to address problems as they pop up and press hard to find innovative solutions to these problems – get to the root cause of the problem.
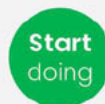
Start doing

Things we're going to start doing.

- Using our Values at the team level – we need to live by them in our team, and have the courage to speak up (in a respectful way) if we observe a behaviour that is not 'living the values'. Let's start with the fundamental Value of Respect.
- Our managers are going to reflect and change-up their leadership behaviours by picking 2-3 attributes that didn't rate as strong in this survey. Some examples include listening, holding people accountable, addressing any poor performance and creating the sense of team cohesion and purpose.
- We are a small team. Our solidarity metric (the Truly Great Place to Work) took a hit this survey. We need to work on building this sense of camaraderie back up in the team. It is all about how we interact with each other, how our leaders engage with the team, how we are accountable and responsible for our own area of work.

Analysis of data collected up until 14-Dec-22 from the surveys of 12 respondents (response rate of 75%).

How do I feedback the results to my staff?

The BPA Report is a management tool. You want an engaged workforce, where people feel motivated to come to work, to do their best, to drive the strategy of your organisation (and your department).

The value out of the survey process becomes real when employees receive feedback, they feel they were listened to and that something will be done with the results.

Receiving a report about your own management style, how you lead your team, the level of trust, any unreasonable behaviours at play, can sometimes be very confronting.

Sometimes managers have what I call a SARAH moment when they receive the BPA report. SARAH is my take on Elisabeth Kübler-Ross' stages of grieving … a humorous take.

S stands for Shock:

"I can't believe anyone would say such a thing!"

A stands for Anger:

"I feel outraged by this feedback!"

R stands for Revenge:

"I'll knee-cap them, slash their car tyres, and…"

A stands for Acceptance:

"Well, employees were asked to 'have their say', this feedback is all part of being a leader."

H stands for Help:

"I need coaching on the best way to use this information."

Outlined below are some commandments when rolling out BPA results to your team.

They are grouped by thou shalt and thou shalt not.

Thou shalt

Be open and lead with the positives at the beginning of the discussion.

Do run the meeting by being open to the things you may not necessarily agree with.

Do finish the meeting by focusing on making decisions about the actions going forward, what you are going to do as the manager and your expectations of each member of the team as well.

Thou shalt not

Don't try and figure out who said what

Don't mock people's opinions as most (perhaps not all) try sincerely to provide genuine feedback.

Don't blame people above you. Focus on what you can control.

Don't bury people in too much information. Give them the highlights and the BPA At A Glance is a good place to start.

Don't go into your meeting unprepared, thinking "I can wing this" – you will come a gut-sa!

Don't shut people down (unless they are trying to monopolise the meeting). If so do this respectfully.

Don't make promises you are not prepared to keep or not able to action.

Don't blame the team for a not-so great result. Every culture has strengths.

Don't hand out narrative text – staff don't necessarily want their comments to be front page news. This is a high risk strategy and will just fuel gossip.

From:	DAmbrosio, Flavia (Health)
Sent:	Tuesday, 20 December 2022 16:29
To:	Peffer, Dave (Health)
Cc:	Hattley, Alison (Health); Smitham, Kalena (Health)
Subject:	Pulse Survey results

<p style="text-align:center"><strong style="color:red">OFFICIAL</p>

Hello Dave

BPA have advised the results showing on PowerBI are up to date so, if you wish, we could communicate to staff the overall org results before the Christmas shutdown. We can then do more comms in January.

CHS results are:
- 35% response rate – 15% less than our 2021 Workplace Culture Survey (50%), and 11% less than the last pulse survey which was June 2021 (46%).
- Engagement at 46% - CHS has moved up 2% from the 2021 Workplace Culture Survey (44%) and are in a Culture of Consolidation – we continue to trend up 😊
- Truly Great Place – 58% responded YES, 42% responded NO. 58% yes is 10% higher than when we last asked this question in the November 2019 Workplace Culture Survey. This is a fantastic result!

Overall, these are positive results, apart from the response rate, however in the context of everything else that's been going – DHR roll out in particular – it's a decent response rate.

All the soft copy reports should be ready for distribution to Execs early in the new year.

I've cc'd Alison, as she's ready to put something together for you.

Kind regards
Flavia

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RELIABLE | PROGRESSIVE | RESPECTFUL | KIND

Use the Safety C.O.D.E.™ and help prevent unintended harm

C CHECKS O OPTIONS D DEMANDS E ELEVATES