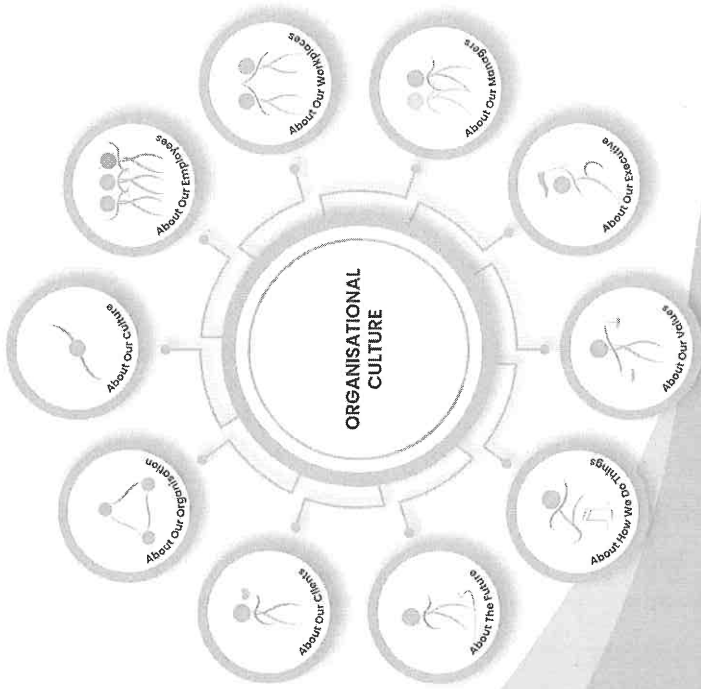


The BPA Top Drawer Report



2021 Workplace Culture Survey

Canberra Health Services

Position = Nursing/Midwifery

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.

Canberra Health Services

Analysis of data collected up until 29-Nov-21 from the surveys of 1400 respondents.

Position = Nursing/Midwifery

Welcome

- 4 AUG 2022

MOP No.

Paper No.

Clerk



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.

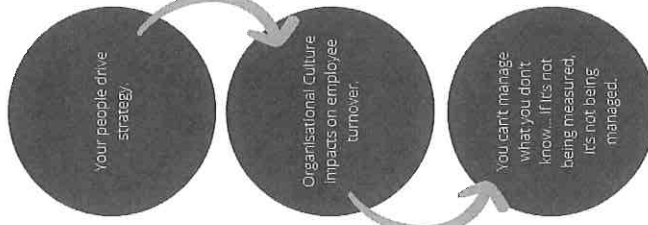
Regardless of whether these perceptions are a correct (or incorrect) interpretation of reality, the simple and unavoidable fact is:

- 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!

Jacqui Parle
Director Consulting Services
BPA Analytics



Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

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.



BPA ANALYTICS
Survey by Design

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

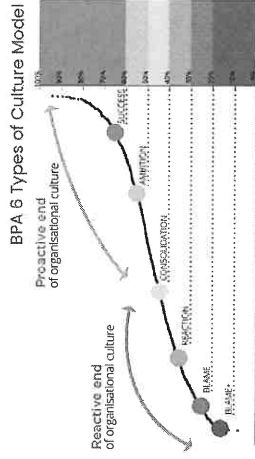
Position = Nursing/Midwifery

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'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

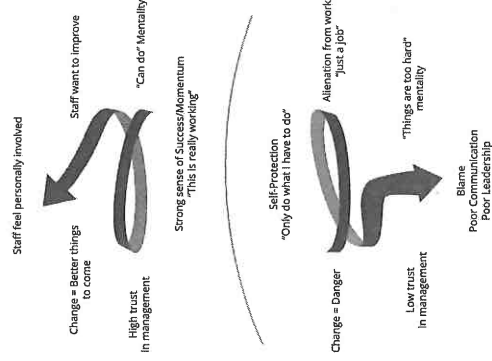
Those who sit on the fence - the Swinging Voters. They are:

- 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.

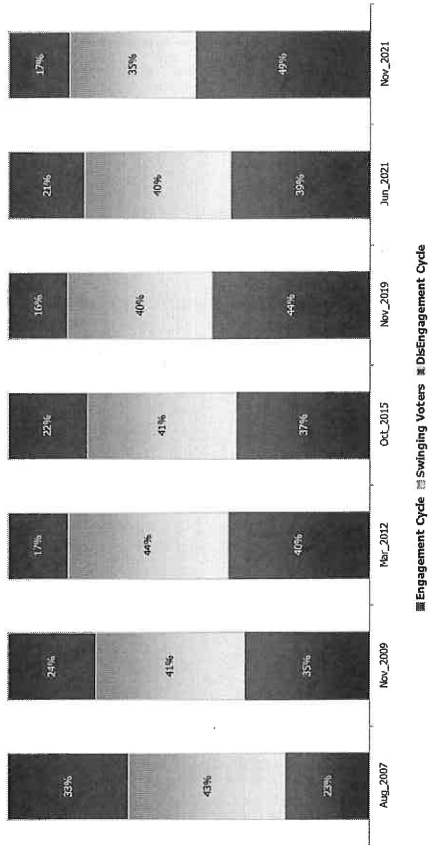


Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

Your Organisation's Cycles

The chart below shows the stage 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.



■ Engagement Cycle ■ Swinging Voters ■ DisEngagement Cycle

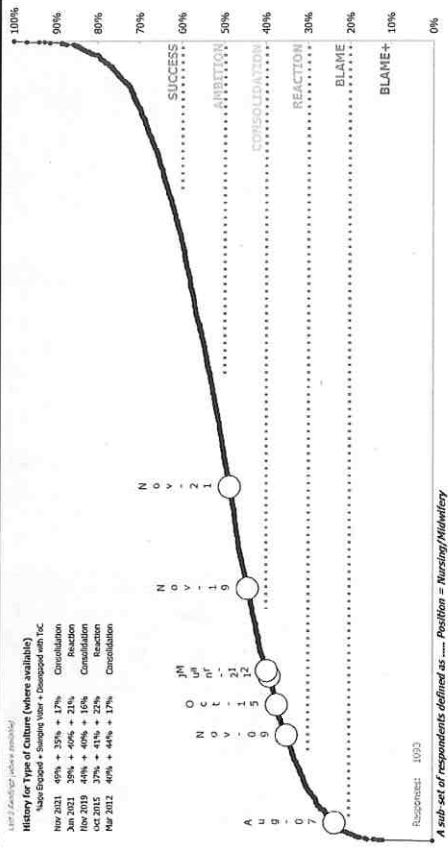
Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

Your Type of Engagement Culture

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

Canberra Health Services



A sub-set of respondents defined as Position = Nursing/Midwifery

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

Types of Culture - Descriptors

<p>A Culture of Success ENGAGEMENT >60%</p>	<ul style="list-style-type: none"> • 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.
<p>A Culture of Ambition ENGAGEMENT 50% 60%</p>	<ul style="list-style-type: none"> • 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.
<p>A Culture of Consolidation ENGAGEMENT 40% 50%</p>	<ul style="list-style-type: none"> • 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.
<p>A Culture of Reaction ENGAGEMENT 30% 40%</p>	<ul style="list-style-type: none"> • 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.
<p>A Culture of Blame ENGAGEMENT 20% 30%</p>	<ul style="list-style-type: none"> • 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.
<p>A Culture of Blame+ ENGAGEMENT <20%</p>	<ul style="list-style-type: none"> • 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 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

Types of Culture - Possible Action Strategies

<p>A Culture of Success ENGAGEMENT >60%</p>	<p>Type of Culture</p> <ul style="list-style-type: none"> • 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. 	<p>Action Strategies</p> <ul style="list-style-type: none"> • 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.
<p>A Culture of Ambition ENGAGEMENT 50% 60%</p>	<p>Type of Culture</p> <ul style="list-style-type: none"> • 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? 	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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.
<p>A Culture of Consolidation ENGAGEMENT 40% 50%</p>	<p>Type of Culture</p> <ul style="list-style-type: none"> • 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 that are not being dealt with or that you assume someone else is dealing with. You might suit 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. 	<ul style="list-style-type: none"> • 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 that are not being dealt with or that you assume someone else is dealing with. You might suit 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.
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<p>A Culture of Blame+ ENGAGEMENT <20%</p>	<p>Type of Culture</p> <ul style="list-style-type: none"> • 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 that are not being dealt with or that you assume someone else is dealing with. You might suit 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. 	<ul style="list-style-type: none"> • 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 that are not being dealt with or that you assume someone else is dealing with. You might suit 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.

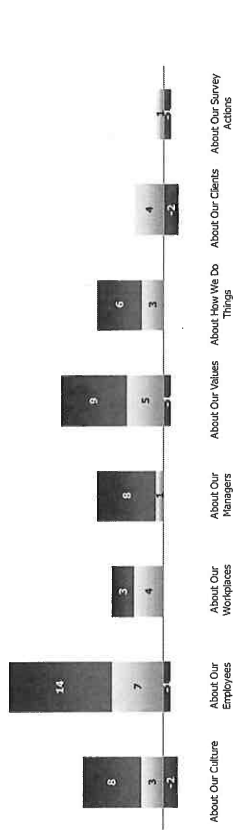
Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

Summary of Benchmarking Performance against your Partners

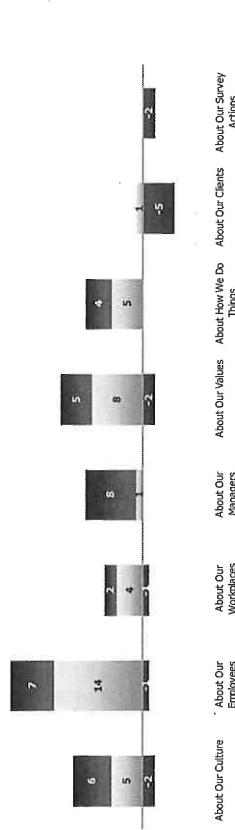
Canberra Health Services
... compared with the norms for Public Hospitals & Healthcare Services

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



Canberra Health Services
... compared with the norms for Nursing & Midwifery Professionals

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



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 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

Benchmarking Perspective

The BPA Scorecard

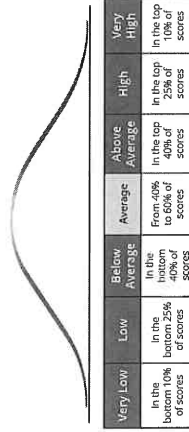
Throughout your BPA Report, you will see BPA Scorecards.

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).



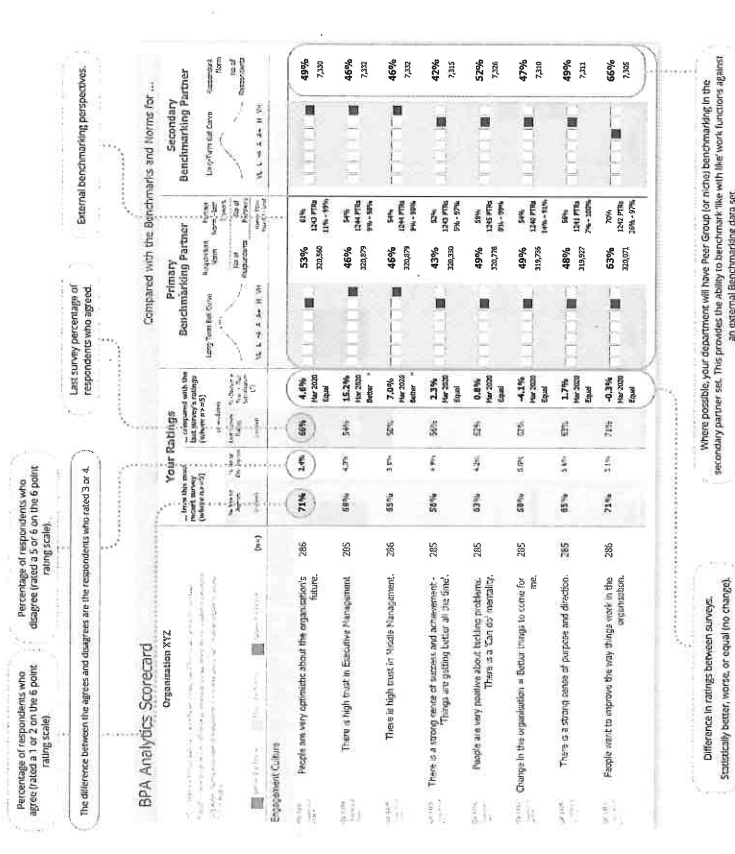
The bell curve helps you understand how you compare to your benchmarking partners

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

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

How to Read Your Scorecard



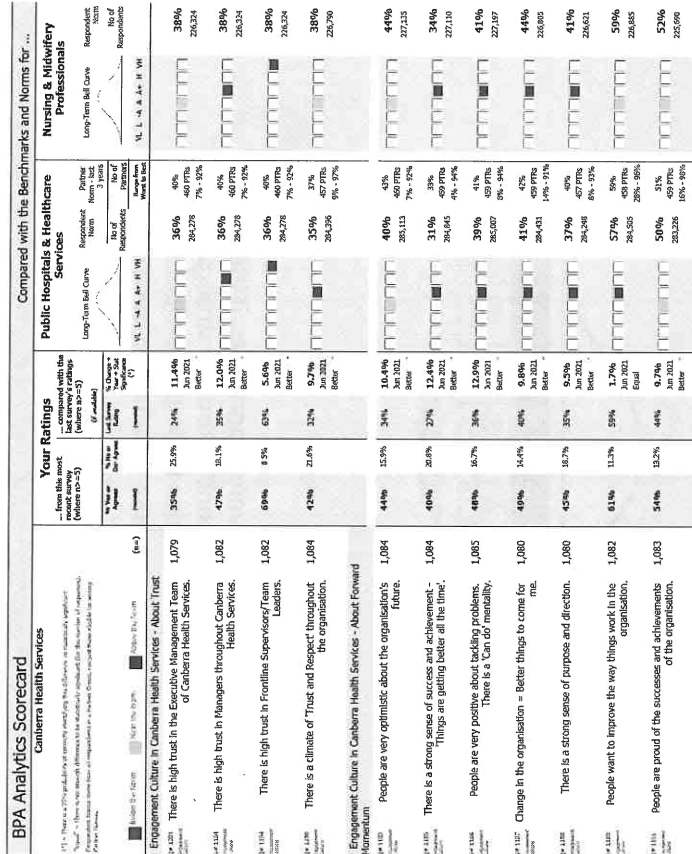
Action Step - Answer these three questions

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?

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

About Our Culture



Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

Position = Nursing/Midwifery

About Our Workplaces

About Our Managers

BPA Analytics Scorecard Canberra Health Services		Your Ratings From this most recent survey (where n=25)		Compared with the Benchmarks and Norms for ...	
Team Problem-Solving		Public Hospitals & Healthcare Services		Nursing & Midwifery Professionals	
Q1-2020	Q2-2021	Response Rate	Response Rate	Response Rate	Response Rate
Q1-2020	Q2-2021	73%	73%	73%	73%
Q2-2021	Q2-2021	56%	56%	56%	56%
Q1-2020	Q2-2021	73%	73%	73%	73%
Q2-2021	Q2-2021	68%	68%	68%	68%
Q1-2020	Q2-2021	46%	46%	46%	46%
Q2-2021	Q2-2021	44%	44%	44%	44%
Q1-2020	Q2-2021	53%	53%	53%	53%
Q2-2021	Q2-2021	54%	54%	54%	54%
Q1-2020	Q2-2021	49%	49%	49%	49%
Q2-2021	Q2-2021	40%	40%	40%	40%
Q1-2020	Q2-2021	56%	56%	56%	56%
Q2-2021	Q2-2021	56%	56%	56%	56%
Q1-2020	Q2-2021	53%	53%	53%	53%
Q2-2021	Q2-2021	53%	53%	53%	53%

BPA Analytics Scorecard Canberra Health Services		Your Ratings From this most recent survey (where n=25)		Compared with the Benchmarks and Norms for ...	
Manager as Coach		Public Hospitals & Healthcare Services		Nursing & Midwifery Professionals	
Q1-2020	Q2-2021	Response Rate	Response Rate	Response Rate	Response Rate
Q1-2020	Q2-2021	73%	73%	73%	73%
Q2-2021	Q2-2021	41%	41%	41%	41%
Q1-2020	Q2-2021	60%	60%	60%	60%
Q2-2021	Q2-2021	58%	58%	58%	58%
Q1-2020	Q2-2021	58%	58%	58%	58%
Q2-2021	Q2-2021	52%	52%	52%	52%
Q1-2020	Q2-2021	59%	59%	59%	59%
Q2-2021	Q2-2021	59%	59%	59%	59%
Q1-2020	Q2-2021	01%	01%	01%	01%
Q2-2021	Q2-2021	01%	01%	01%	01%
Q1-2020	Q2-2021	52%	52%	52%	52%
Q2-2021	Q2-2021	60%	60%	60%	60%
Q1-2020	Q2-2021	59%	59%	59%	59%
Q2-2021	Q2-2021	59%	59%	59%	59%

Position = Nursing/Midwifery

About Our Values

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...			
Canberra Health Services		Public Hospitals & Healthcare Services	Your Ratings	Nursing & Midwifery Professionals	Professionals
Canberra Health Services		Long-Term Bell Curve	Long-Term Bell Curve	Long-Term Bell Curve	Long-Term Bell Curve
Canberra Health Services		Long-Term Bell Curve	Long-Term Bell Curve	Long-Term Bell Curve	Long-Term Bell Curve
Q12001	Values in Action by Respondents I proudly put into practice the value... Reliable - We always do what we say.	1,083	92%	1%	70%
Q12002	I proudly put into practice the value... Progressive - We embrace innovation, value everyone.	1,079	87%	0%	69%
Q12003	I proudly put into practice the value... Respectful - We make everyone feel welcome and safe.	1,077	84%	1%	69%
Q12004	I proudly put into practice the value... Kind - We make everyone feel welcome and safe.	1,077	84%	1%	69%
Q12005	Values in Action by Work Colleagues The people I work with put into practice the value... Reliable - We always do what we say.	1,030	76%	2%	70%
Q12006	The people I work with put into practice the value... Progressive - We embrace innovation.	1,028	72%	3%	69%
Q12007	The people I work with put into practice the value... Respectful - We value everyone.	1,024	79%	3%	70%
Q12008	The people I work with put into practice the value... Kind - We make everyone feel welcome and safe.	1,023	81%	3%	70%
Q12009	Values in Action by Managers My manager/supervisor puts into practice the value... Reliable - We always do what we say.	1,032	72%	7%	72%
Q12010	My manager/supervisor puts into practice the value... Progressive - We embrace innovation.	1,024	70%	7%	72%
Q12011	My manager/supervisor puts into practice the value... Respectful - We value everyone.	1,021	74%	8%	72%
Q12012	My manager/supervisor puts into practice the value... Kind - We make everyone feel welcome and safe.	1,026	75%	8%	72%
Q12013	Values in Action by Executive Canberra Health Services' Executive Management Team put into practice the value... Reliable - We always do what we say.	1,036	66%	15%	55%
Q12014	Canberra Health Services' Executive Management Team put into practice the value... Progressive - We embrace innovation.	1,019	53%	15%	55%
Q12015	Canberra Health Services' Executive Management Team put into practice the value... Respectful - We value everyone.	1,012	54%	15%	55%
Q12016	Canberra Health Services' Executive Management Team put into practice the value... Kind - We make everyone feel welcome and safe.	1,014	57%	15%	55%
Q12017	Responsibility to Behaviour Contrary to the Values If I observed an employee not demonstrating Our Values I would... At an appropriate time or place, discuss with them the behaviour inconsistent with Our Values.	1,052	69%	61%	66%
Q12018	If I observed an employee not demonstrating Our Values I would... Report this behaviour to their supervisor.	1,052	67%	5%	66%
Q12019	If I observed an employee not demonstrating Our Values I would... Trust that if such behaviour was reported, then it would be appropriately managed.	1,047	49%	22%	56%

Position = Nursing/Midwifery

About How We Do Things

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...			
Canberra Health Services		Public Hospitals & Healthcare Services	Your Ratings	Nursing & Midwifery Professionals	Professionals
Canberra Health Services		Long-Term Bell Curve	Long-Term Bell Curve	Long-Term Bell Curve	Long-Term Bell Curve
Canberra Health Services		Long-Term Bell Curve	Long-Term Bell Curve	Long-Term Bell Curve	Long-Term Bell Curve
Q12020	The Pace & Direction of Change The changes that the organisation introduces are well planned, well thought out and client focused.	1,075	45%	18.6%	28%
Q12021	The organisation introduces change quickly. It is fast, focused and flexible.	1,069	38%	19.4%	20%
Q12022	Improvements Over the Past Year Overall, the organisation has made significant improvements during the past year.	1,062	40%	15.6%	36%
Q12023	During the past year, there has been an improvement in... Communication in the organisation.	1,057	56%	17.0%	32%
Q12024	During the past year, there has been an improvement in... Innovation in the organisation.	1,045	42%	18.4%	27%
Q12025	During the past year, there has been an improvement in... The organisation's services and facilities.	1,047	43%	15.2%	38%
Q12026	Opportunities to Have a Positive Influence In the last week, I had the opportunity to do something that was a positive influence in my team and the organisation in this time of change.	1,048	33%	9.5%	33%
Q12027	Management Support with Change My manager has the skills and capability to support me in this time of change.	1,050	63%	9.7%	63%
Q12028	My manager is supportive in this time of change.	1,048	65%	8.9%	65%
Q12029	The Executive Management Team is supportive in this time of change.	1,032	42%	18.1%	42%

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

About Our Clients

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...			
Canberra Health Services		Your Ratings	Public Hospitals & Healthcare Services	Nursing & Midwifery Professionals	
Canberra Health Services		How do you think you scored on the last survey? (where 1=5)	Long-Term Bell Curve	Long-Term Bell Curve	Response Rate
Canberra Health Services		How do you think you scored on the last survey? (where 1=5)	Response Rate	Response Rate	No. of Respondents
Canberra Health Services		How do you think you scored on the last survey? (where 1=5)	Response Rate	Response Rate	No. of Respondents
Q1 1021	Consumer Safety Measures - Preventative, Detective & Corrective Commitment - People in my work unit are highly conscious of the potential for adverse consumer events.	84%	87%	88%	64,228
Q1 1022	Medicare - People in my work unit report adverse consumer safety events and complaints quickly and openly.	81%	83%	84%	63,028
Q1 1023	Learning - People in my work unit treat consumer safety events as learning opportunities.	77%	79%	80%	63,024
Q1 1024	Reliability - People in my work unit always follow evidence, guidelines, standards, procedures and pathways no matter how difficult this might be.	76%	77%	79%	77,462
Q1 1025	Escalation - People in my work unit exercise good judgement about when to escalate a deterioration in a consumer's condition.	85%	86%	86%	44,822
Q1 1026	Persistence - People in my work unit will persevere in escalating concerns when they believe it's clinically appropriate.	84%	85%	88%	44,390
Q1 1027	Commitment to Consumer Safety I am committed to doing everything I can to ensure consumer safety.	88%	87%	87%	43,262
Q1 1028	My Manager is committed to doing everything they can to ensure consumer safety.	79%	79%	79%	43,262
Q1 1029	The Executive responsible for my workplace is committed to doing everything they can to ensure consumer safety.	67%	67%	67%	43,262
Q1 1030	The Executive Management Team are committed to doing everything they can to ensure consumer safety.	69%	69%	69%	43,262

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

About Our Survey Actions

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...			
Canberra Health Services		Your Ratings	Public Hospitals & Healthcare Services	Nursing & Midwifery Professionals	
Canberra Health Services		How do you think you scored on the last survey? (where 1=5)	Long-Term Bell Curve	Long-Term Bell Curve	Response Rate
Canberra Health Services		How do you think you scored on the last survey? (where 1=5)	Response Rate	Response Rate	No. of Respondents
Canberra Health Services		How do you think you scored on the last survey? (where 1=5)	Response Rate	Response Rate	No. of Respondents
Q1 1031	Feedback on this Last Survey 91% I completed the 2019 CHS Workplace Culture Survey.	73%	73%	73%	15,394
Q1 1032	I received feedback on the findings of the last employee survey ... from CHS (e.g. CEO presentation).	32%	32%	32%	1,896
Q1 1033	I received feedback on the findings of the last employee survey ... from my Executive/Manager.	43%	43%	43%	8,006
Q1 1034	Action was taken as a result of the last survey.	37%	37%	37%	24,996
Q1 1035	There was a positive impact resulting from the last survey.	34%	34%	34%	9,277

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

About Our Workplaces

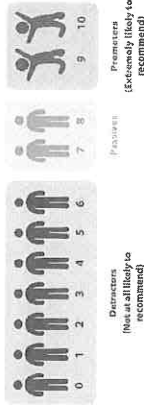
Canberra Health Services		Your Ratings (*)			Last Survey of 2019	
BPA Analytics Snapshot		% Yes or Agrees	% Middle Rated	% No or Dis-Agrees	Last Survey Rating	% Change since Last Survey (Significance *)
<i>A robustly evidenced 36-monthly Workplace Survey</i>						
Prevalence of Being Subjected to Bullying, Harassment, Favouritism or Discrimination in the Workplace						
In the last 12 months, I have been subjected to ... Bullying in the workplace.	1,070	23%	76.6%	28%	28%	-4.3% Better
In the last 12 months, I have been subjected to ... Harassment in the workplace.	1,055	13%	86.5%	20%	20%	-6.0% Better
In the last 12 months, I have been subjected to ... Discrimination in the workplace.	1,054	15%	85.0%	18%	18%	-3.0% Better
In the last 12 months, I have been subjected to ... Favouritism in the workplace.	1,058	26%	74.5%	29%	29%	-3.4% Better
In the last 12 months, I have been subjected to ... Bullying or Harassment in the workplace.	1,061	27%	71.1%	46%	46%	-18.1% Better
In the last 12 months, I have been subjected to ... Bullying or Harassment or Discrimination or Favouritism in the workplace.	1,071	41%	59.4%	54%	54%	-18.2% Better
Reporting Harassment and Bullying - Experienced						
When I experienced harassment or bullying I ... Reported this behaviour.	643	64%	18.5%	15.2%	15.2%	4.7% Worse
When I experienced harassment or bullying I ... Knew how to go about reporting such behaviour.	658	76%	16.6%	7.1%	7.1%	2.2% Equal
When I experienced harassment or bullying I ... Trusted that, if such behaviour was reported, then it would be appropriately managed.	663	48%	22.2%	25.4%	25.4%	6.6% Better
Reporting Harassment and Bullying - Observed						
When I observed harassment or bullying I ... Reported this behaviour.	711	73%	17.7%	9.0%	9.0%	3.7% Better
When I observed harassment or bullying I ... Knew how to go about reporting such behaviour.	729	80%	15.0%	4.8%	4.8%	2.7% Better
When I observed harassment or bullying I ... Trusted that, if such behaviour was reported, then it would be appropriately managed.	732	52%	21.4%	25.4%	25.4%	6.8% Better
Personally Subjected to Occupational Violence						
In the last 12 months, I have been subjected to Occupational Violence.	1,081	65%	34.9%	60%	60%	4.2% Worse
Attitudes Towards Occupational Violence						
Occupational Violence is generally accepted as being 'part of the job' in my workplace.	833	32%	23.8%	44.2%	28%	4.2% Worse
Canberra Health Services - Safety@Work						
Managers always take action to address identified work, health and safety issues.	1,079	80%	15.4%	4.9%	76%	3.7% Better
Managers always take action to address identified work, health and safety issues.	1,078	76%	19.0%	5.4%	73%	2.2% Equal
Employees are always consulted on decisions that impact on their work, health and safety.	1,079	59%	27.6%	13.5%	54%	6.4% Better
When I act safely I always receive positive support and recognition in my team.	1,079	57%	31.2%	11.6%	50%	6.8% Better
In this organisation, staff safety is considered as important as patient safety.	1,079	63%	23.3%	13.5%	56%	6.6% Better
Overall, the organisation has a strong, effective staff safety culture.	1,079	59%	26.4%	14.2%	56%	6.6% Better

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

Background to the Net Promoter ScoreSM

The Net Promoter ScoreSM (NPS) is a Customer Experience metric that measures loyalty and engagement. Respondents are categorised into three types based on their response to the key question: "On a scale of 0 to 10, how likely are you to recommend this organisation?"



Promoters (Score of 9 or 10): People who feel their lives are enriched by their relationships with the organisation. Promoters typically go the extra mile for the organisation, they are loyal, and promote the organisation.

Passives (Score of 7 or 8): People who are fairly satisfied, but not loyal. They rarely talk up the organisation, and when they do, it's likely to be qualified and unenthusiastic. If a better offer comes along, they are likely to defect.

Detractors (Score of 0 to 6): People who feel their lives have been diminished by their associations with the organisation. They are dissatisfied and even dismayed by how they are treated. They frequently speak negatively about the organisation and are likely to defect as soon as they find something better.

NET PROMOTER SCORE (NPS) = % Promoters - % Detractors

Reference: Bain and Co (2008). Who's responsible for employee engagement? Use surveys, not HR, must lead the charge. Bain and Company, New York.

Source: The Net Promoter ScoreSM is a registered trademark of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld. The Net Promoter ScoreSM is a registered trademark of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

Your Net Promoter Score (where 0 = worst, 10 = best)	Canberra Health Services		Public Hospitals & Healthcare Services		Nursing & Midwifery Professionals	
	NPS	Score	NPS	Score	NPS	Score
(*)	-4.1	39%	+5.1	94,627	+14.9	131,978
	-13.0	35%	+40.6 to +45.6		+14.2	6,156
	36%					
	+6.9	35%	+23.3	96,173	+27.9	66,653
	+7.1	29%				

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

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 departments 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 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

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 Kubler-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 *not* 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 you will win this – you will come a gnat's-bait!

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.

Analysis of data collected up until 29-Nov-21, from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

Q and A

This section might just answer some of the questions you have about the BPA report.
 Q. The last time the BPA survey was conducted in our organisation, my department was in a Culture of Success, now it's in Consolidation. What happened, what can I do about that?

A. One thing to understand is that Organisational Culture is like a bank account... sometimes you might have to spend a bit of the bank account when you are introducing unpopular change. The key lies in knowing when to re-build. The only thing constant in an organisation is change - it happens, it is a fact of life. Building a level of resilience in the culture is the first step. Getting your employees focused on the fact that change is going to happen, it is going to bite you on the nose at any time and that we have to be prepared for it. Go through the 10 Engagement questions carefully to see where you 'lost ground' between surveys. Was it in trust, was it in employee's motivation, was it in change? Then focus on one area to rebuild the level of engagement. Campaign building trust... build trust and it builds engagement.

Q. How do I build trust?

- A. Trust is the glue that binds a team (and an organisation) together. You can't change a culture without it. The things that build trust:
- **Visibility** - being out there amongst your people (not checking up on them) but truly engaging with them. Walk through the department, say hello, ask about how things are going, roll your sleeves up and do a bit of the hard labour every now and then.
 - **Predictability** in your own leadership style - a moody manager is not one that people will trust or follow.
 - **Fairness** - don't play favourites! Be transparent in your recruitment and selection processes (and give feedback to those who are not successful), be transparent in workload allocation, in annual leave allocation, in rewarding and recognising individuals. Lack of fairness and favouritism are cousins!

Q. My benchmarking summary graph (the overall counts in blue, red and yellow) has lots of blue for About Our Managers ... but lots of red for About Our Culture. What does this mean?

A. This might be a little unpalatable to hear ... but you have to be careful, you aren't adopting the potential for manager disconnect in your management and leadership style. An attribute of the best managers I have seen, is that they can win the hearts and minds of their people to go with them and their leadership ... and to go with the organisation. They don't bunker their team down. The signs and symptoms of a responsible manager versus a manager that might be potentially disconnected are illustrated in the next column. Have a read ... it might be confronting ... but ask yourself do I do any of the disconnected behaviours and if you are honest in your self-evaluation you will welcome the opportunity to develop yourself and change a set of behaviours that you might not necessarily be even aware of. But whatever you do, try not to adopt a bunker mentality to protect yourself and your employees.

The potential for Manager Disconnect is a label developed by BPA that applies to a phenomenon where managers have disconnected their managerial responsibilities and surrendered them to the organisation. Examples of this behaviour include:

- A manager who is potentially disconnecting ...
 - *Demotivates the organisation and its executive in front of their staff. Tries to be everyone's friend, even when it weakens performance problems.*
 - *Doesn't want to take on the normal responsibilities of a manager, but wants the title and the pay.*
- A responsible manager ...
 - *Supports the organisation's decisions in front of their staff (even if they privately disagree with them).*
 - *Is friendly but firm in resolving appropriate issues for various levels.*
 - *Accepts their responsibilities as a manager, even if it means some disconnect in the workplace.*

Q. My benchmarking summary graph (the overall counts in blue, red, and yellow) has lots of blue for About Our Culture but not for About Our Managers. What does this mean?

A. The questions on the BPA survey are asked at 3 levels ... your employees' working life in the organisation (the entity that employs them), their working life in their team, their working life with you the manager, the person who guides and directs their performance. If your employees' evaluation of your leadership style doesn't come up rosily, then this represents an opportunity for you personally. The best managers I have come across know themselves very well - they know their personal attributes - what they are like at their peak, what they are like when they are stressed. They seek information about their style that will make them a better manager, and we can always be better. It is a huge responsibility being a manager, and receiving feedback on our management and leadership style comes with the title. Look for areas of strength in your style based on the evaluation of how others see you. Use the leadership profile as an opportunity to gain insight into how others see you. Drop any defencesiveness - I know sometimes the evaluation can be hard hitting, but take it on board and grow.

Analysis of data collected up until 29-Nov-21, from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

What Works when Changing Culture - The Power of Values

What does BPA think are the most successful forms of cultural change?

Over the past 29 years of measuring Organisational Culture, the two most powerful forms of cultural change we have observed that work are:

1. The power of Values and the behaviours that underpin them.
 2. The power of managers truly taking on the role of being a Performance Coach - holding people accountable, not only for their performance, but their behaviours too.
- If you do nothing but focus on these 2 things, hopefully you will get some traction in a positive way.

The Power of Values

There is power in a strong set of Organisational Values as Values are the anchor that you as a manager can use during times of major or turbulent change. They are an organisation's moral compass.



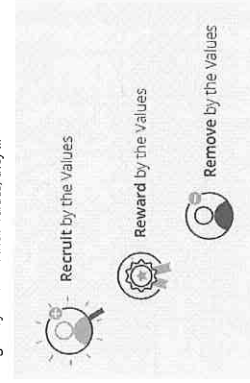
Values do 2 things for an organisation and a team:

1. They will guide the organisation's decisions and priorities - strategic and day-to-day; and
2. They will establish the boundaries for acceptable and unacceptable behaviour.

Everything changes... Buildings change, People change, Clients' and Members' expectations change, Governments change, Funding Levels change, Workload and activity change, Climates change, Economies change, Managers and Leaders change.

The one constant that can stay the same in the midst of major change is an organisation's Values ... and how these are put into practice.

Finally when it comes to Values, in the best organisations BPA has measured, we have identified these organisations do 3 things very well with their Values, they ...



As a manager of a team, think about these practices.

Do you speak to your Organisation's Values when you are recruiting new people into your team? Do you ask the potential new recruit to draw on their past experiences to find out if they will be a good fit for your department?

Do you acknowledge great performance (rewarding doesn't have to be materialistic).

Are there consequences for people who don't live by the Values, for any behaviours that are contrary to the defined set of behaviours that underpin your organisation's Values?

The 3 Types of Values BPA has Observed

BPA Analytics' (BPA) research into Organisation Values has found 3 broad categories of values.

1. Aspirational Values;
2. Inspirational Values; and
3. Foundational Values

Aspirational Values

These are values that an organisation may aspire to. Examples could include Excellence, Service, Continuous Improvement, Communication or Teamwork. In our observation, most Company Values are of the Aspirational kind.

Inspirational Values

These are values that have an underlying cause that inspires its workforce and sometimes even clients. They typically have a 'call to action'. They might include 'to fight cancer' or 'to end animal testing on cosmetic products'. They are visionary and motivational in a way that 'excellence' or 'teamwork' is not.

Foundational Values

These are values that are practical and pragmatic. They are values that the organisation must have on a day-to-day basis in order to ensure it functions smoothly. Failure to live these values will typically see both the organisation and its members suffer.

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

Position = Nursing/Midwifery

What Works when Changing Culture - The Power of Managers

The Power of a Manager being a Performance Coach

The best managers have come across, as mentioned earlier, know themselves very well, and they take on the role of being a performance coach, they wear a manager's hat. They embrace the principles of a great coach by ...

- Clearly (and regularly) communicating the expectations they have of each member of their team;
- Providing support and guidance on how to overcome any performance shortfalls;
- Guiding them on their performance;
- Addressing poor performance constructively;
- Constructively giving feedback on their performance;
- Being a role model their employees look up to and learn from;
- Helping their employees to plan how to improve their performance;
- Wrapping up all of these practices with some form of annual review. Some do quarterly or 6 monthly reviews. If the manager is doing all of the above, the Performance Review process should not produce any surprises.
- Providing appreciation for good performance;

The Recipe for Successful Cultural Change Has Four Essential Ingredients

A **shared vision** on what you are trying to achieve.

The **resources** (especially time) to implement the changes.

The **will to do it** - a commitment from you as the manager.

A **plan** with dates, accountabilities, and (especially) the first step.

All four of these components are essential – not just 2 or 3.