

# BrisDoc

Patient care by people who care



## Our Voice

The BrisDoc Co-Owners Survey

Spring 2026  
High Level Summary

# Our Voice Participation

## Survey Responses

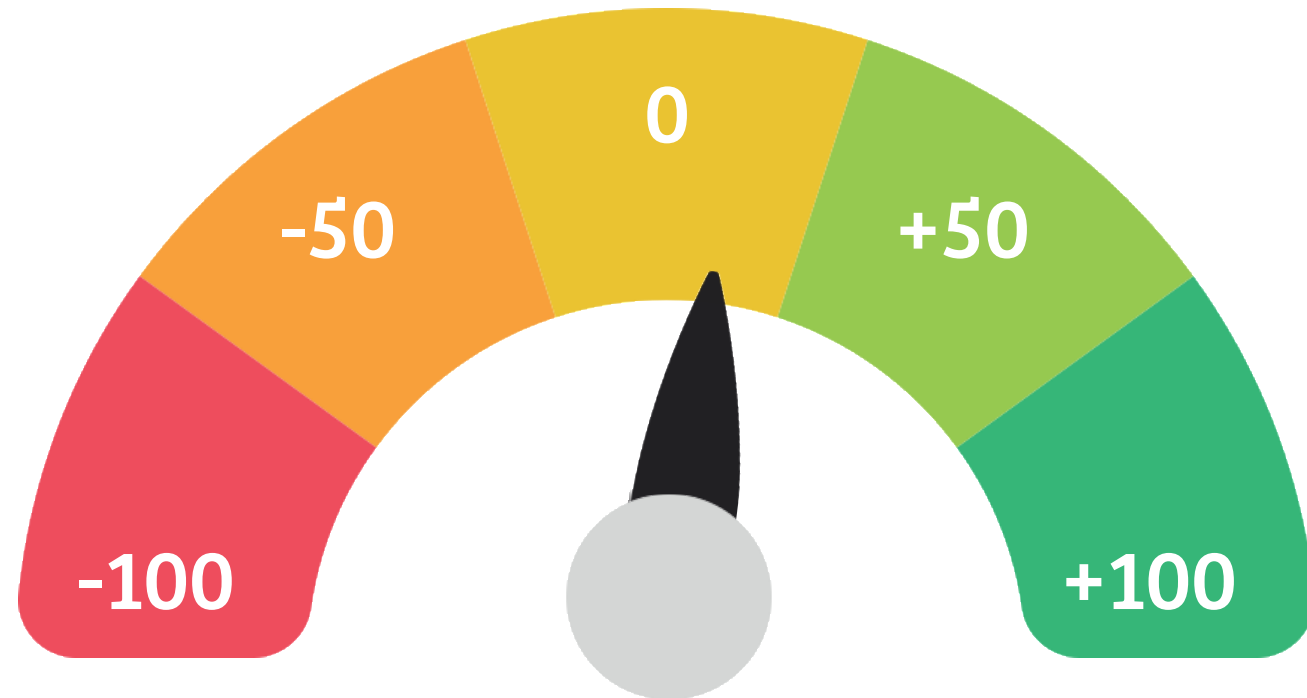
- 57% of co-owners (297 responses) participated

## Key Themes:

- Engagement
- Growth
- Belonging



# BrisDoc's Employee Net Promoter Score



**BrisDoc scored 16**

**(healthy - solid, but not high-performing, slightly above average for healthcare)**

# BrisDoc's Employee Net Promoter Score

On a scale of 0 to 10, how likely are you to recommend BrisDoc Healthcare Services as a great place to work?

**eNPS Score: 16**

36% Promoters, 44% Passives, 20% Detractors



## What this Means

Positive overall sentiment with significant opportunity - **44% of co-owners are neutral** about recommending BrisDoc as a workplace representing an **opportunity to strengthen advocacy**

# What is eNPS?

## eNPS Scoring

- An 11-point eNPS (Employee Net Promoter Score) question uses a **0-10 scale** where respondents are categorized into three groups:
  - Promoters (9-10)**
    - Employees who rate 9 or 10 are considered promoters - they're highly likely to recommend the organisation
  - Passives (7-8)**
    - Employees who rate 7 or 8 are passives - they're satisfied but not enthusiastic
  - Detractors (0-6)**
    - Employees who rate 0-6 are detractors - they're unlikely to recommend the organisation

## The eNPS Score Calculation

- The **eNPS score** is calculated by subtracting the percentage of detractors from the percentage of promoters:  
**eNPS = % Promoters - % Detractors**
- Passives are counted in the total number of respondents but don't directly affect the score.
- The resulting score can range from **-100** (if everyone is a detractor) to **+100** (if everyone is a promoter).

# Results by Factor - Engagement

## Engagement - Recognition (70% favourable)

- Most co-owners feel valued, though 11% unfavourable responses suggest recognition could be more consistent across the organisation.

## Engagement - Communication (68% favourable)

- Communication is reasonably strong, though clarity and accessibility of channels could be improved.

## Engagement - Wellbeing (79% favourable)

- Co-owners feel supported with work-life balance and know where to find wellbeing support when needed.

# Results by Factor - Growth

## Growth - Improvement (78% favourable)

- Teams are sharing ideas and giving feedback effectively, creating a culture of continuous improvement.

## Growth - Development (66% favourable)

- Two-thirds of co-owners feel supported in their development. There's room to strengthen coaching and career development support, with **26%** neutral responses suggesting some uncertainty or potentially a lack of need.

## Growth - Excellence (80% favourable)

- Strong scores here show co-owners believe BrisDoc is committed to delivering exceptional standards and improving patient experiences.

# Results by Factor - Belonging

## Belonging - Co-ownership (53% favourable)

- This is our lowest-scoring factor. Just over half of co-owners feel a sense of responsibility through co-ownership, with **32%** neutral and **15%** unfavourable. This suggests the co-ownership model may not be landing as intended.

## Belonging - Inclusion (70% favourable)

- Co-owners generally feel they can be themselves and are connected to BrisDoc's mission, though there's opportunity to strengthen community and belonging further.

## Belonging - Pride (84% favourable)

- This is our highest-scoring factor. Co-owners take pride in their work, their team, and contributing to patient outcomes.

# Results by Factor – Our Voice

## Our Voice (58% favourable)

- Just over half of co-owners who completed the survey believe feedback will lead to action. With **28%** neutral and **14%** unfavourable, there's scepticism about whether this process drives real change.
- This is likely to be a significant factor in the response rate being 57%



# Organisational Strengths

## **Belonging - Pride: 84% favourable**

- **Strongest performing factor overall**
- *"I feel proud that my work directly or indirectly contributes to positive patient outcomes"* leads at **91% favourable**
- *"I take pride in the achievements and successes of my team"* at **85% favourable**

## **Growth - Excellence: 80% favourable**

- *"I believe that across BrisDoc, we strive to improve our patients' experiences"* at **85% favourable**
- *"BrisDoc shows a passion to deliver all its services reliably and to exceptional standards"* at **76% favourable**



# Organisational Strengths

## Engagement - Wellbeing: 79% favourable

- *"If I need it, I know where I can find support within BrisDoc"* at **85% favourable**
- *"My manager is supportive of a healthy work-life balance for our team members"* at **79% favourable**

## Growth - Improvement: 78% favourable

- *"If I think of a better way to do something, I know how to put my idea forward"* at **79% favourable**
- Strong team feedback culture with **77% favourable** on open feedback practices

## Additional Strengths

- Psychological safety with managers: 84% - comfortable discussing mistakes openly
- Development conversations: 78% - meaningful manager discussions about growth

# Strengths Summary

With a **strong foundation of purpose-driven engagement** rooted in their connection to patient care, co-owners feel genuine pride in their work and its impact. This fuels their commitment to excellence and continuous improvement.

This sense of purpose is supported by **a culture of psychological safety** where co-owners feel comfortable being open with their managers, discussing mistakes, and putting forward ideas.

The combination of **strong wellbeing support and meaningful development conversations** suggests an environment where co-owners feel both cared for and invested in.

These aren't isolated strengths - they form an **interconnected system where co-owners feel valued, purposeful, and empowered to contribute their best work**. This creates a solid foundation for sustained performance and engagement.

# High Impact Opportunities

## Belonging - Inclusion: 62%

- *"I feel a strong sense of community and belonging within BrisDoc"*  
**Very High correlation to engagement**

## Belonging - Co-ownership: 62%

- *"Feedback from co-owners is actively sought and valued by management"*  
**High correlation to engagement**

These areas have the **greatest influence on overall engagement** and require strategic focus

## Our Voice: 48%

- *"I believe that feedback collected through Our Voice will lead to action"*  
**Medium correlation to engagement**



# Opportunities summary

The opportunity areas reveal **a gap between individual pride in the work and collective connection to the organisation and each other**. While co-owners feel strong purpose in their patient-facing contributions, they're potentially seeking deeper community and belonging within BrisDoc itself.

The concern around whether feedback leads to action suggests participants are willing to share their voice but **need to see tangible evidence that speaking up makes a difference**, which may encourage an increase in the survey participation of 57%.

Similarly, the question around co-owner feedback **being valued** suggests a desire for more meaningful involvement in decisions that affect their work.

Together, these opportunities highlight **a potential to strengthen the connection between individual contributors and organisational decision-making** - moving from "I'm proud of my work" to "I'm genuinely part of shaping how we work."

**Addressing these areas could unlock greater ownership, engagement, and collective commitment.**

## Hearing More of Our Voices

Though we score highly in some areas, a significant proportion (43%) of co-owners didn't participate, meaning we may not be hearing from quieter, disengaged, or less confident groups

### How can we increase participation?

- Use different ways to communicate
- Ensure methods of communication and access are inclusive
- Clearer communication on why it is important
- More visibility for awareness
- Close the loop on feedback
- Earn trust on confidentiality

