



Te Whatu Ora
Ngātahitanga – Pulse Survey
Capital and Coast

Confidential

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Survey Purpose

The Te Whatu Ora Ngātahitanga – Pulse Survey survey was set up to ask Te Whatu Ora staff what is working well and what is not working well across the New Zealand health system and ask what is going well/not well with the change and transformation process thus identifying short term and longer term improvement actions.

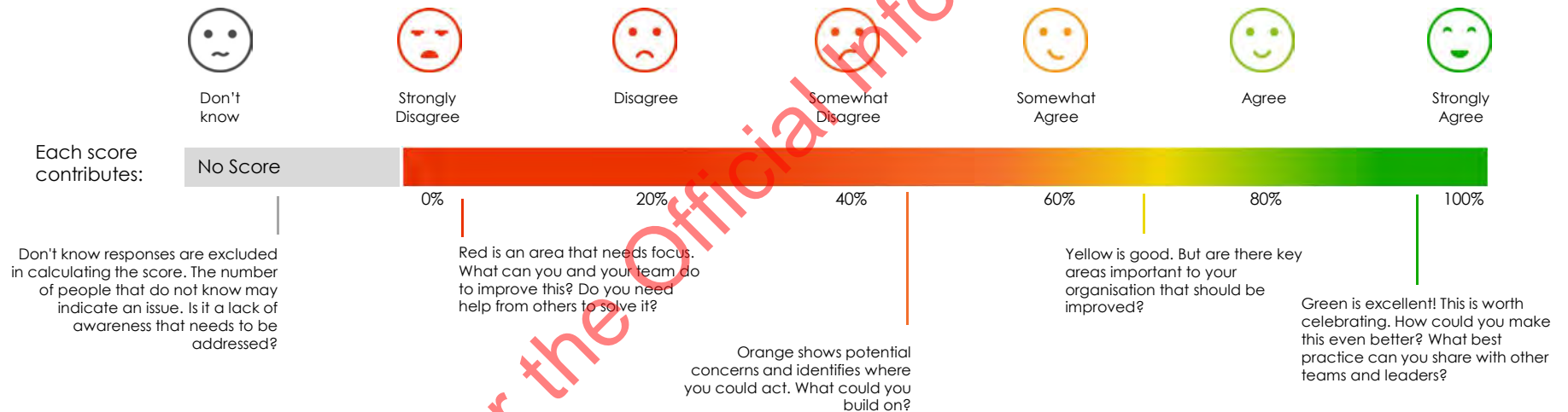
The survey's goal of listening to the voices of our people helps shape meaningful improvements for our kaimahi, communities, patients and whānau.

It is not about validating what we already know but is about listening and taking action.

Responses will build on what we're already hearing and will help create a full and accurate picture of where we are and what we need to do.

Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored.



Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

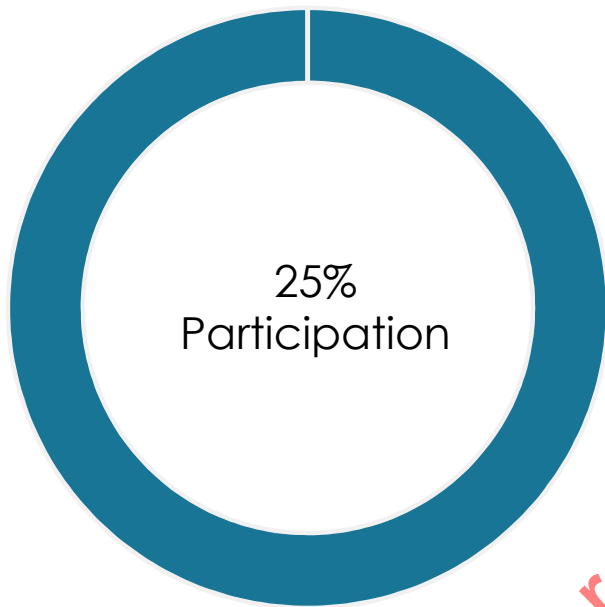
5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%

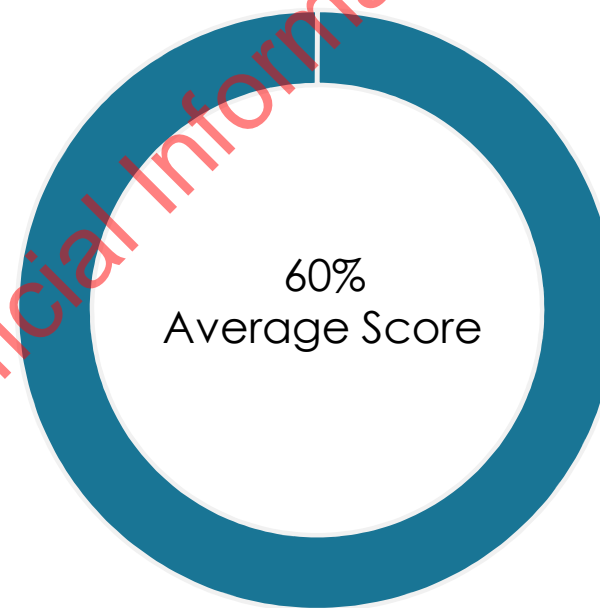


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High Level Metrics



Participation rates help us understand how representative the feedback is.



The average score is calculated by summing the scores for each of the likert scale questions and dividing by the 16 questions.

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Data Grouping Explanations (as defined by Te Whatu Ora)

Ethnicities

Asian	includes Asian, Southeast Asian, Chinese, Indian, Other Asian
European	includes European and New Zealand European
Middle Eastern	includes Middle Eastern, Latin American, African
Pacific Peoples	Includes Samoan, Cook Islands, Tongan, Niuean, Fijian, Other Pacific Peoples
Other Ethnicity	Includes others not included in the above

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.

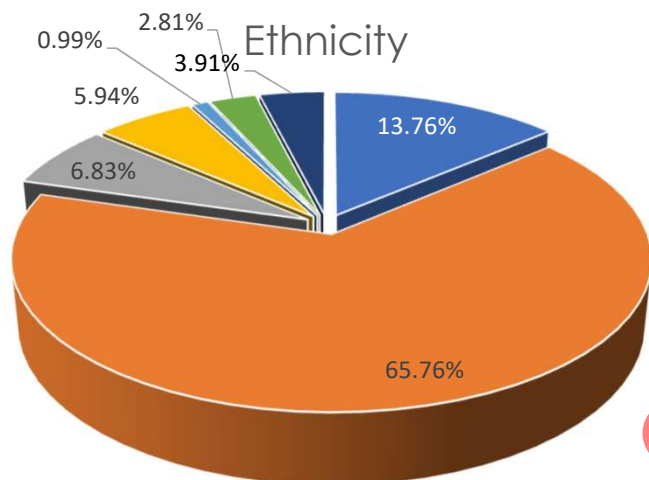
Profession

Care and Support	includes cleaners, HCA, orderlies, security
Corporate and other	includes management
Nursing	excluding HCAs

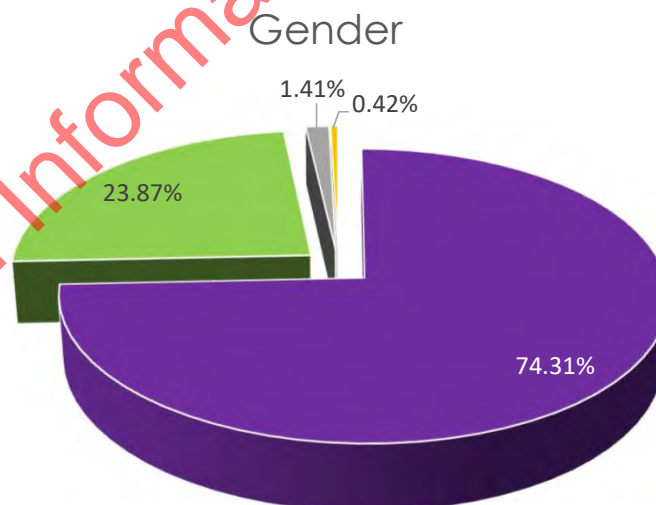
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Breakdown of Respondents

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



- Asian (264)
- European (1262)
- Māori (131)
- Pacific Peoples (114)
- Middle Eastern/Latin American/African (19)
- Prefer not to say (54)
- Other Ethnicity (75)



- Female (1426)
- Male (548)
- Prefer not to say (27)
- Another gender (8)

Number in brackets is the number of respondents in each demographic category

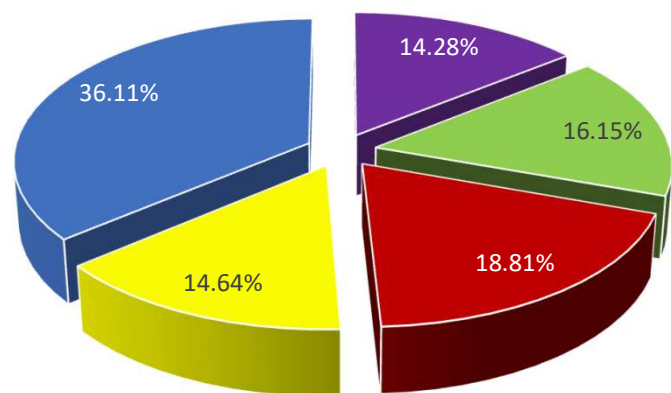
Ngātahitanga Pulse Survey - Capital and Coast



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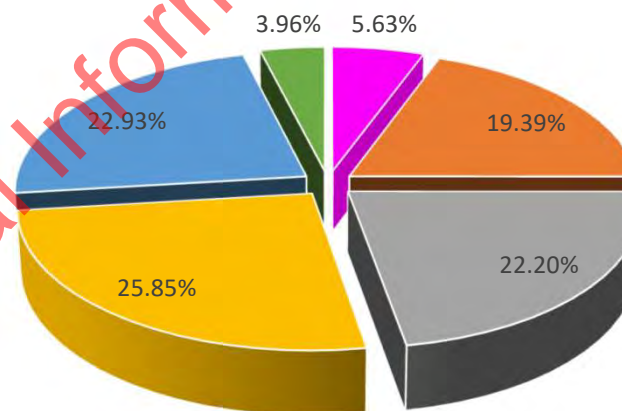
Breakdown of Respondents

Length of Service



- Less than a year (274)
- 1 - 2 years (310)
- 3 - 5 years (361)
- 6 - 9 years (281)
- 10+ years (693)

Age



- 18 - 25 (108)
- 26 - 35 (372)
- 36 - 45 (426)
- 46 - 55 (496)
- 56 - 65 (440)
- 66+ (76)

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Ngātahitanga Pulse Survey - Capital and Coast



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Question scores

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Average Question Score



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



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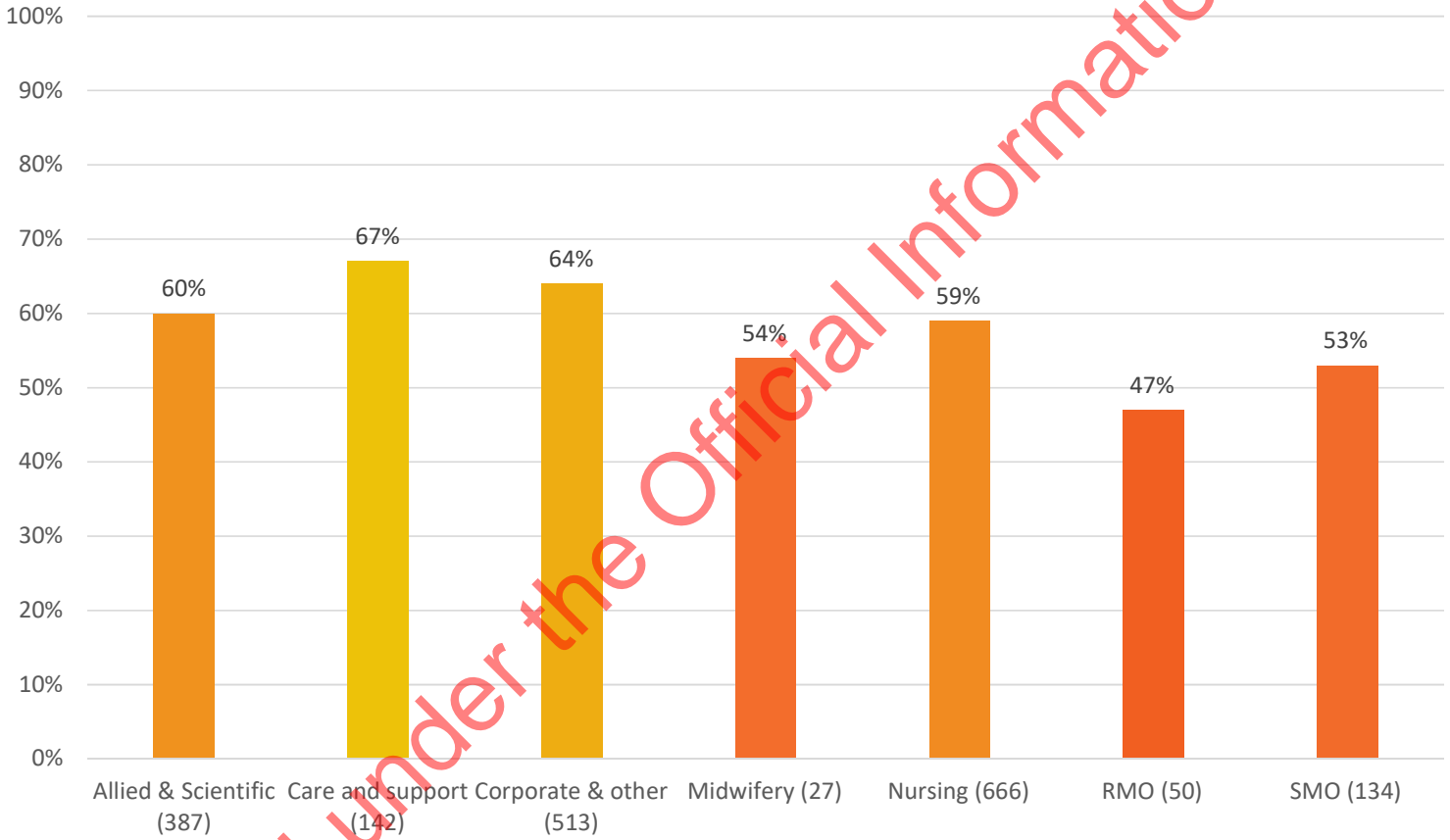


Demographics

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Average Score by Profession



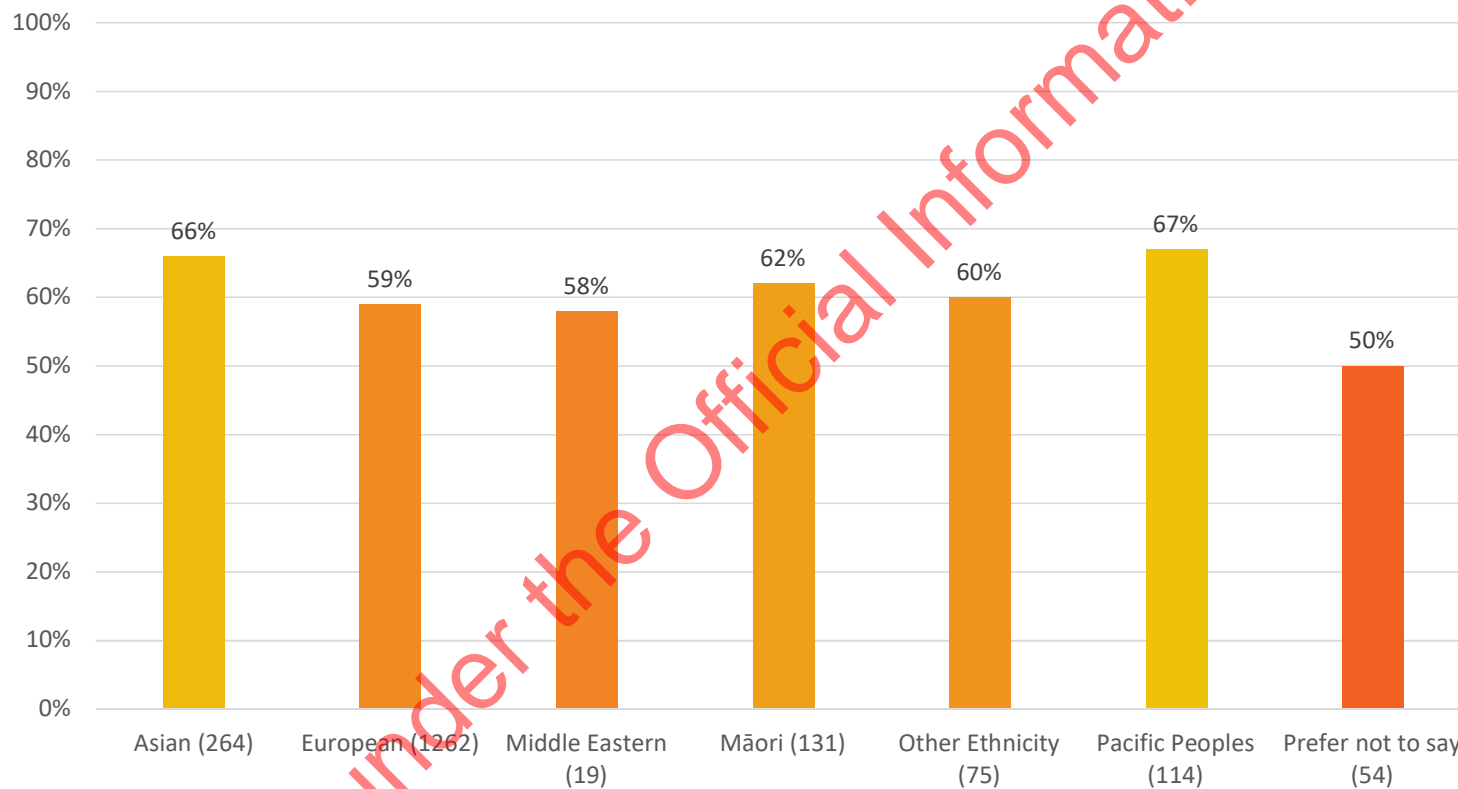
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Average Score by Ethnicity

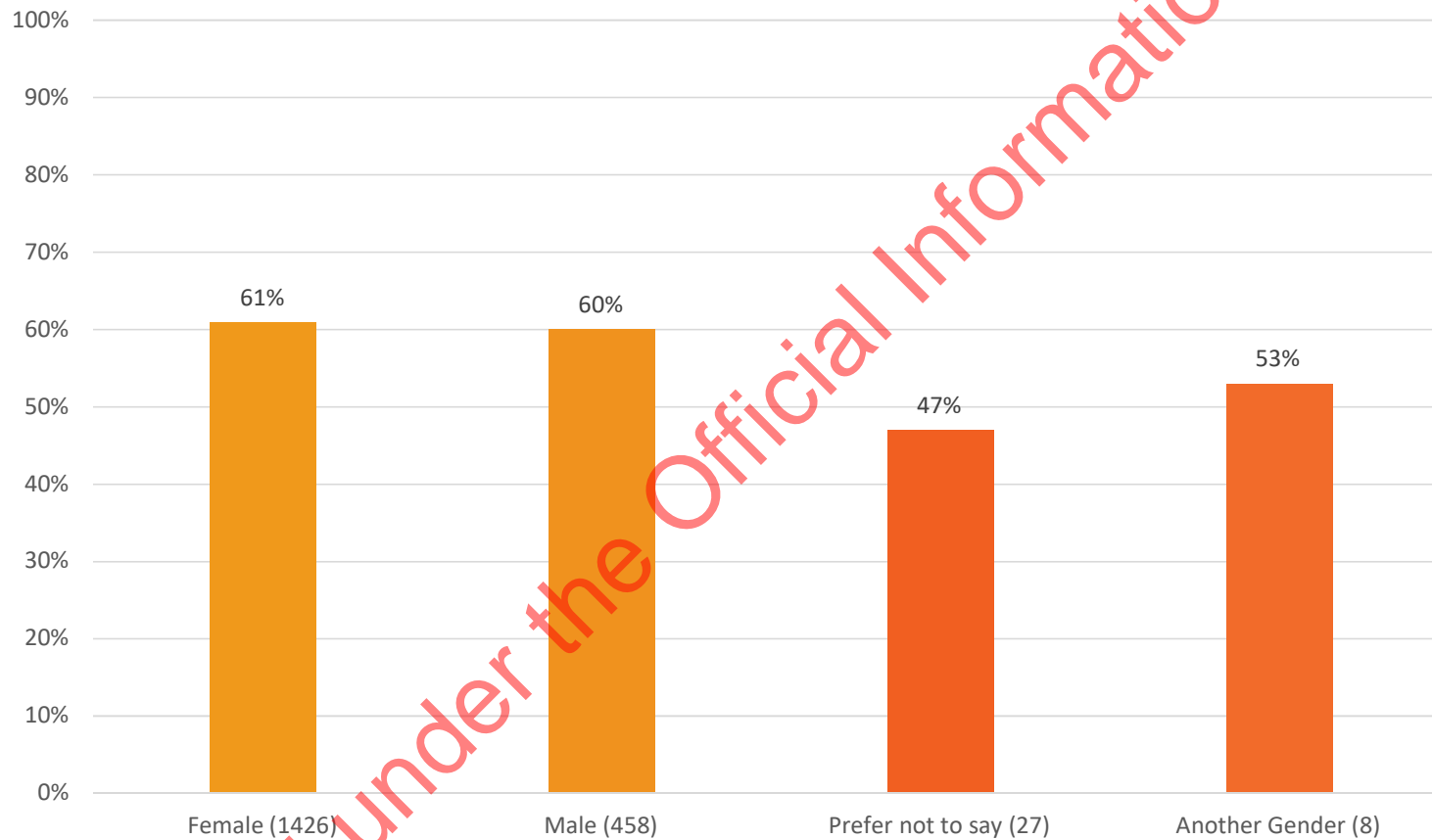
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Average Score by Gender

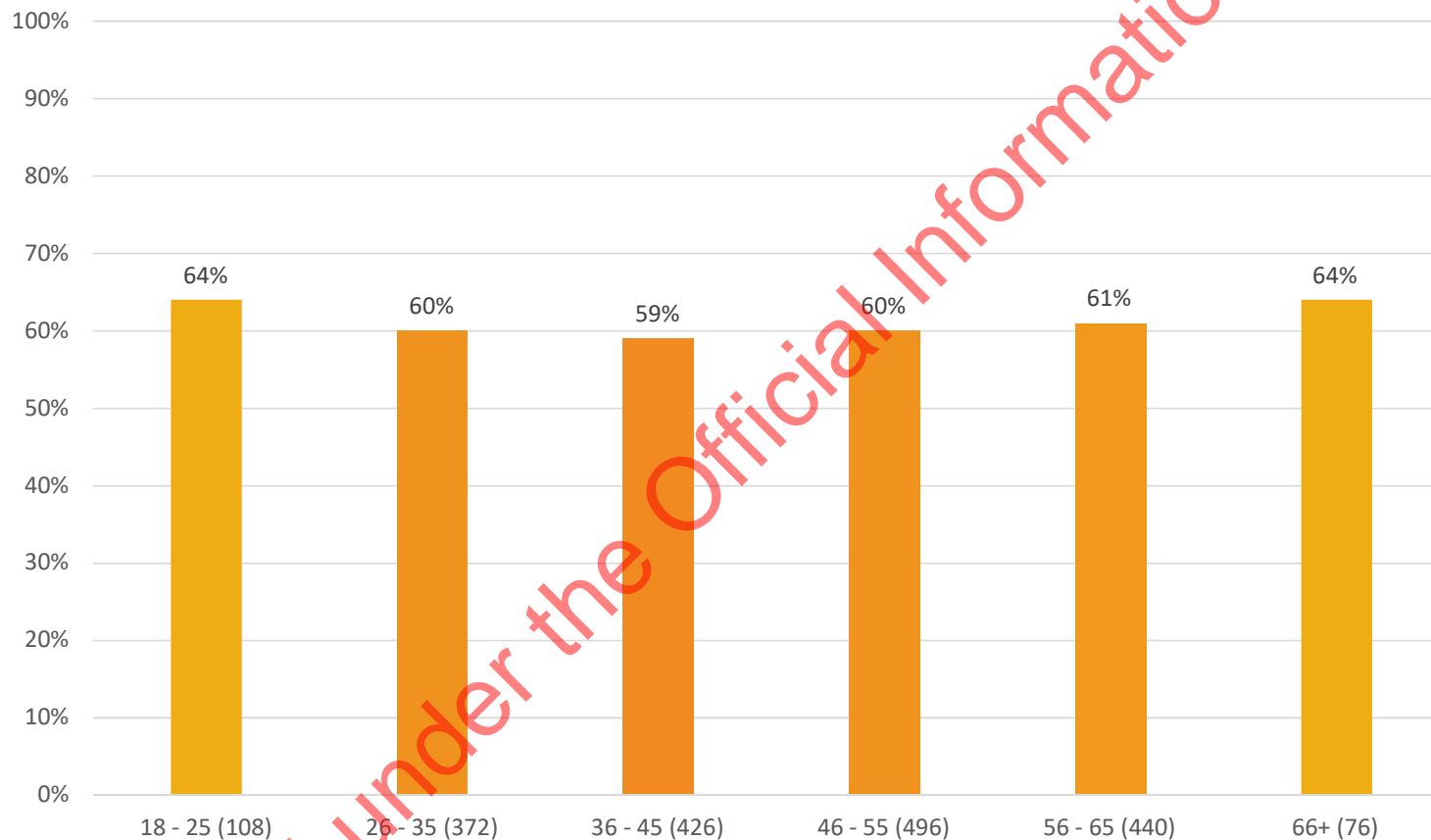


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Average Score by Age



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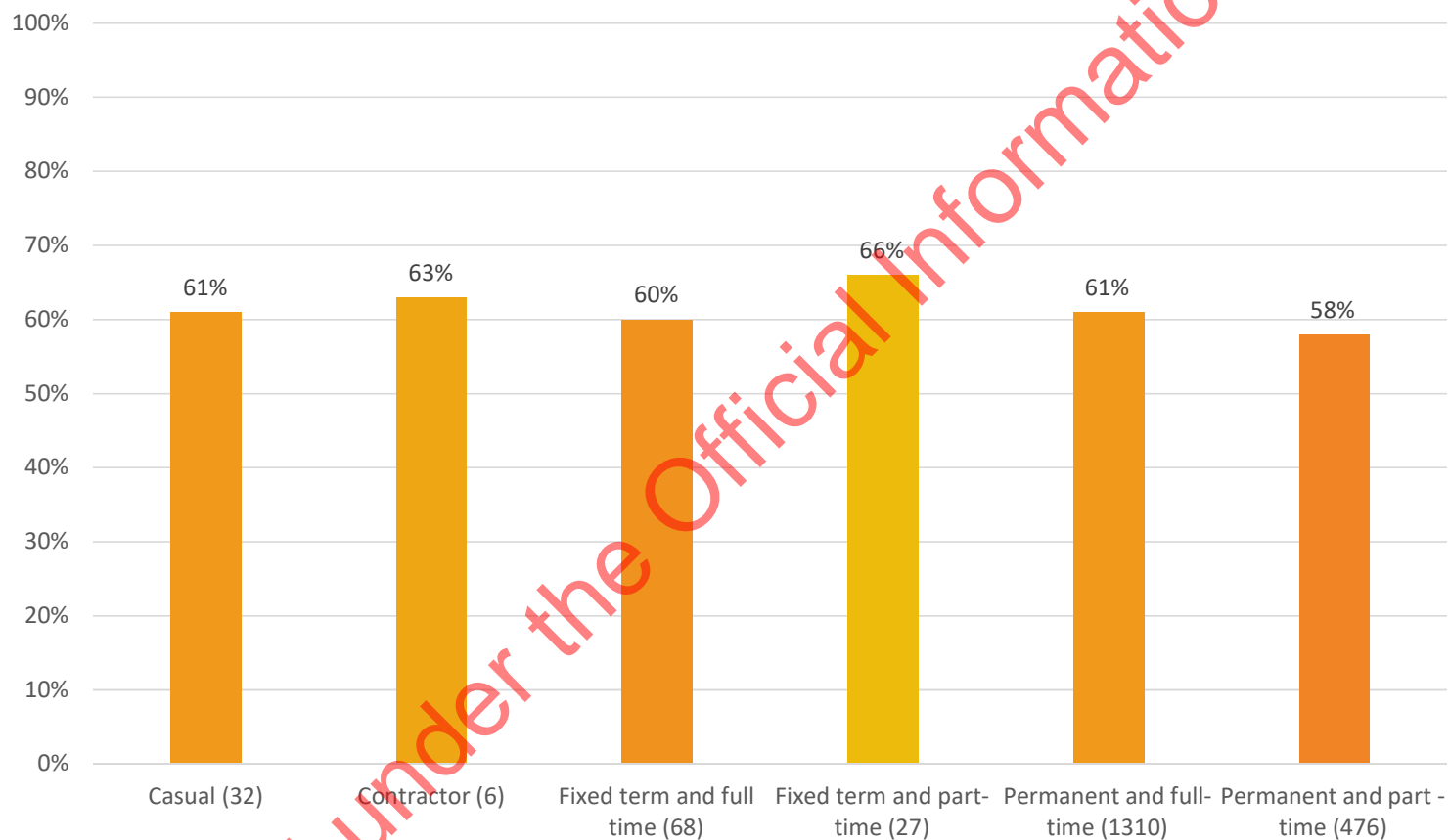
Average Score by Length of Service



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Average Score by Employment Status



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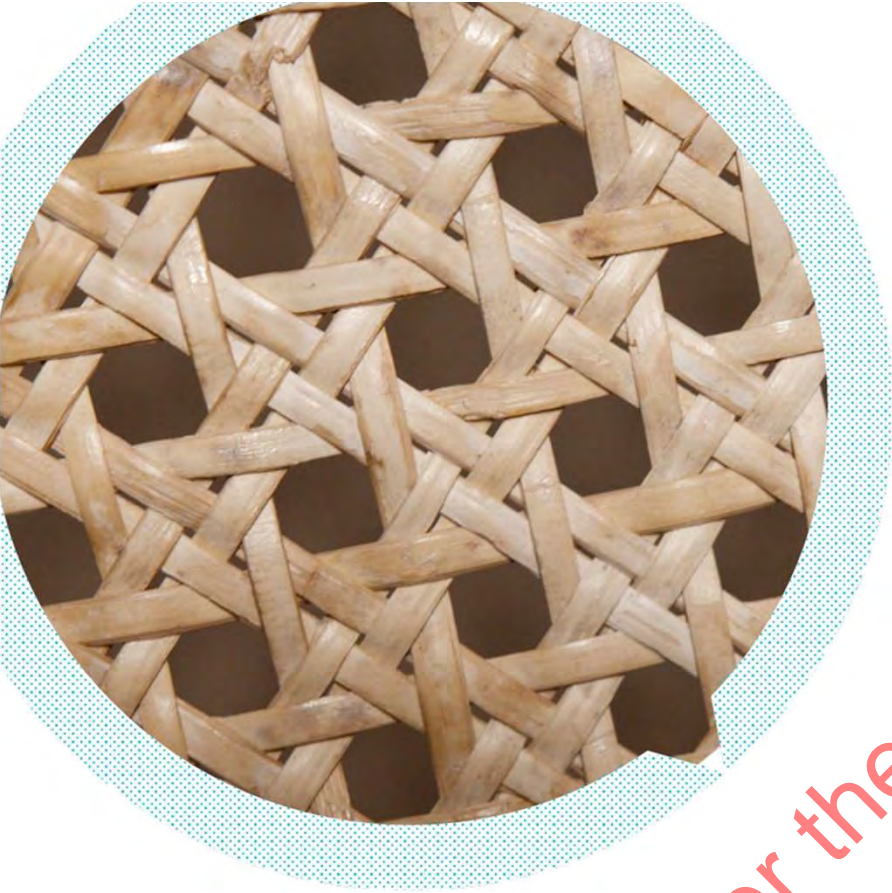


Average Score by Disability Status



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Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

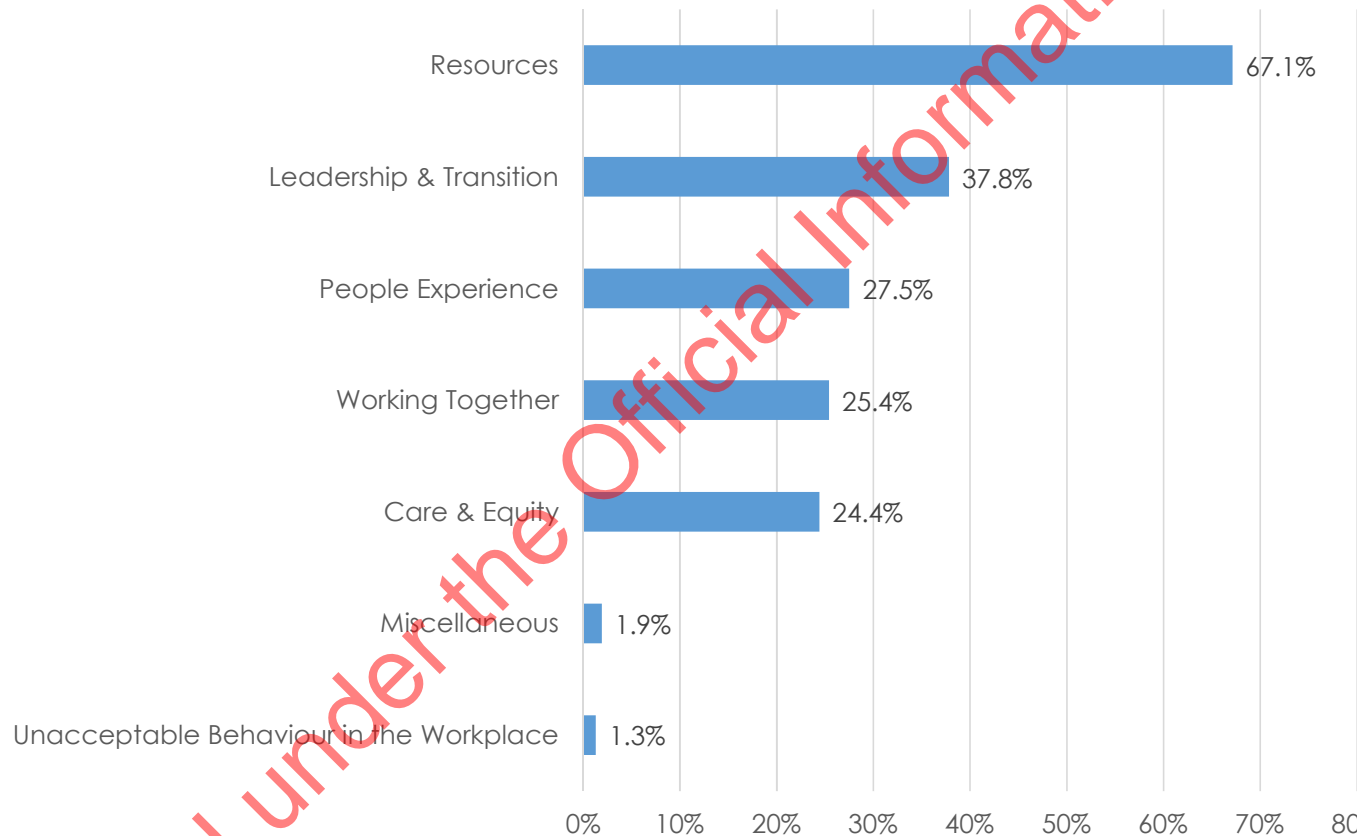
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The comments have been grouped by theme in order to give a good sense of the weight of sentiment regarding where people see the greatest opportunities for us to make improvements. This qualitative analysis complements the quantitative analysis of the questions scores to provide us with deeper insights to inform positive action.

What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

73% of respondents left a comment

Overall breakdown of themes



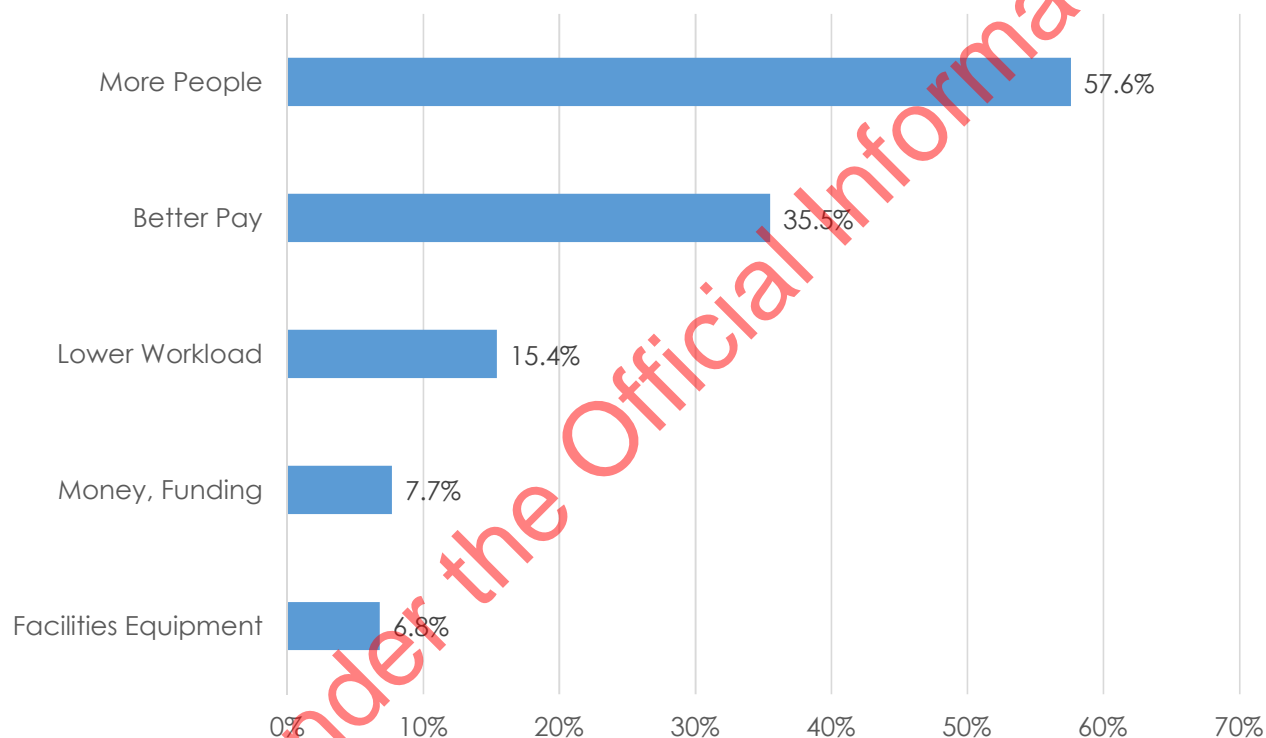
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: Breakdown by sub-theme



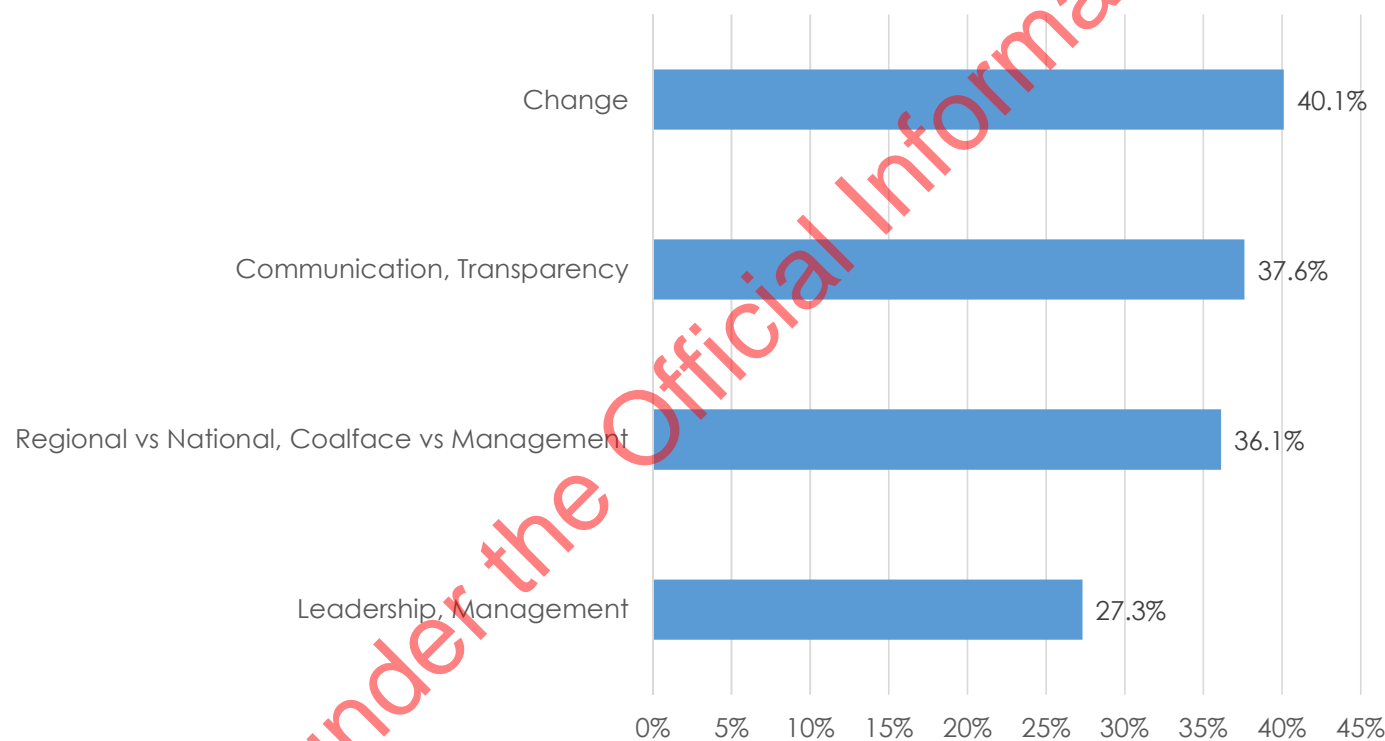
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: Breakdown by sub-theme



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People Experience theme: Breakdown by sub-theme

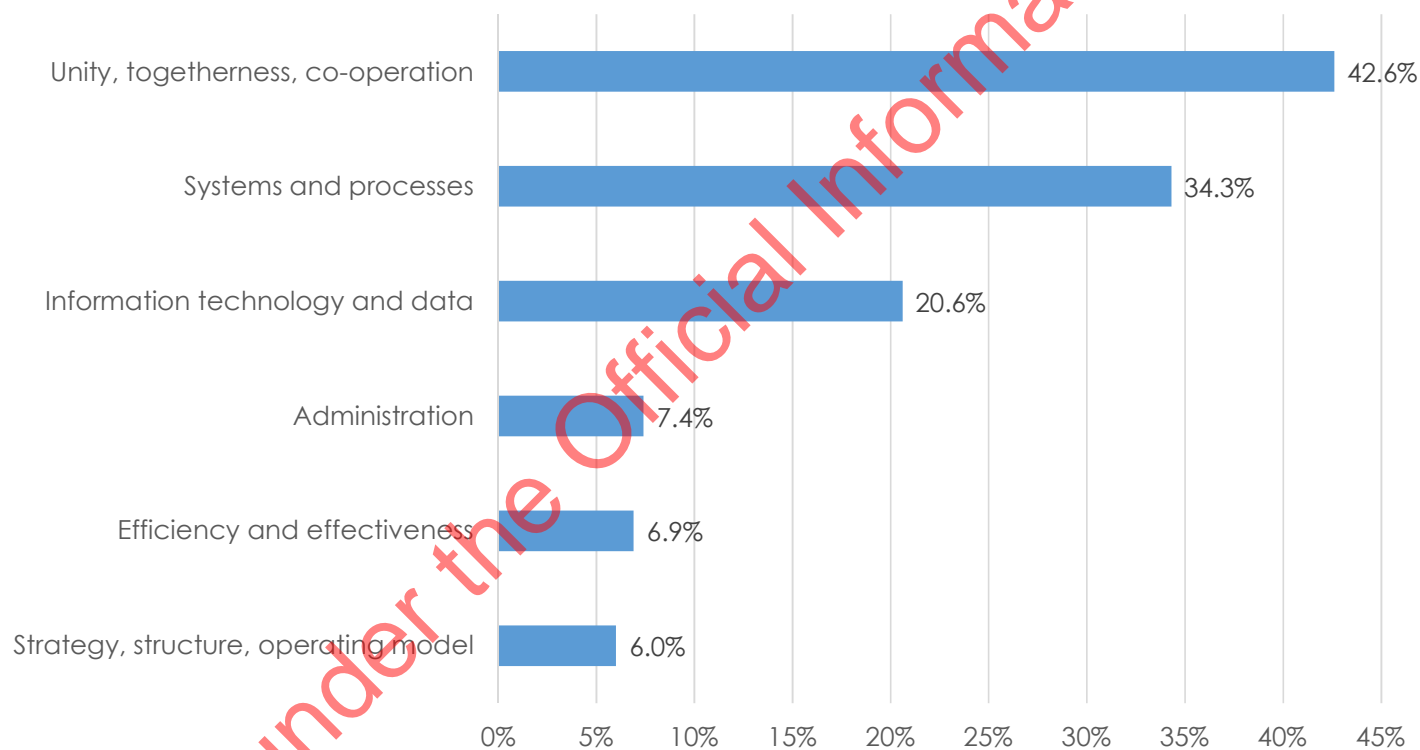


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Working together theme: Breakdown by sub-theme



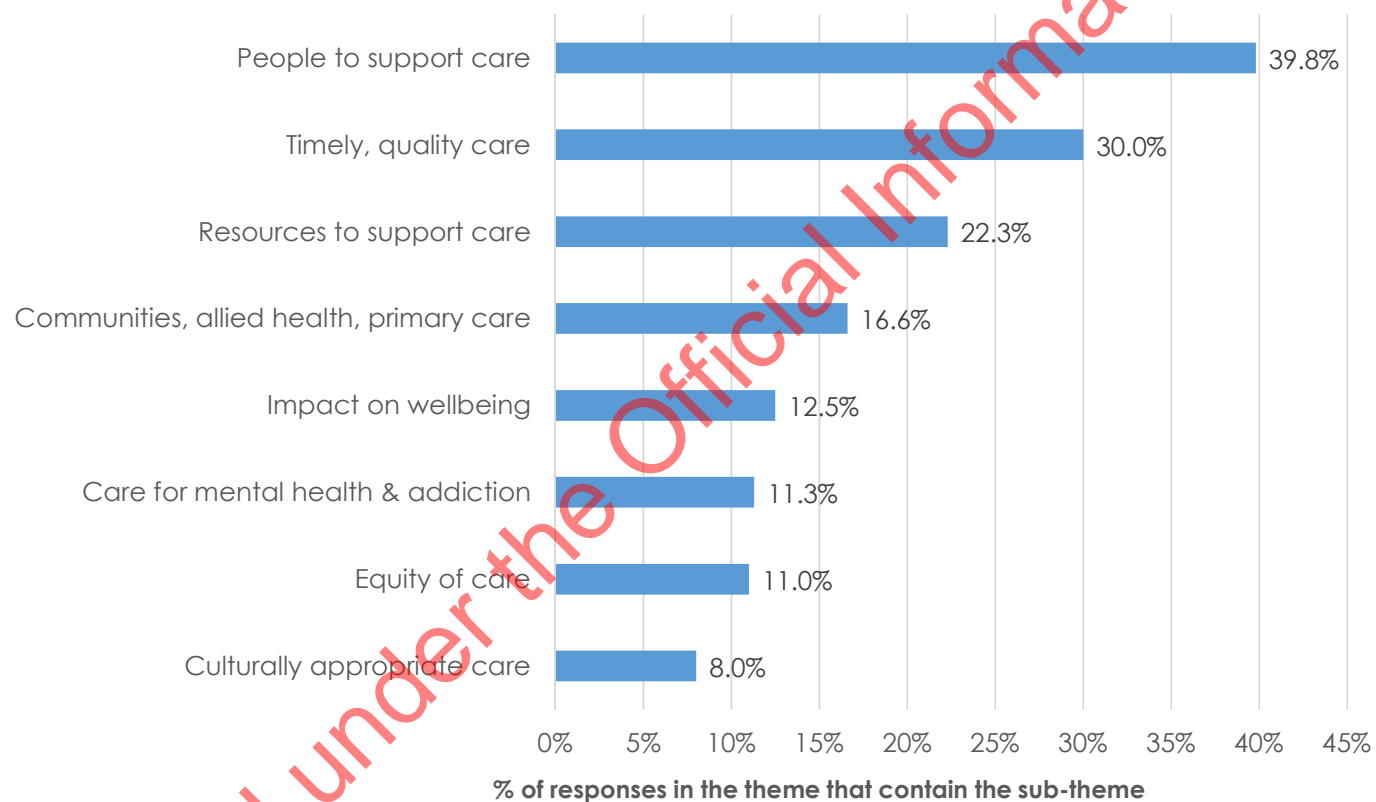
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care & Equity theme: breakdown by sub-theme



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:

Other Themes:



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Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga – Pulse Survey
Counties Manukau

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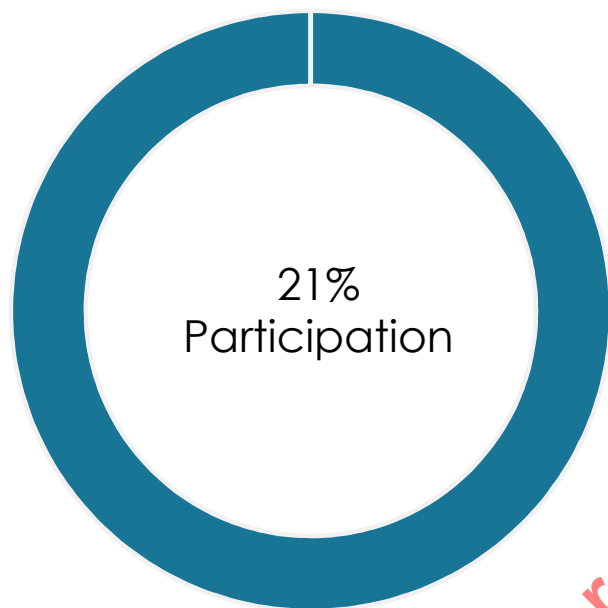
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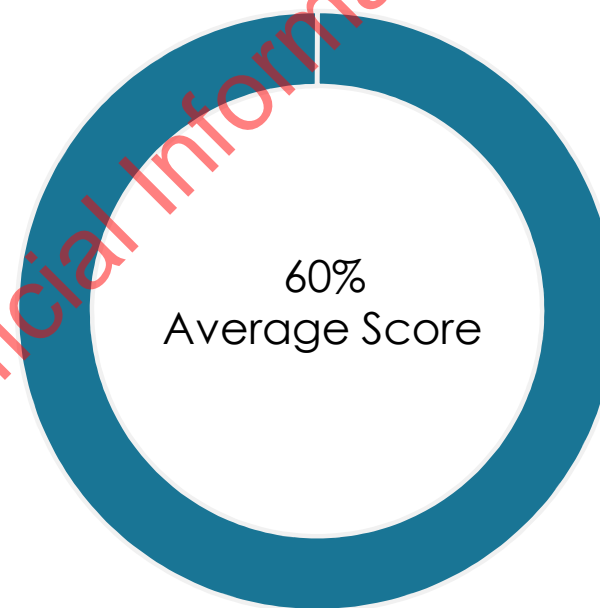


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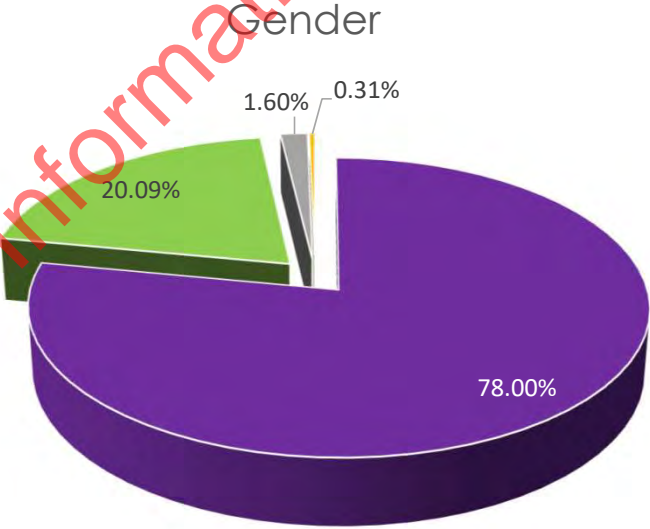
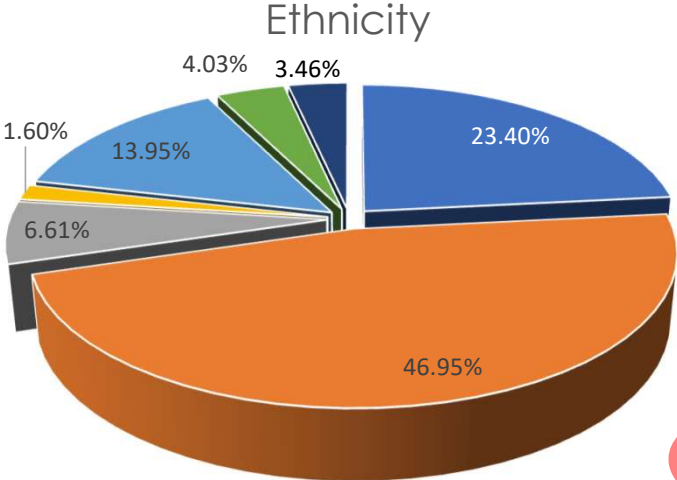
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Profession

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Breakdown of Respondents

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- Asian (453)
- European (909)
- Māori (128)
- Middle Eastern (31)
- Pacific Peoples (270)
- Prefer not to say (78)
- Other Ethnicity (67)

- Female (1510)
- Male (389)
- Prefer not to say (31)
- Another gender (6)

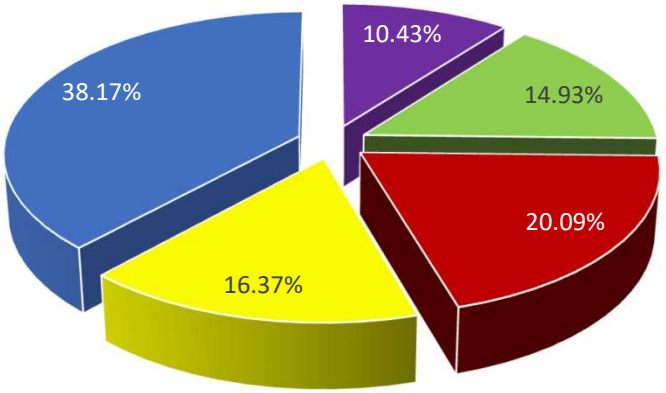
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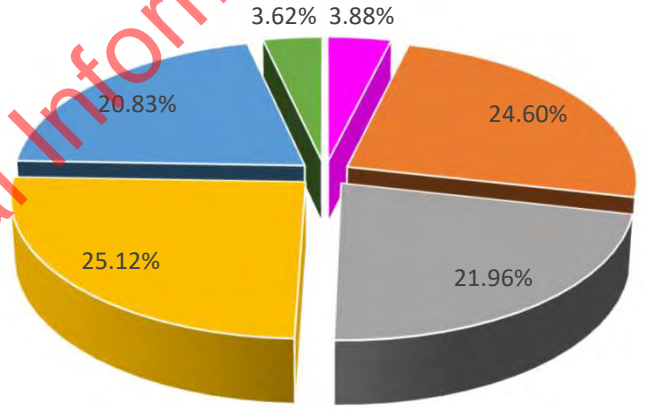
Breakdown of Respondents

Length of Service



- Less than a year (202)
- 1 - 2 years (289)
- 3 - 5 years (389)
- 6 - 9 years (317)
- 10+ years (739)

Age



- 18 - 25 (75)
- 26 - 35 (476)
- 36 - 45 (425)
- 46 - 55 (486)
- 56 - 65 (430)
- 66+ (70)

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Question scores

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Average Question Score



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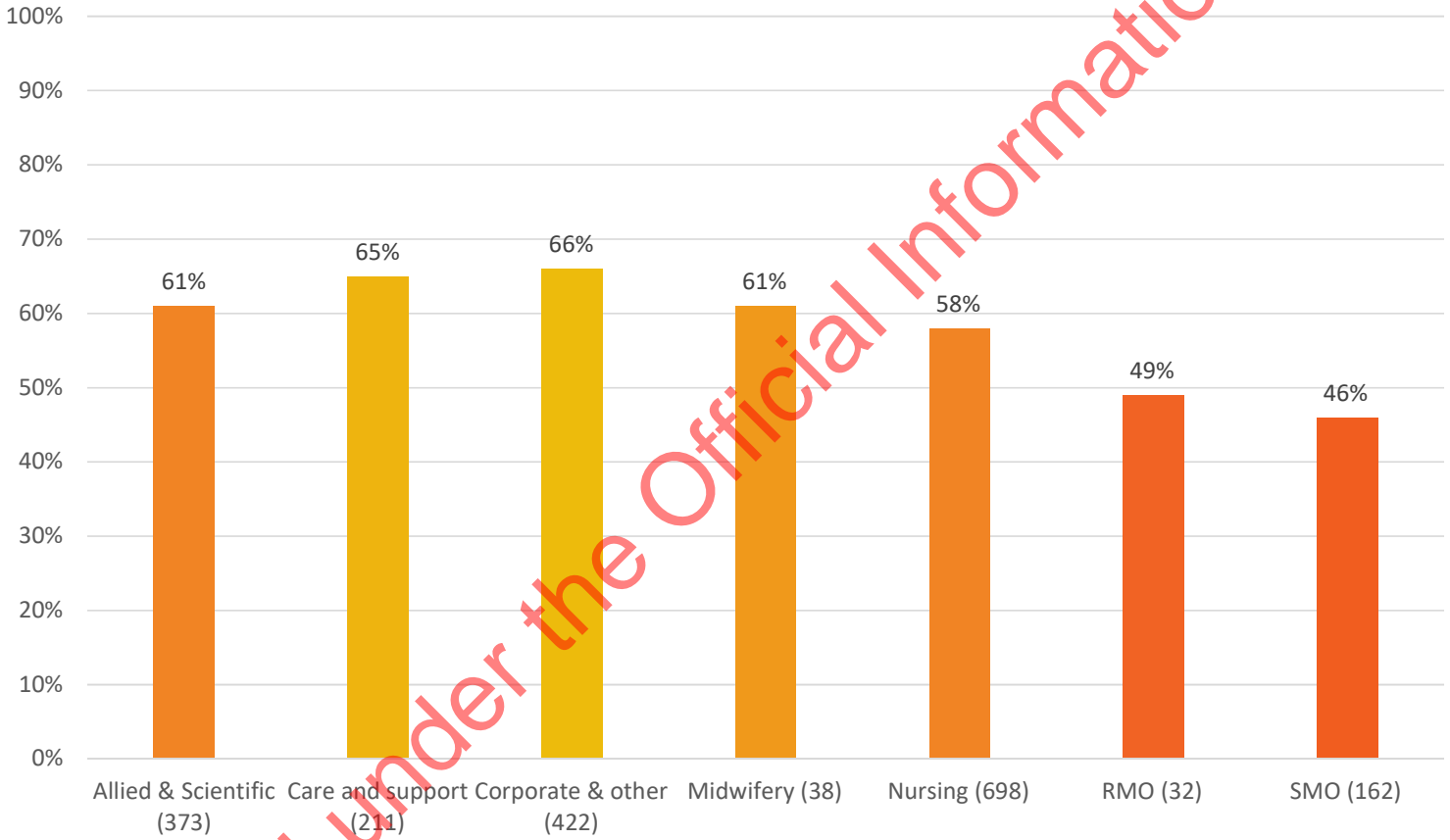


Demographics

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Average Score by Profession



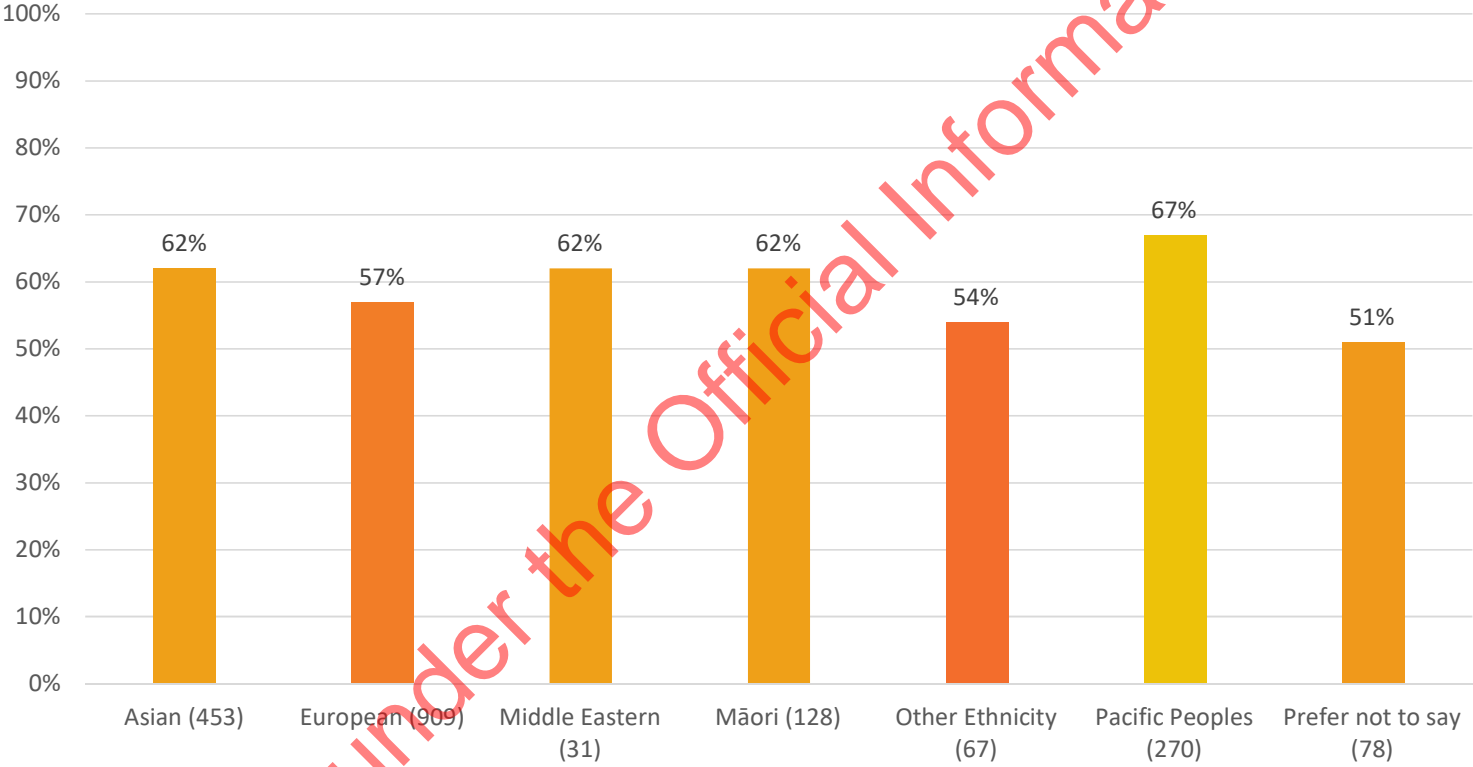
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Average Score by Ethnicity

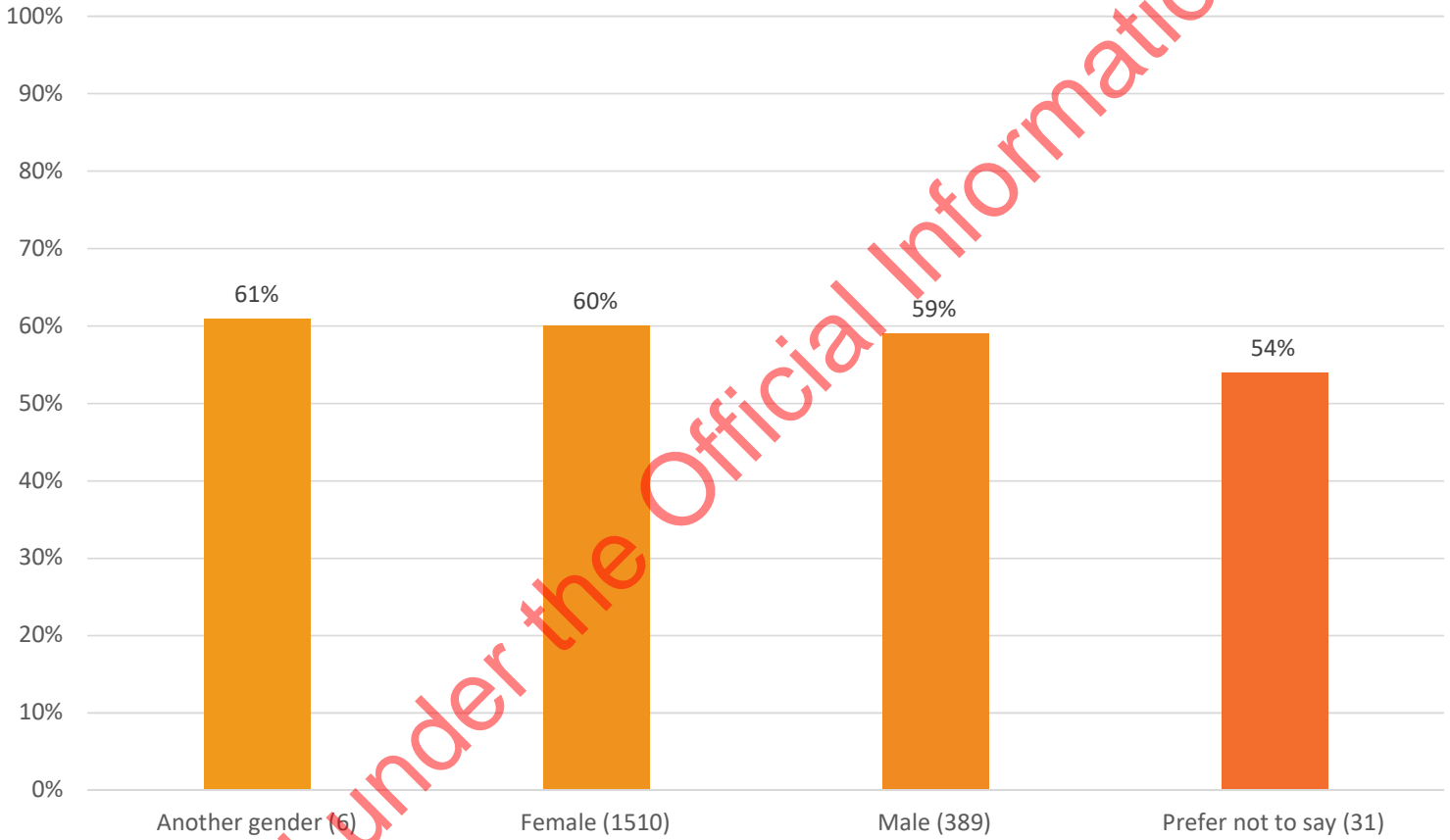
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Average Score by Gender

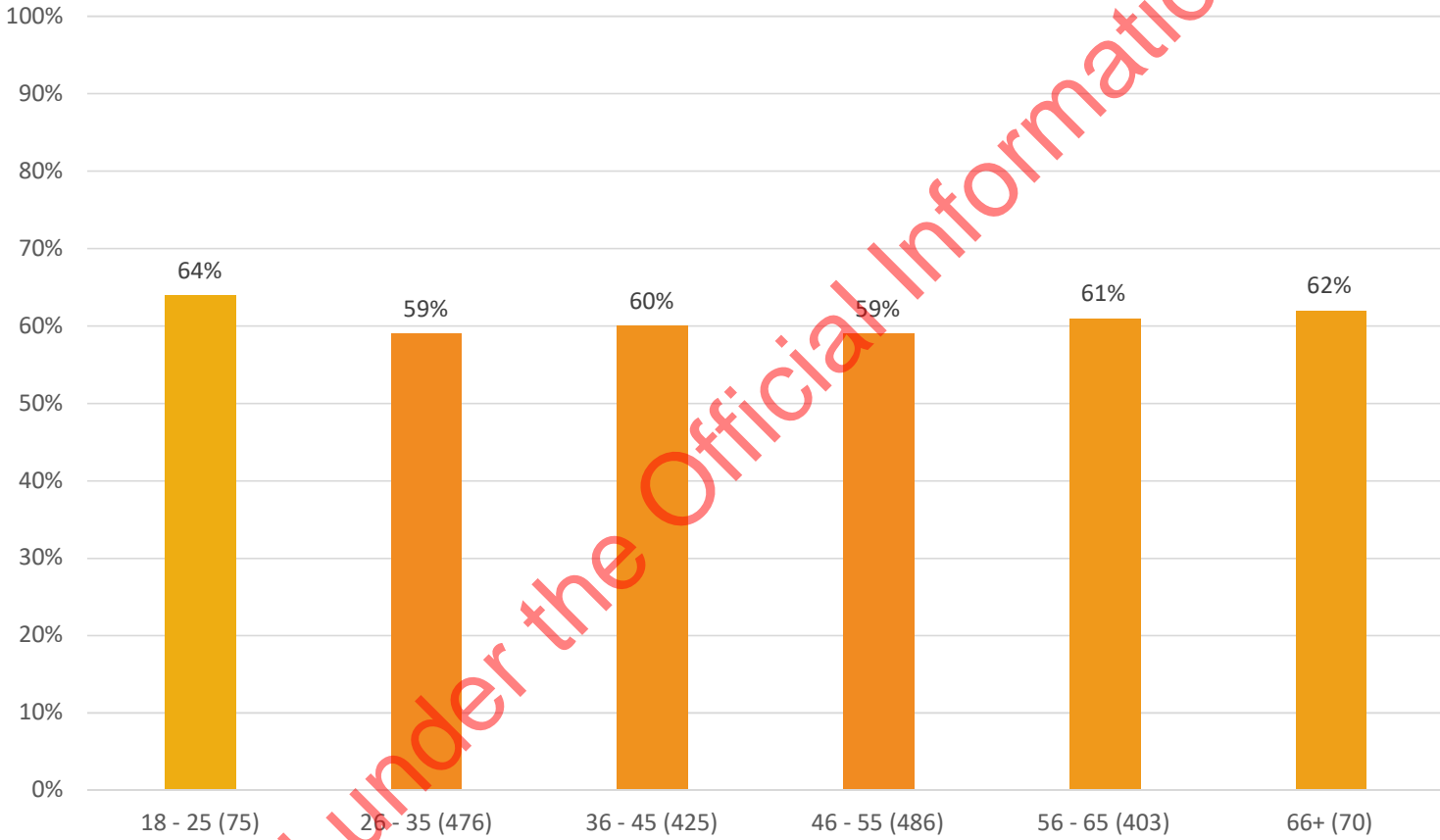


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Average Score by Age

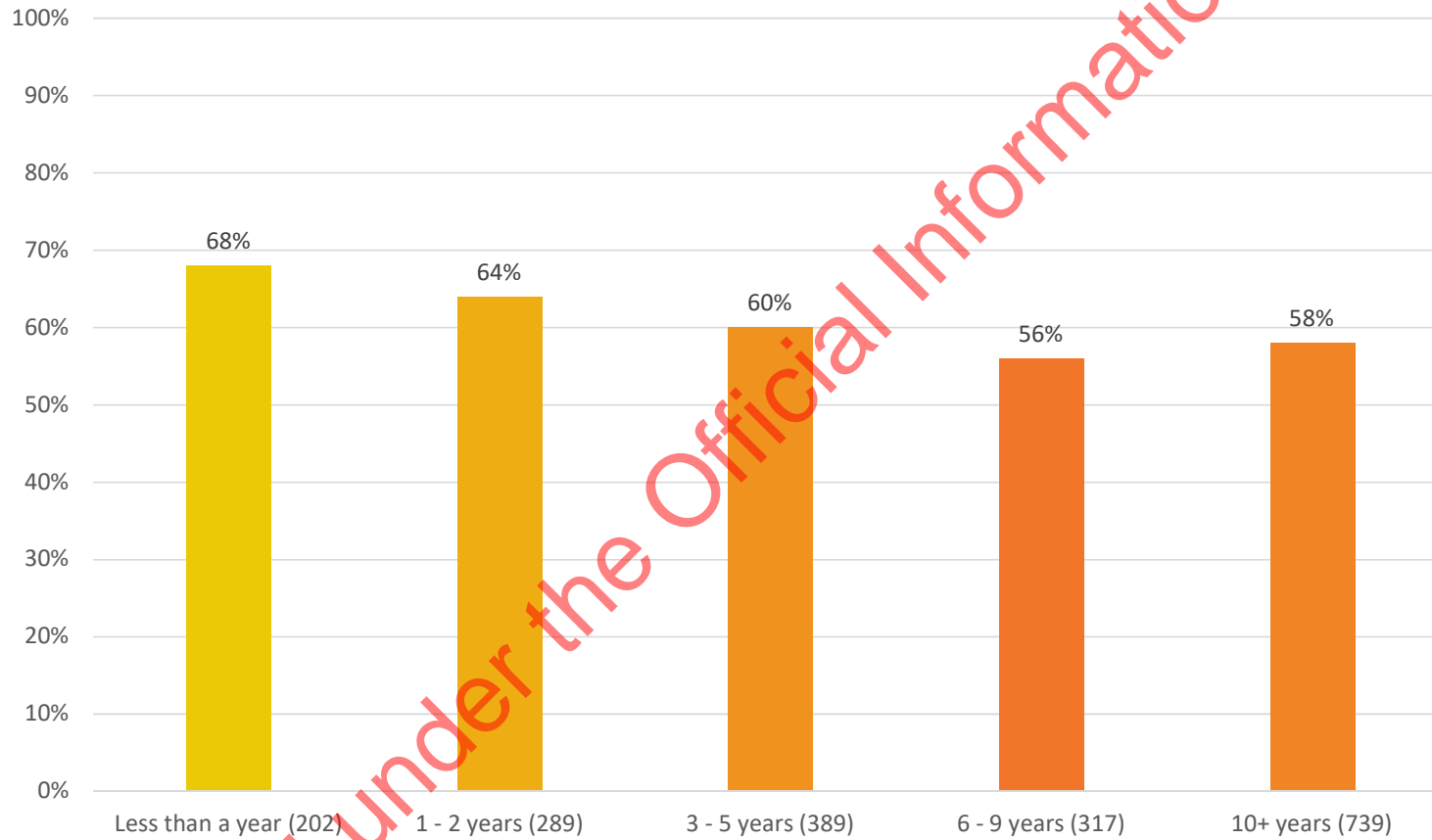


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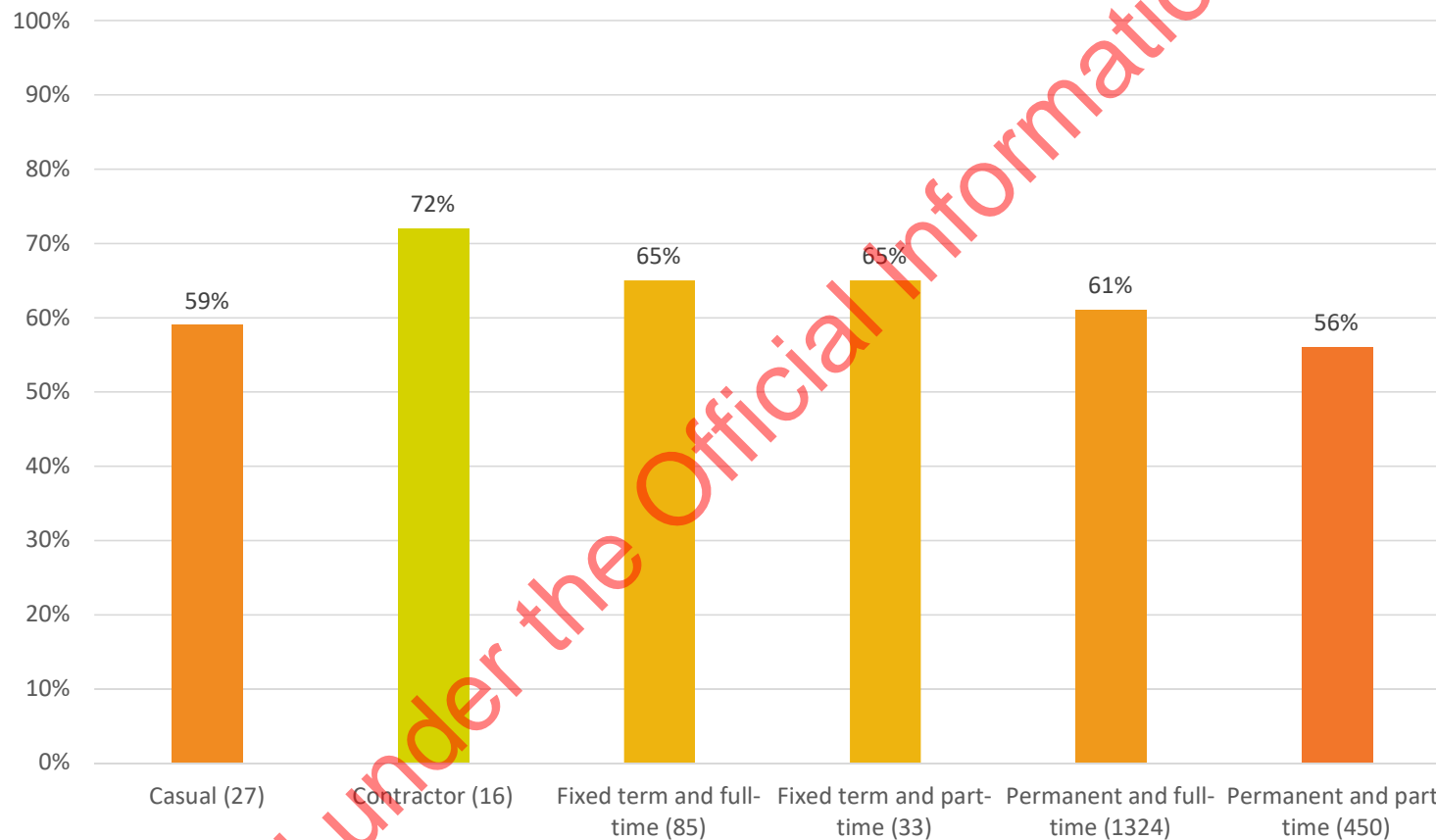
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Average Score by Length of Service



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Average Score by Employment Status

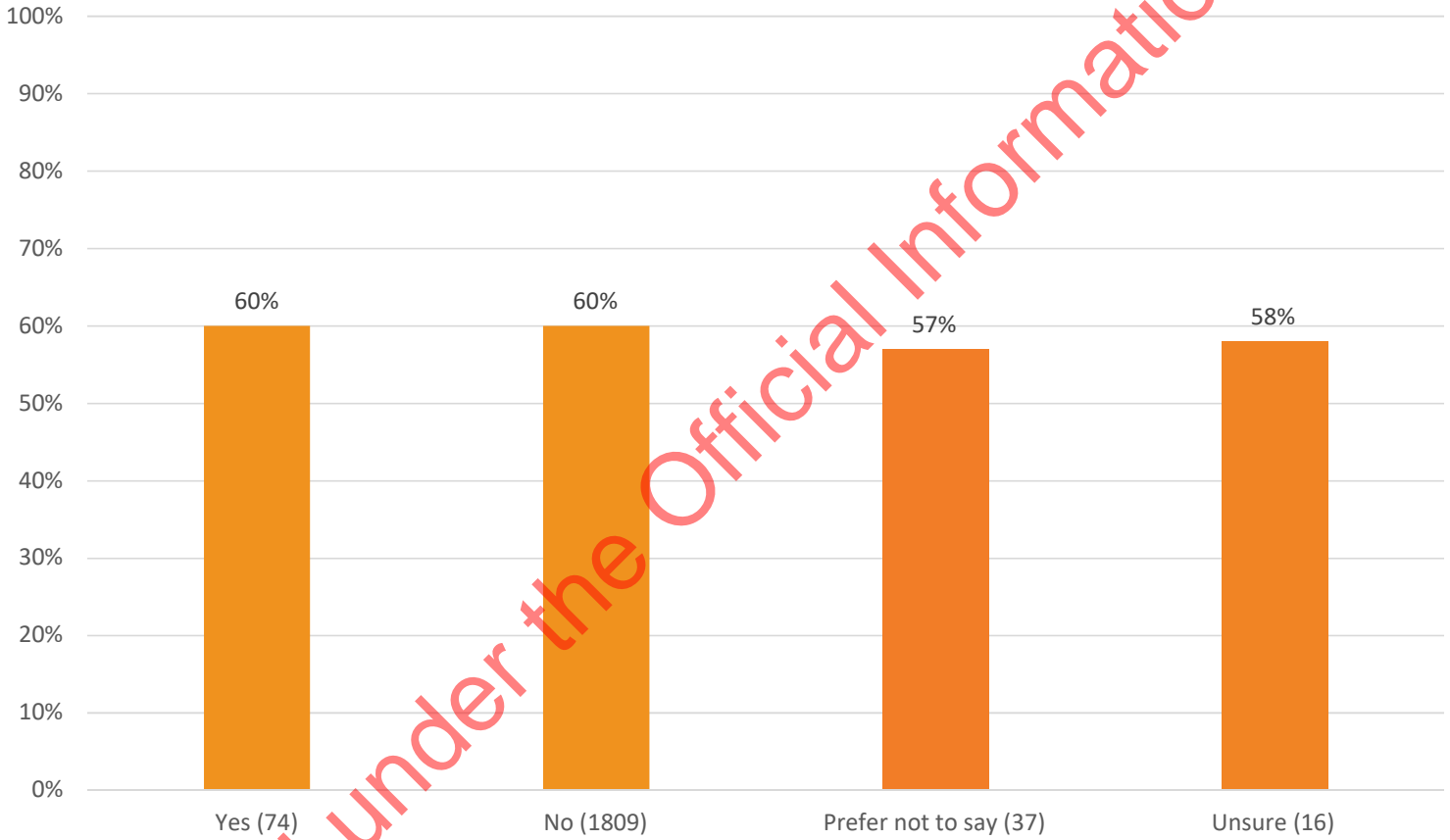


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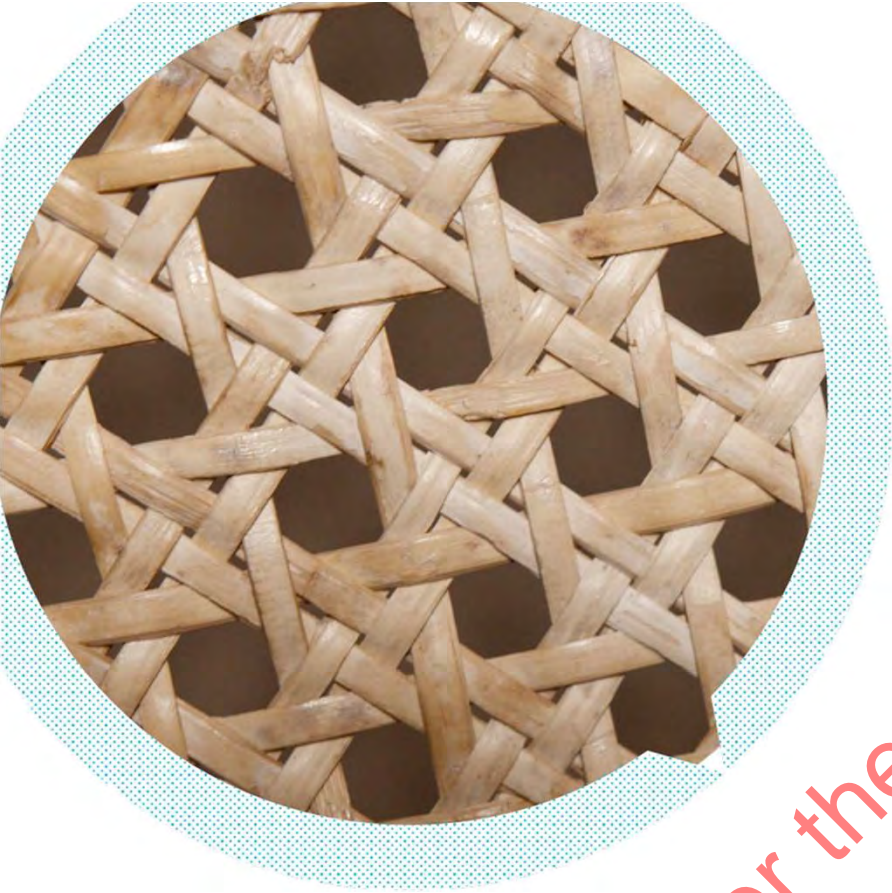
Average Score by Disability Status



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Free text comments

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Analysis of free text responses

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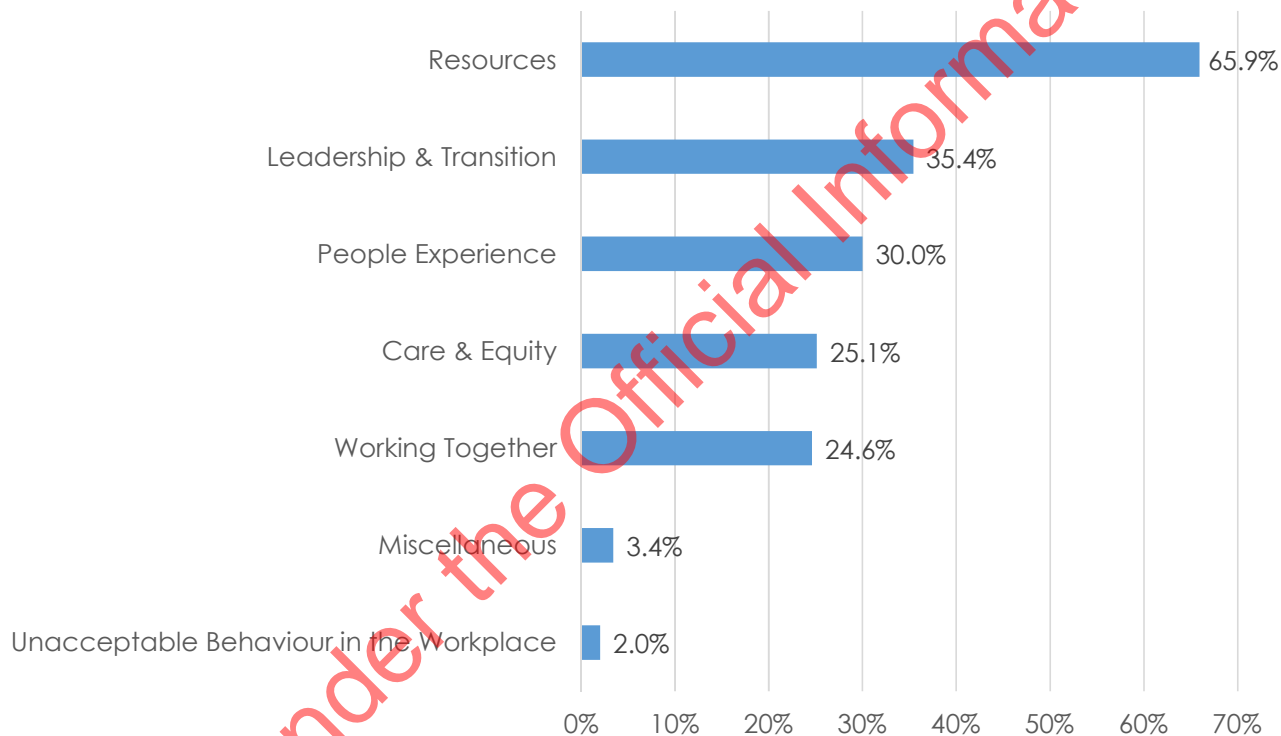
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

79% of respondents left a comment

Overall breakdown of themes



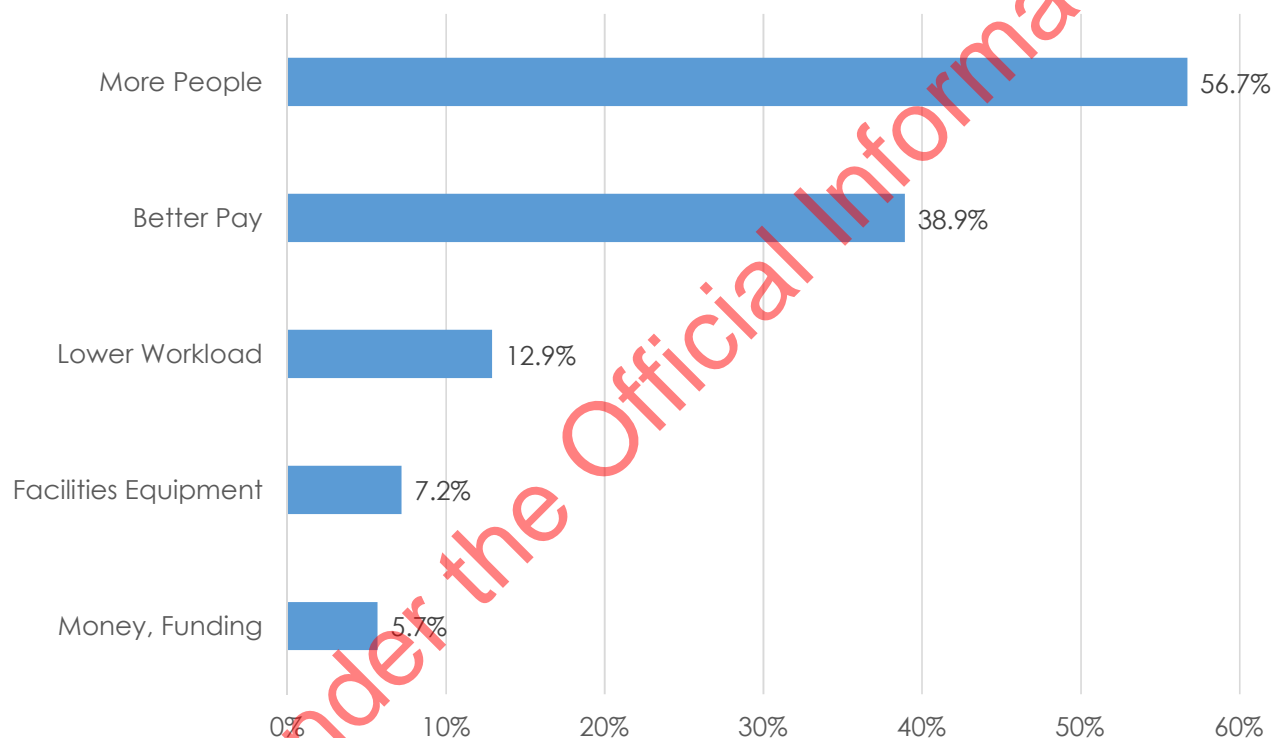
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Resources theme: Breakdown by sub-theme



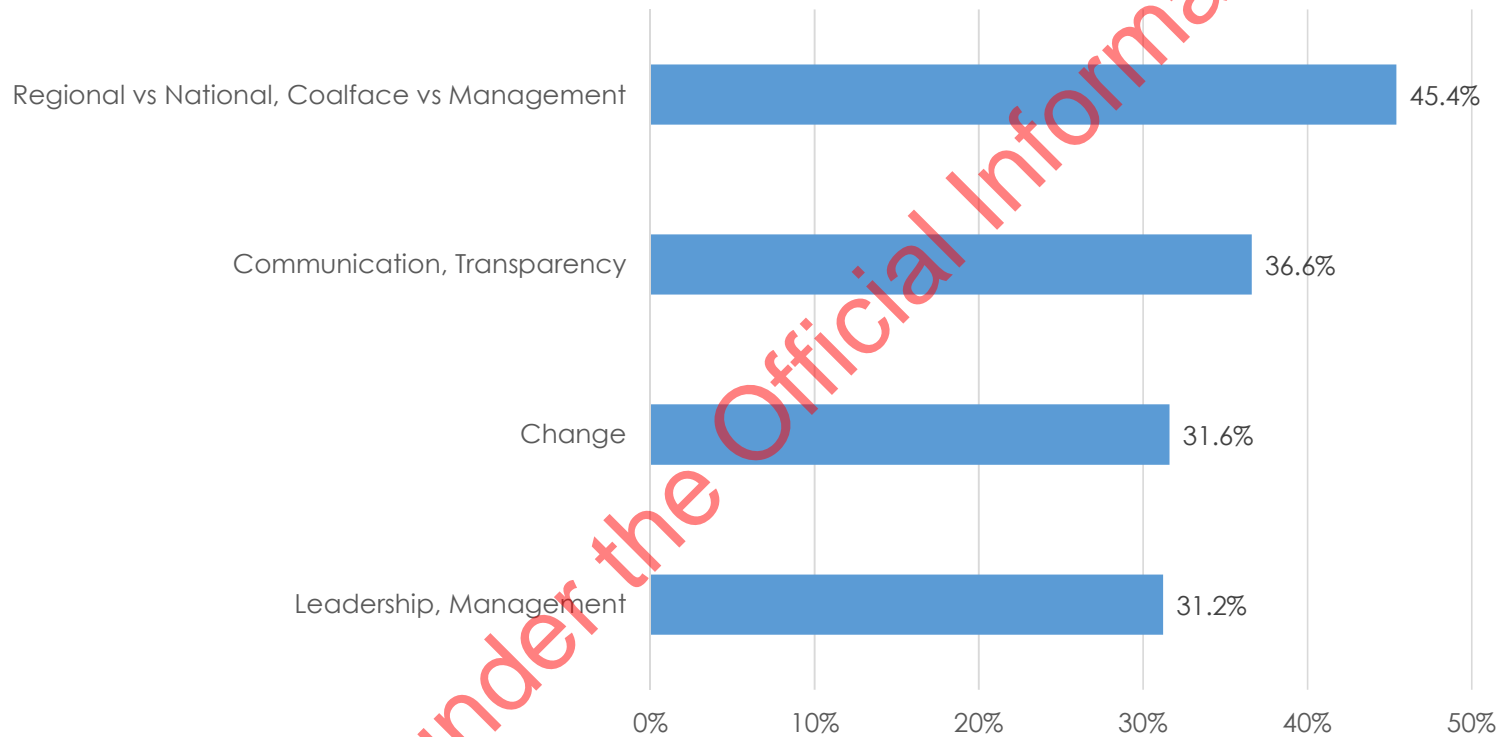
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Leadership & Transition theme: Breakdown by sub-theme



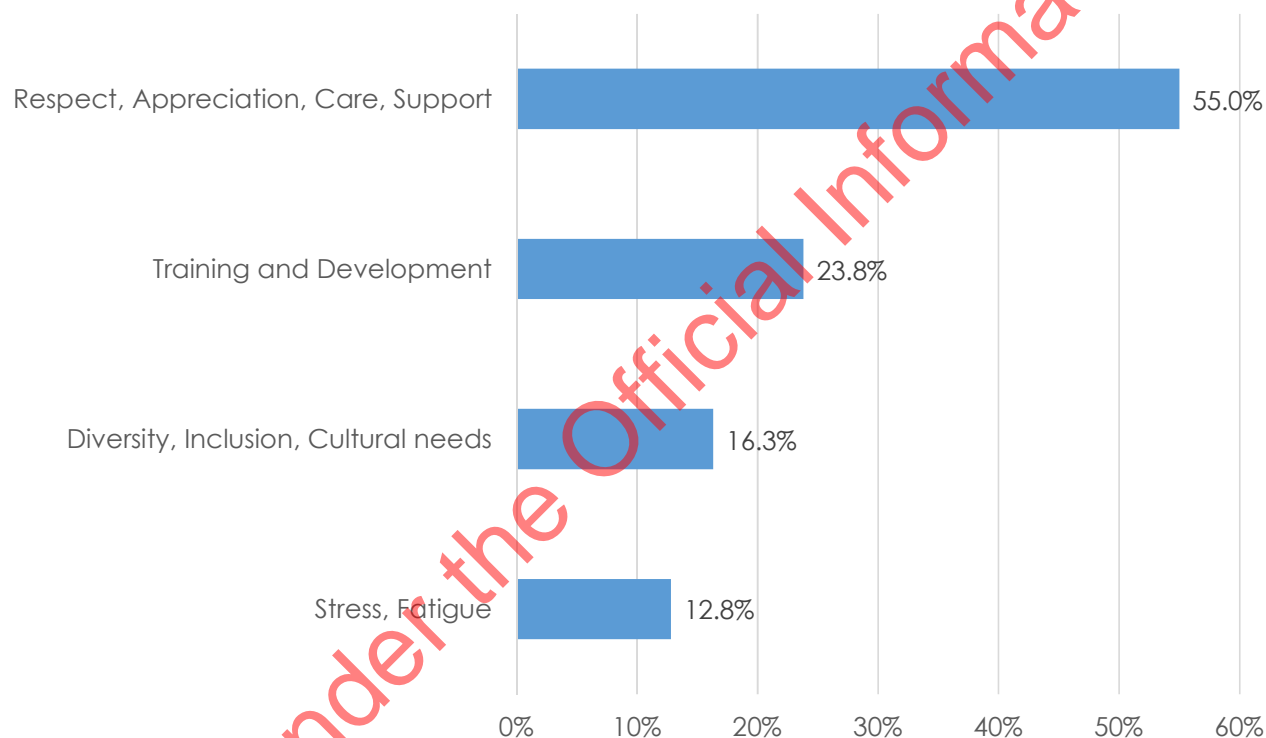
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People Experience theme: Breakdown by sub-theme



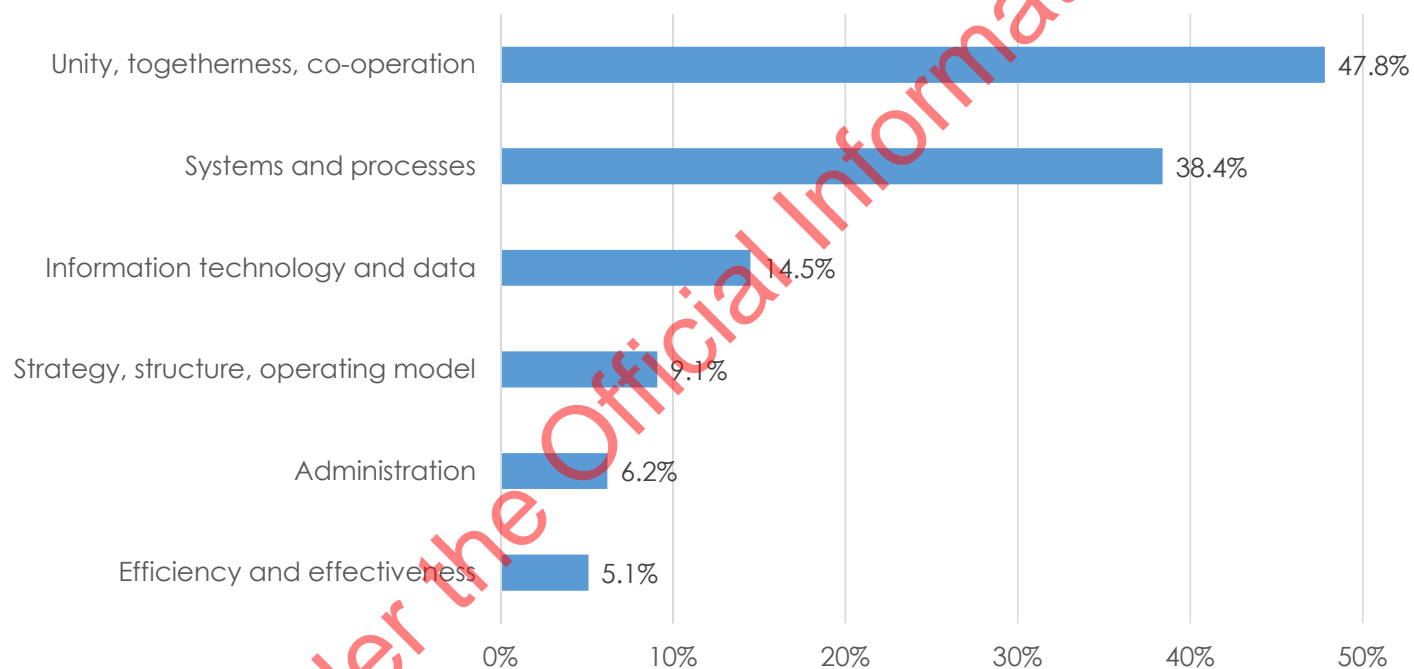
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Working Together theme: Breakdown of subthemes



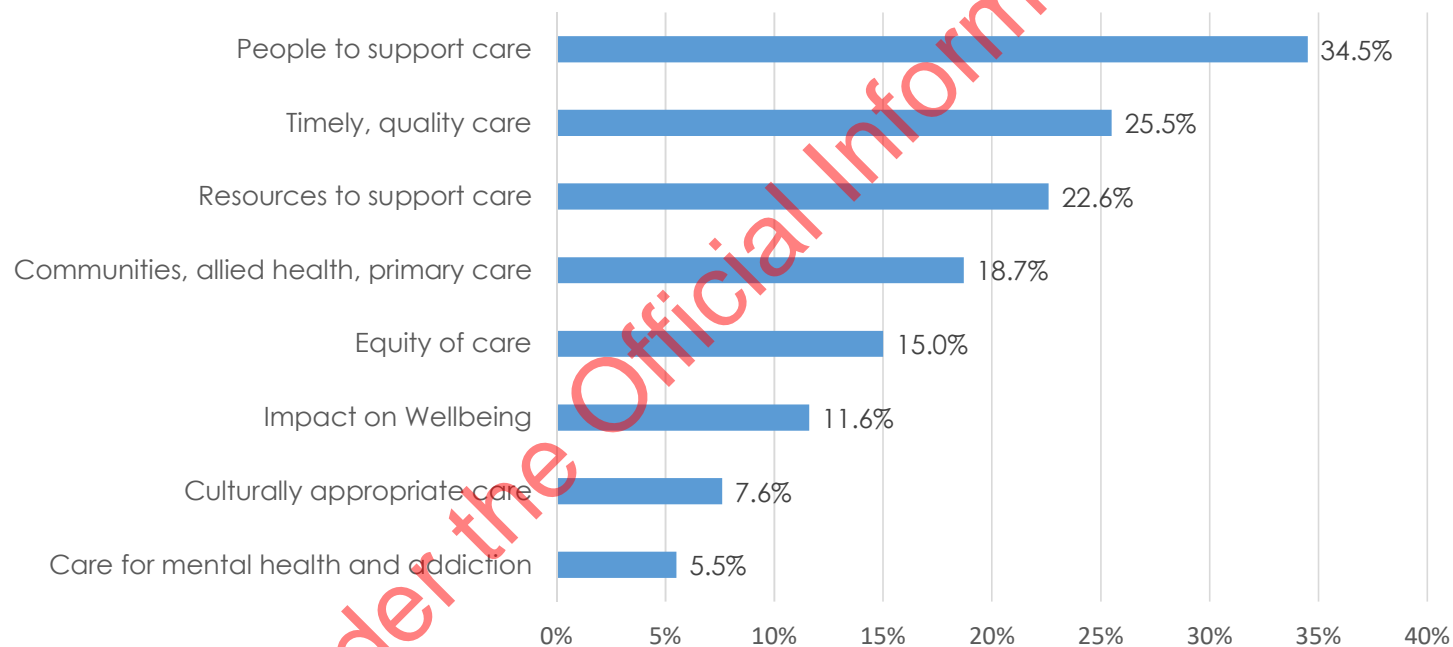
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Care and Equity theme: Breakdown of subthemes



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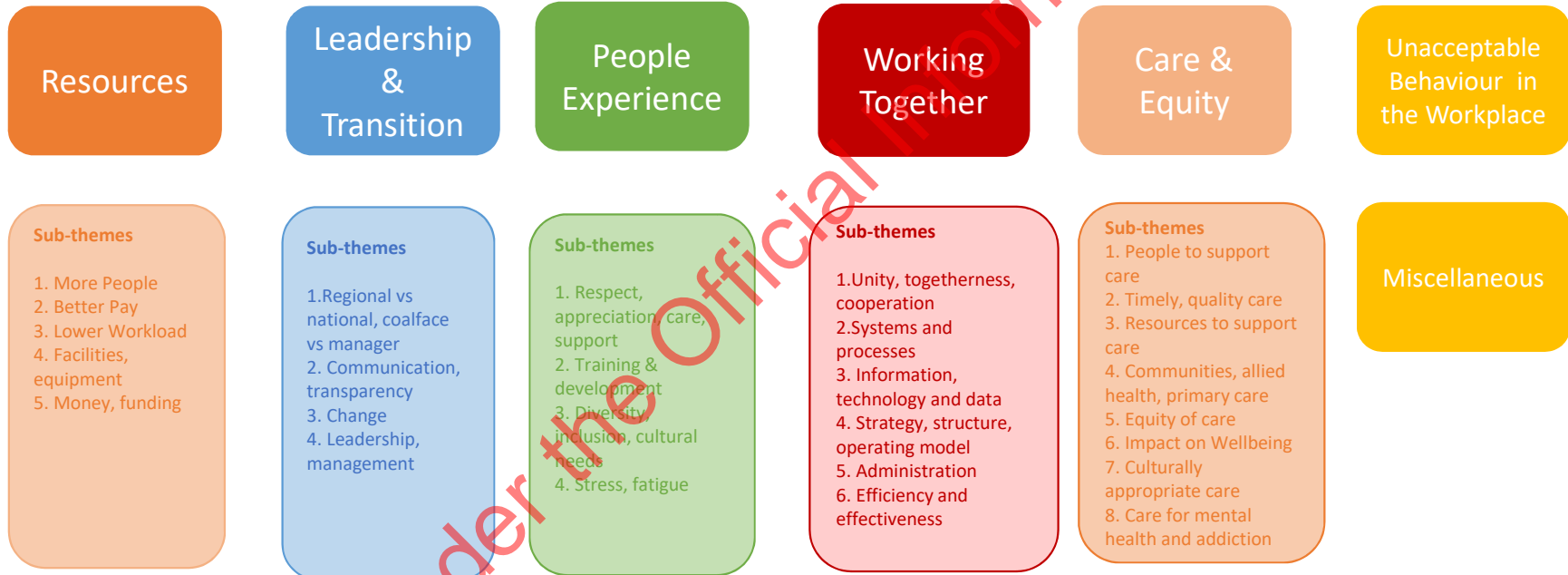


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Major themes:

Other Themes:



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Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey
Hauora a Toi Bay of Plenty

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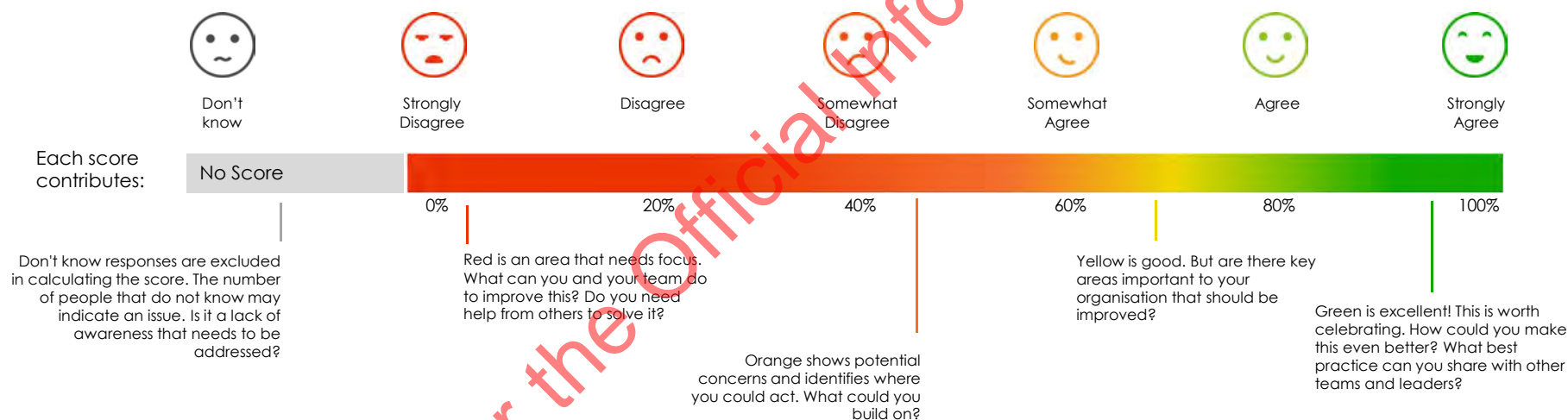
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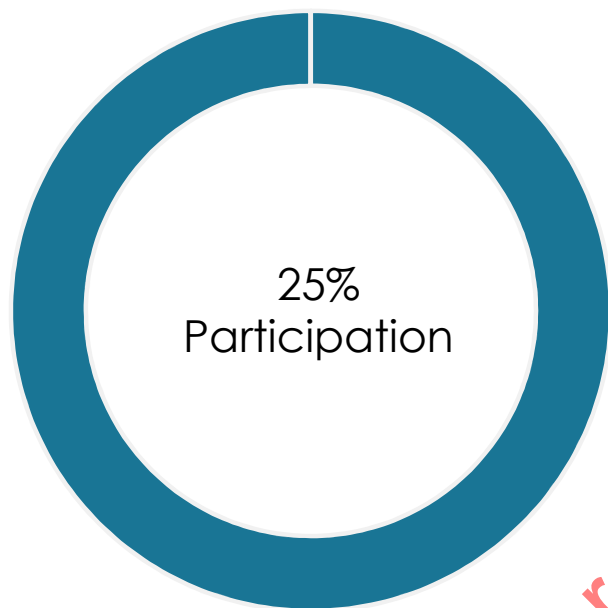
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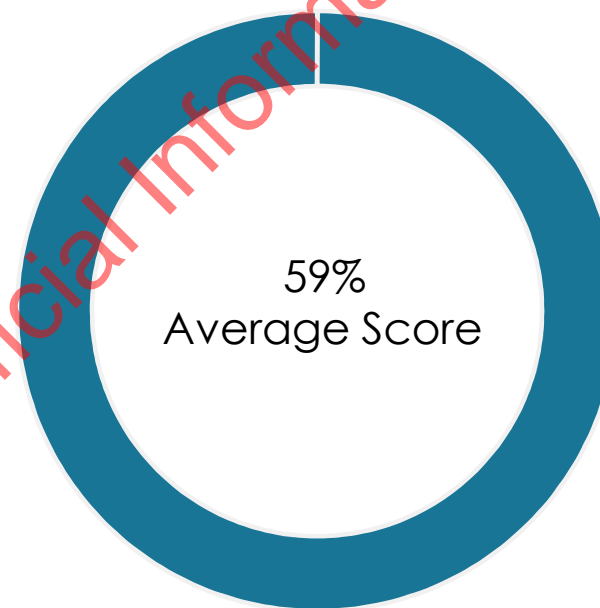


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Other Ethnicity	Includes others not included in the above

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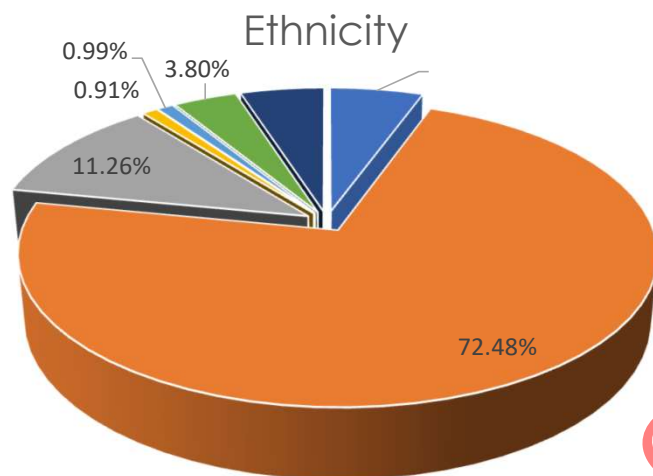
Profession

Care and Support	includes cleaners, HCA, orderlies, security
Corporate and other	includes management
Nursing	excluding HCAs

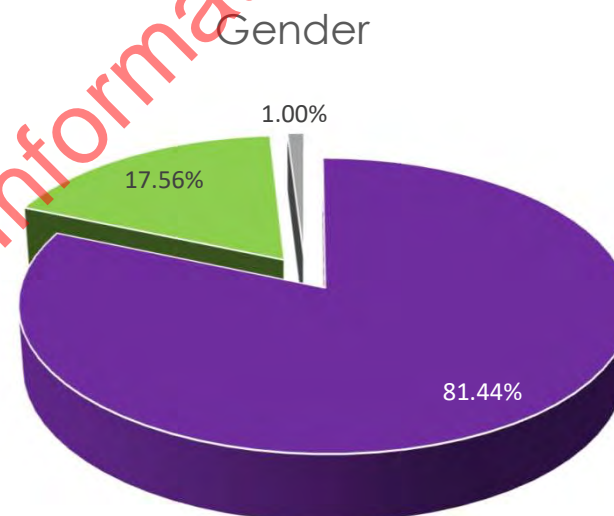
Released under the Official Information Act 1982

Breakdown of Respondents

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



- Asian (79)
- European (1030)
- Māori (16)
- Pacific Peoples (13)
- Middle Eastern/Latin American/African (14)
- Prefer not to say (54)
- Other Ethnicity (71)



- Female (1145)
- Male (247)
- Prefer not to say (14)

Number in brackets is the number of respondents in each demographic category

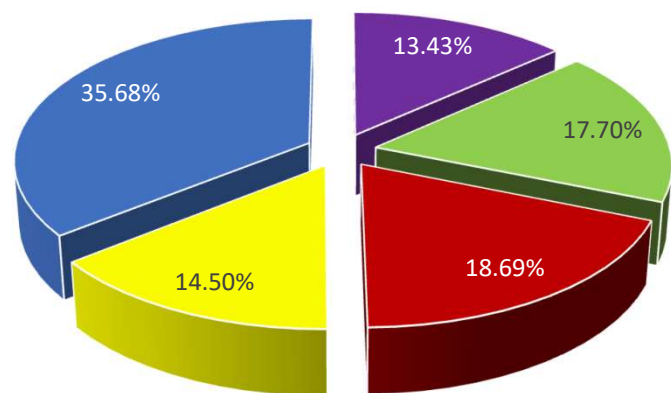
Ngātahitanga Pulse Survey - Hauora a Toi Bay of Plenty



Released under the Official Information Act 1982

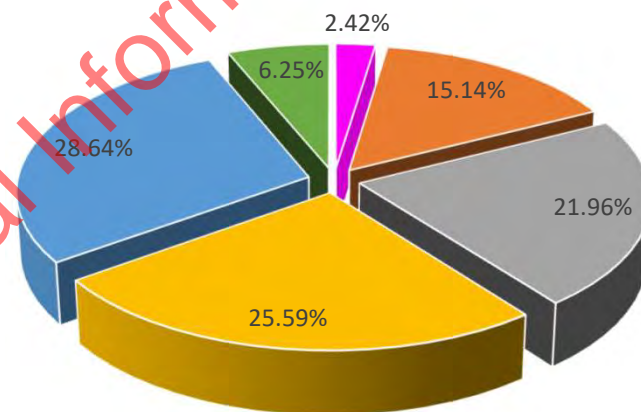
Breakdown of Respondents

Length of Service



- Less than a year (189)
- 1 - 2 years (249)
- 3 - 5 years (263)
- 6 - 9 years (204)
- 10+ years (502)

Age



- 18 - 25 (34)
- 26 - 35 (213)
- 36 - 45 (309)
- 46 - 55 (360)
- 56 - 65 (403)
- 66+ (88)

Number in brackets is the number of respondents in each demographic category

Ngātahitanga Pulse Survey - Hauora a Toi Bay of Plenty



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Question scores

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Average Question Score



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



Released under the Official Information Act 1982

Average Question Score



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.





Demographics

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Average Score by Profession



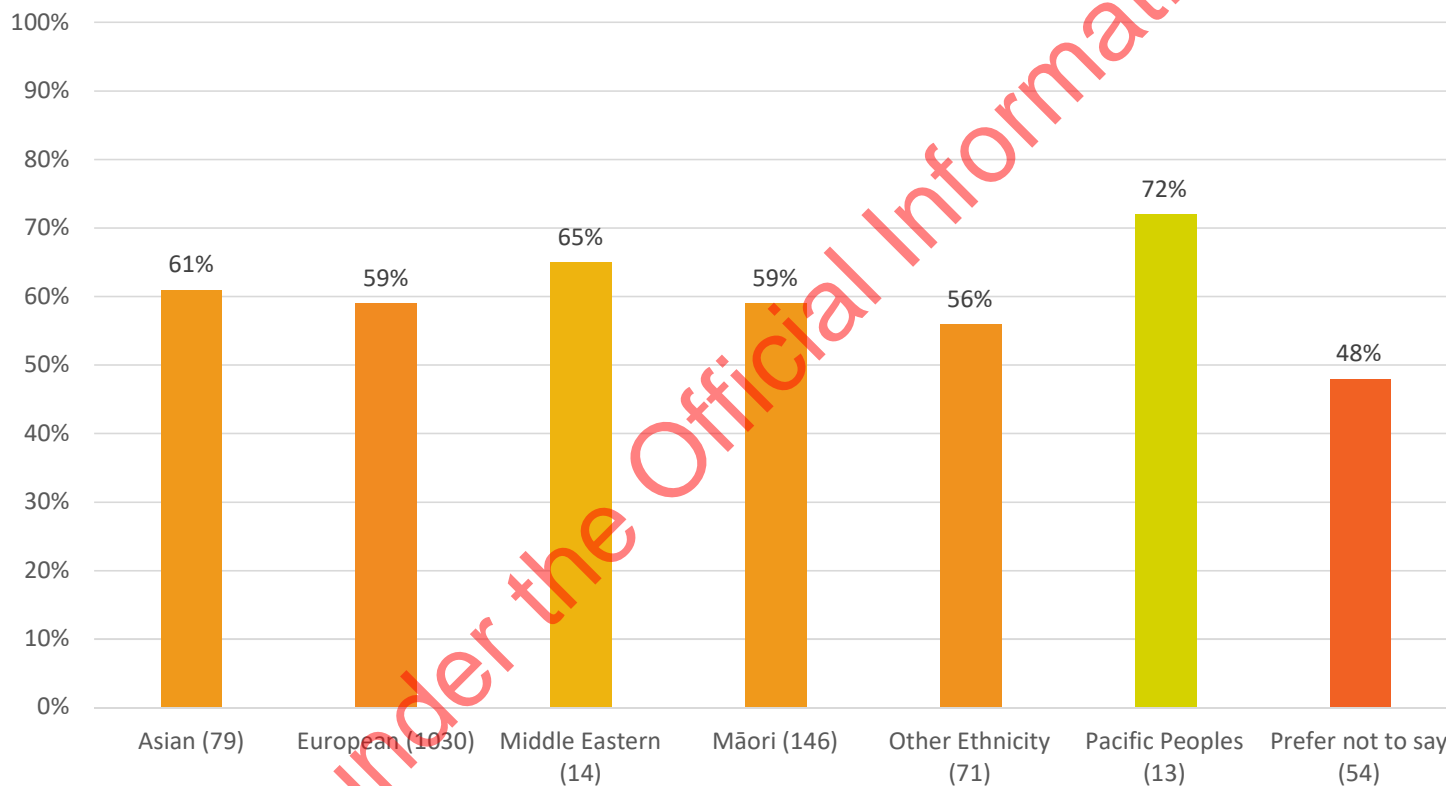
*Number in brackets is the number of respondents in each demographic category



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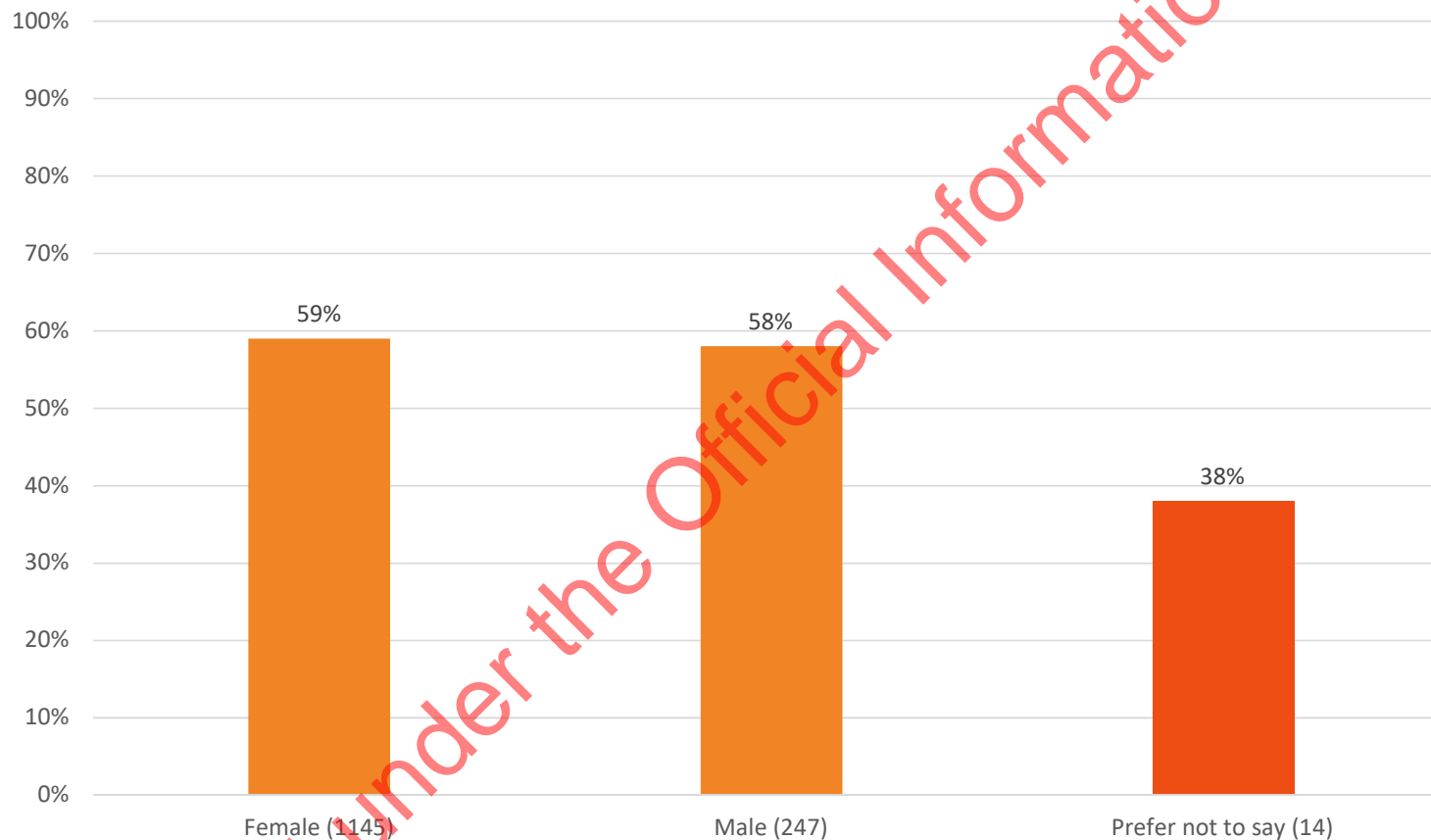
Average Score by Ethnicity

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



*Number in brackets is the number of respondents in each demographic category

Average Score by Gender

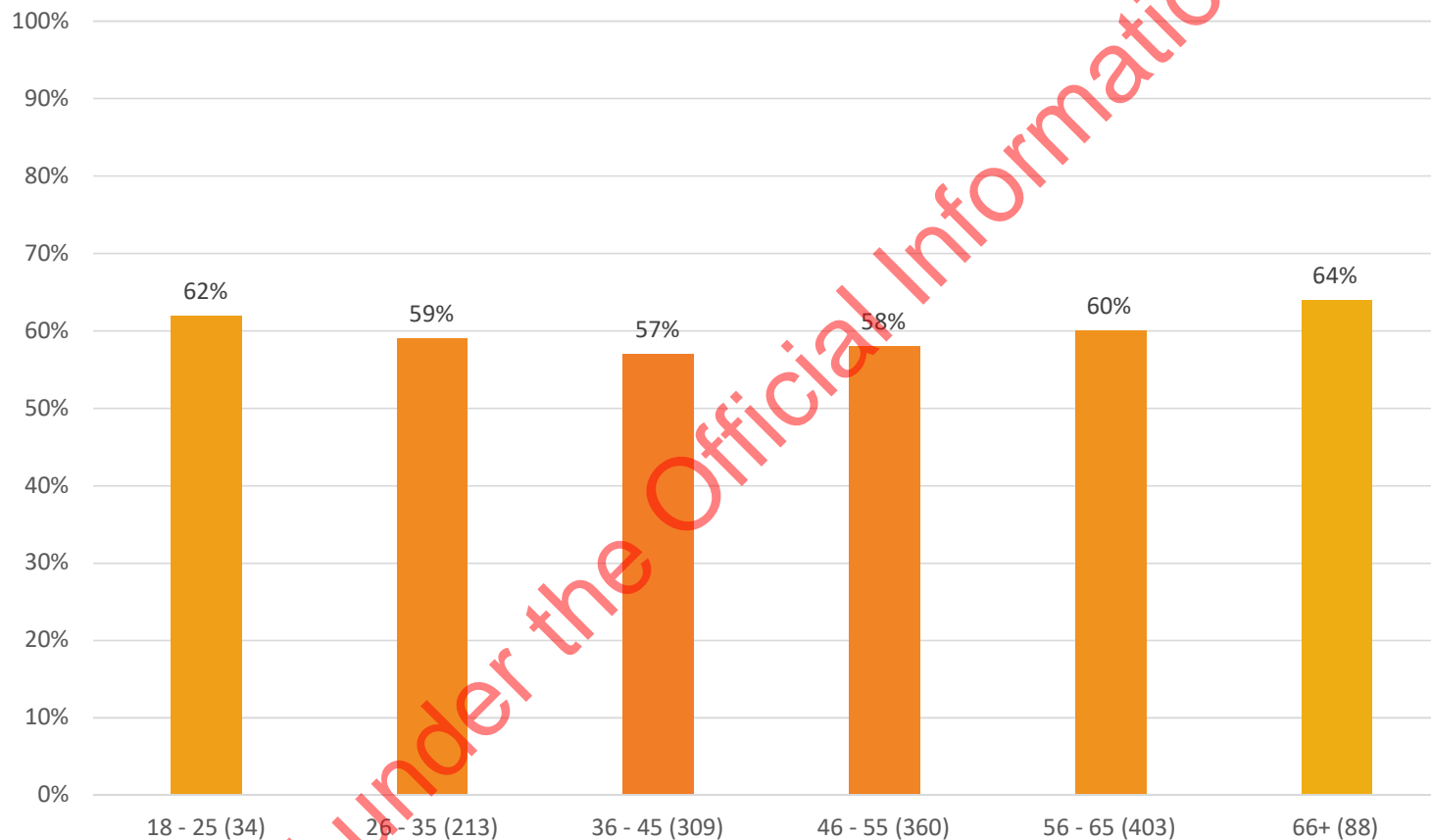


*Number in brackets is the number of respondents in each demographic category



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Average Score by Age



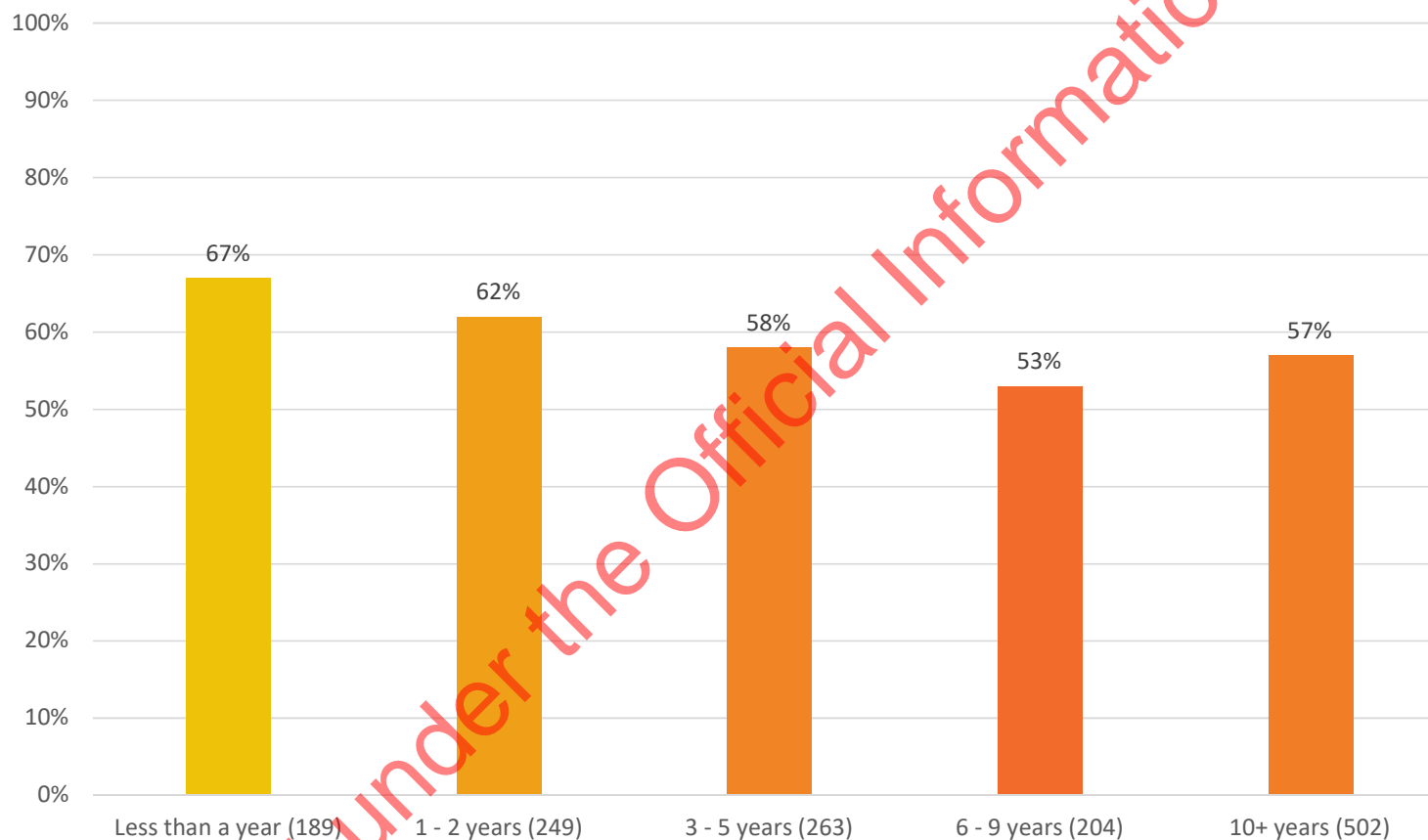
*Number in brackets is the number of respondents in each demographic category



Released under the Official Information Act 1982

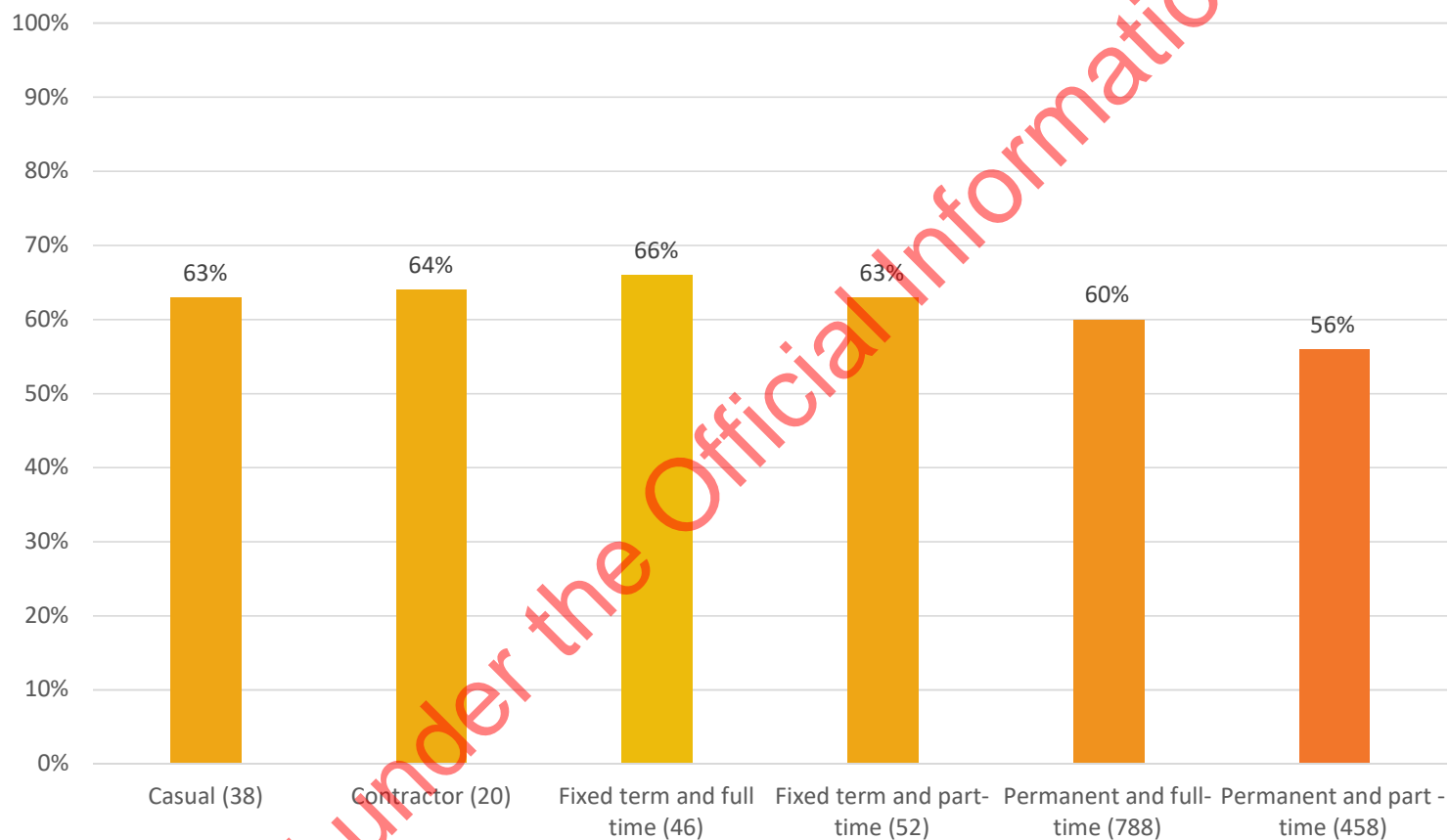
Average Score by Length of Service

Te Whatu Ora
Health New Zealand



Released under the Official Information Act 1982

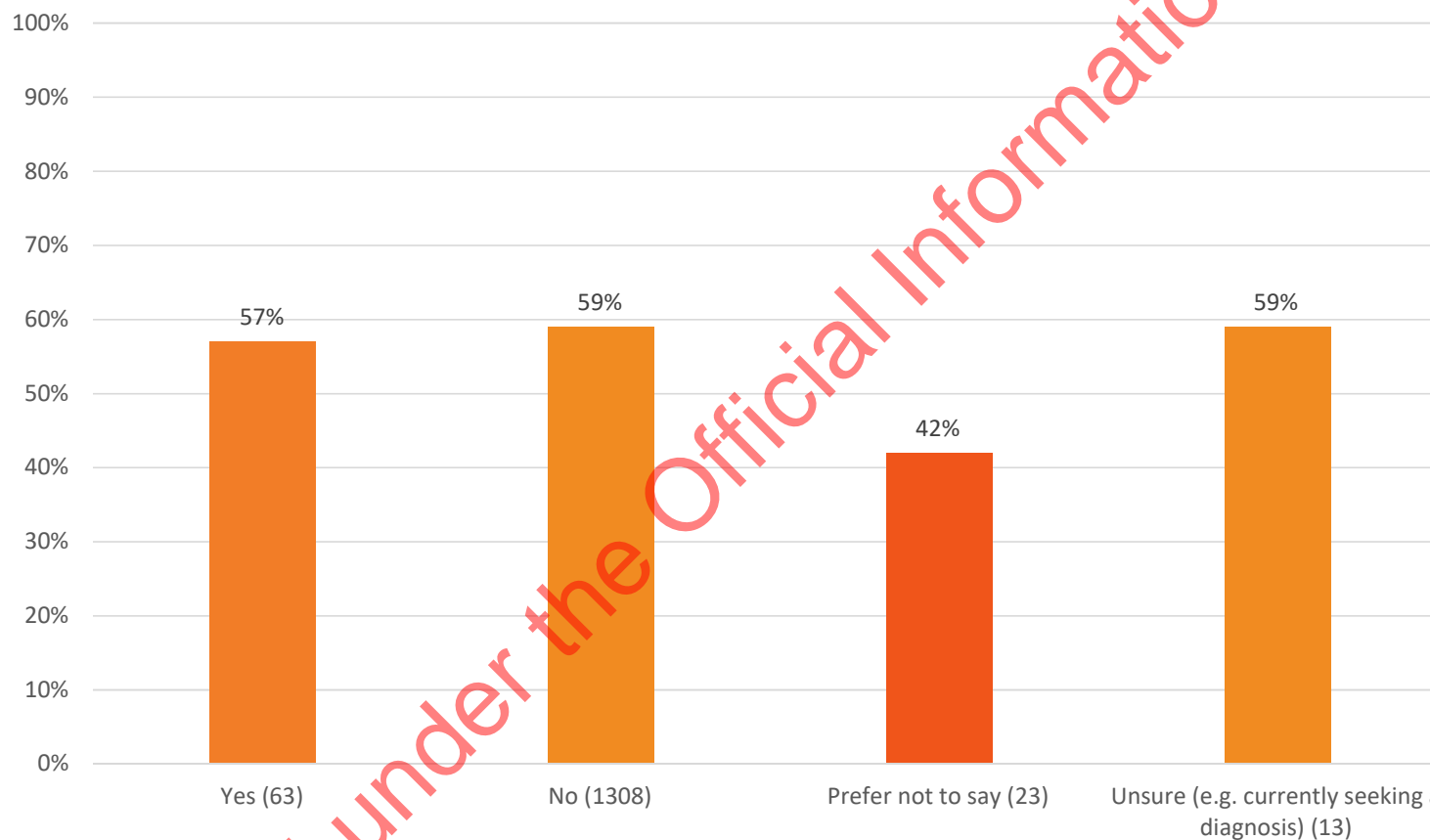
Average Score by Employment Status



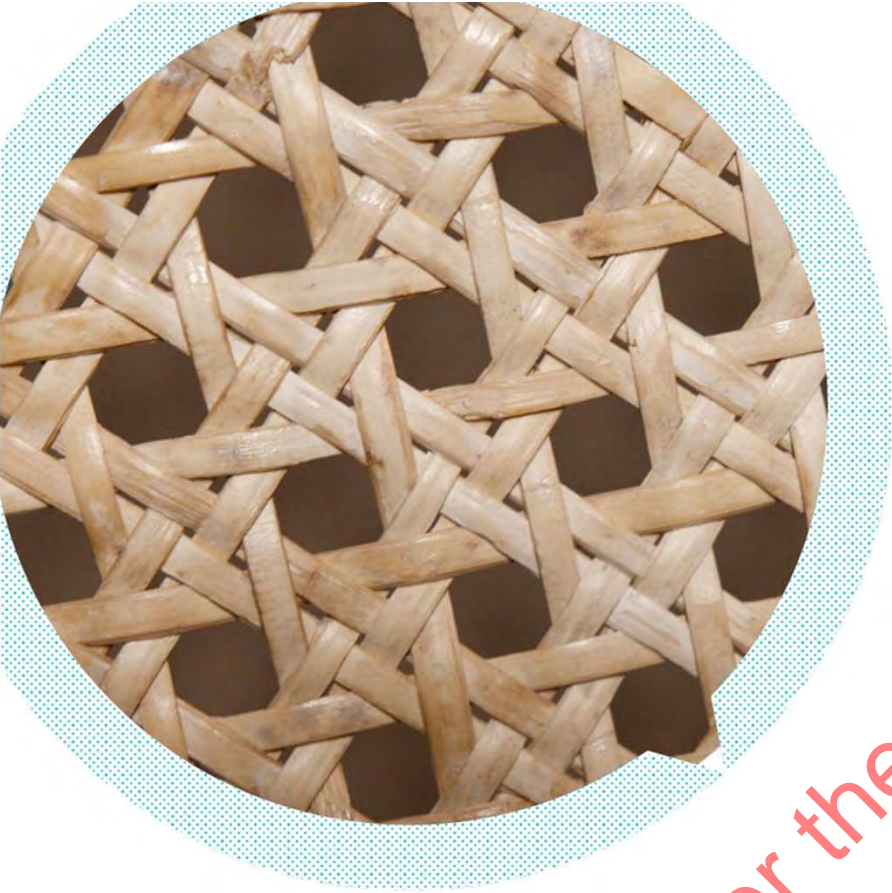
*Number in brackets is the number of respondents in each demographic category



Average Score by Disability Status



*Number in brackets is the number of respondents in each demographic category



Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

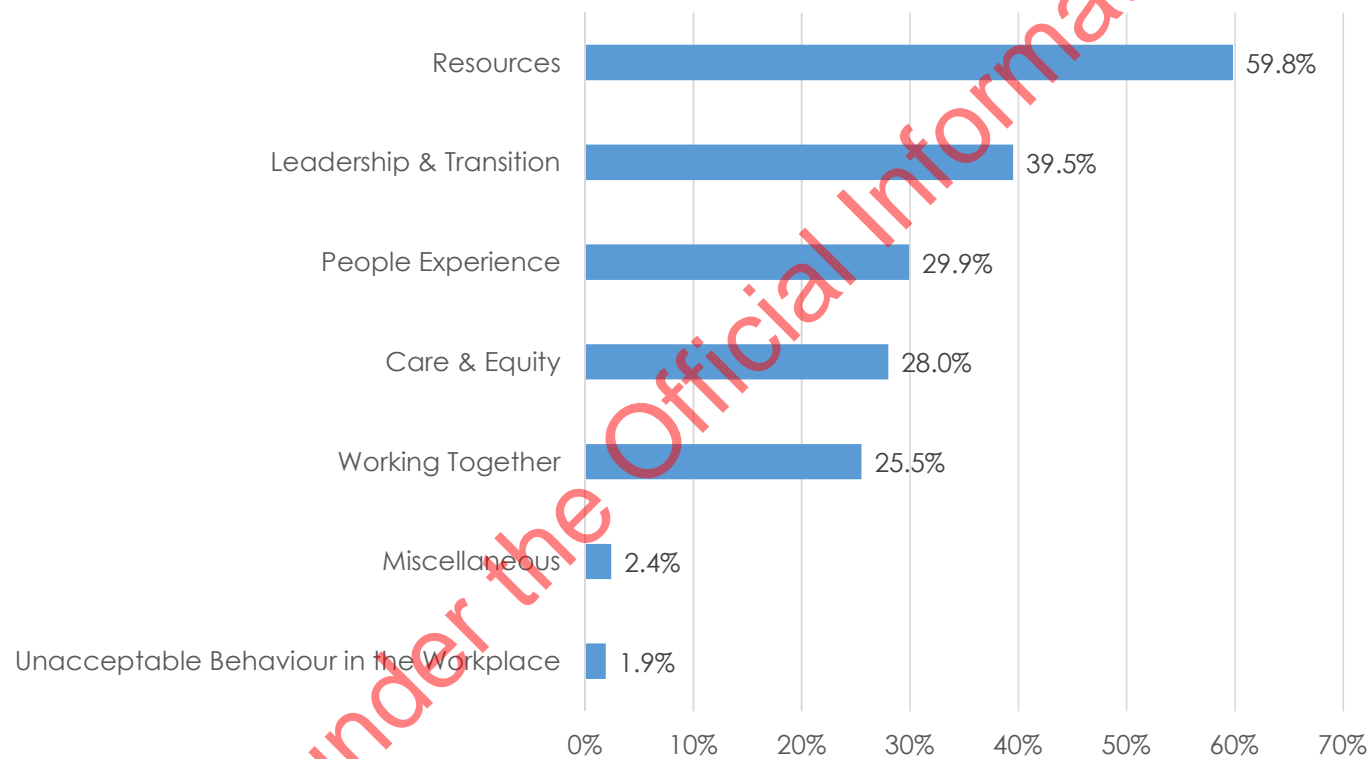
This independent analysis of the free text responses was designed to ensure that we can quickly and efficiently gather the key themes and insights from our people in order to ensure we take the right actions.

The comments have been grouped by theme in order to give a good sense of the weight of sentiment regarding where people see the greatest opportunities for us to make improvements. This qualitative analysis complements the quantitative analysis of the questions scores to provide us with deeper insights to inform positive action.

What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

75% of respondents left a comment

Overall breakdown of themes



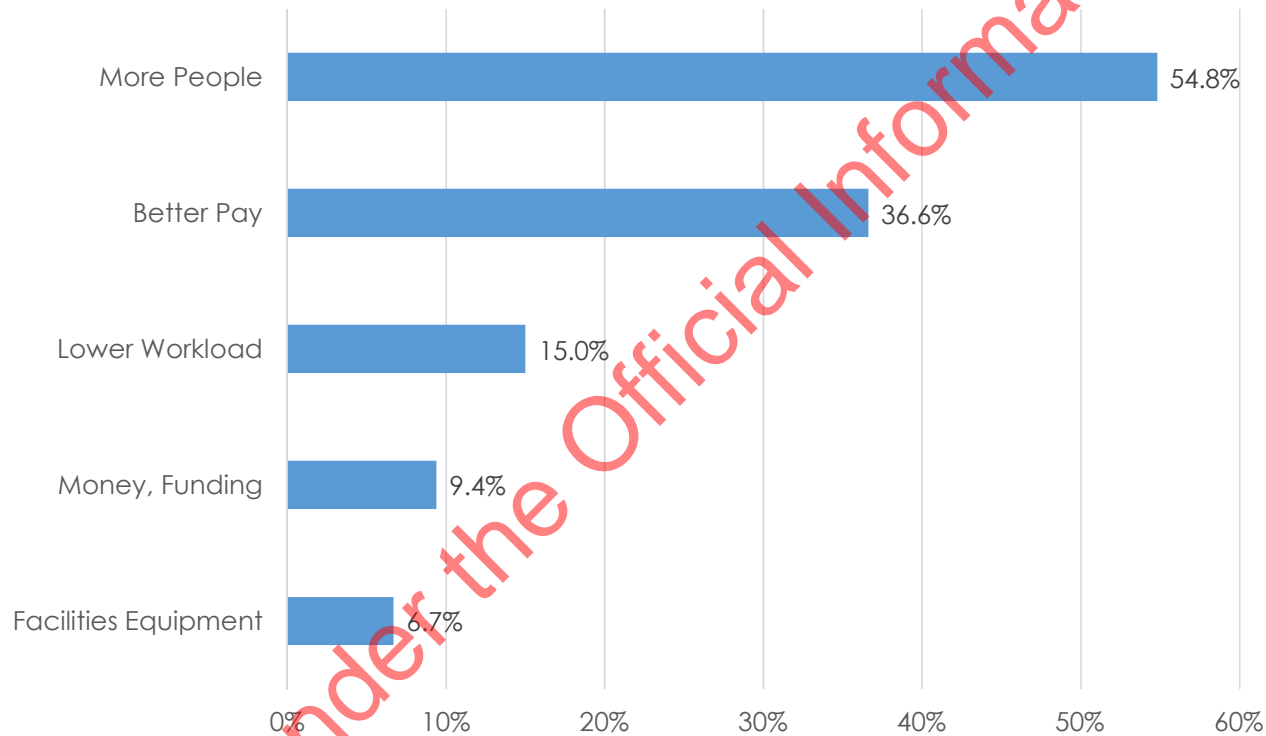
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme breakdown by sub-theme



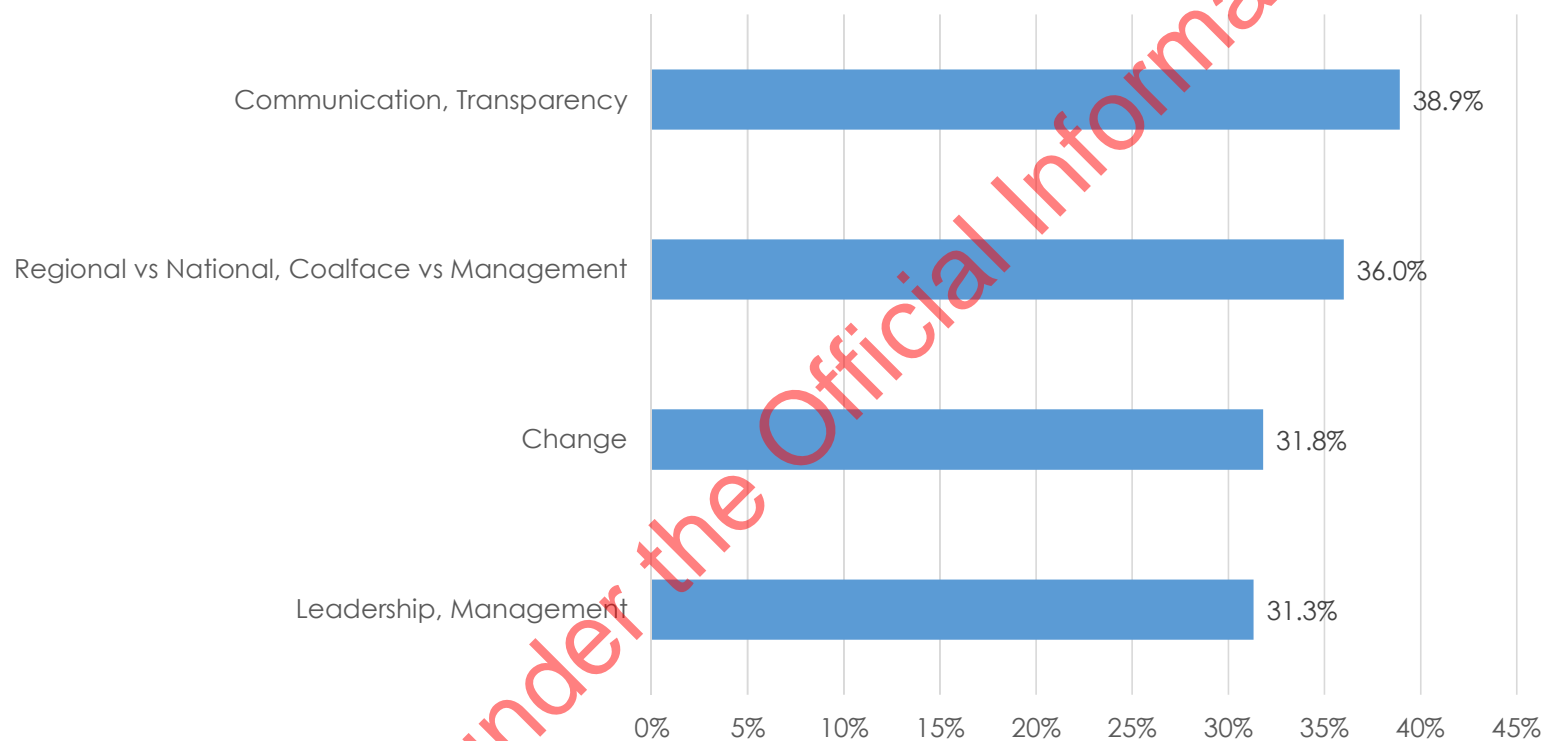
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: Breakdown by sub-theme



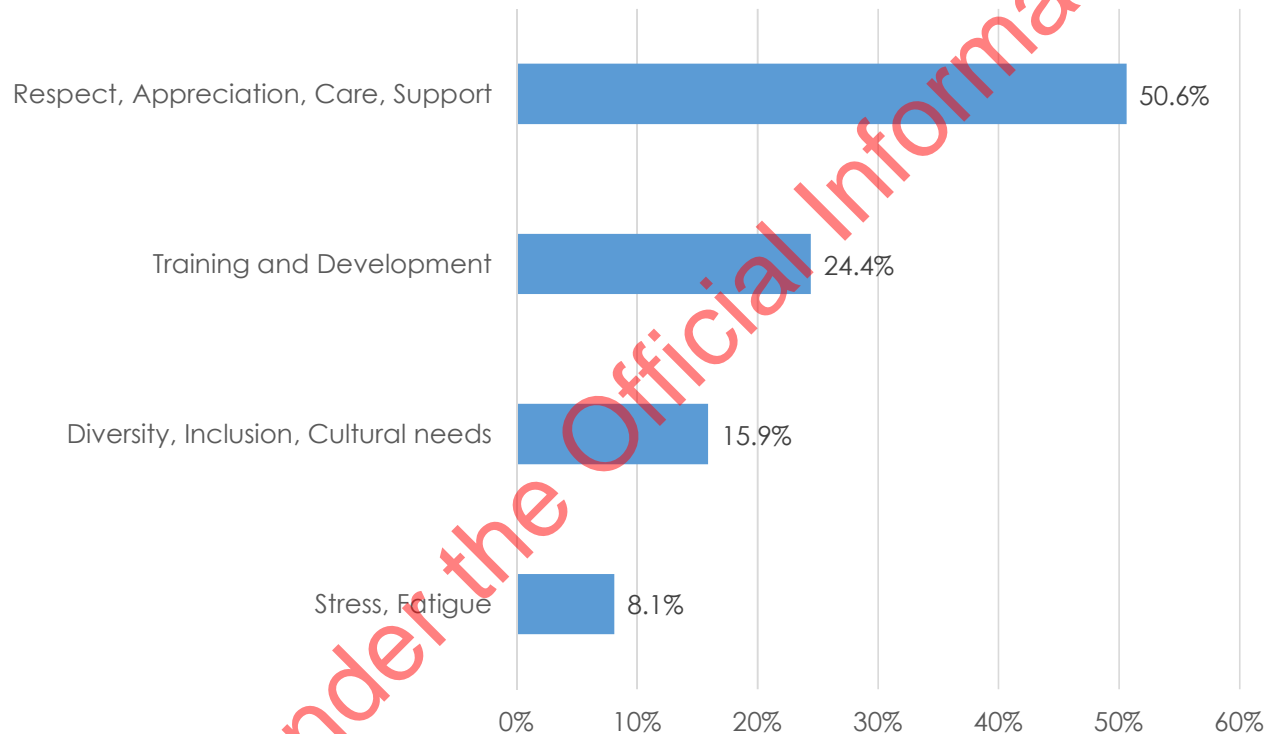
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People Experience theme: Breakdown by sub-theme



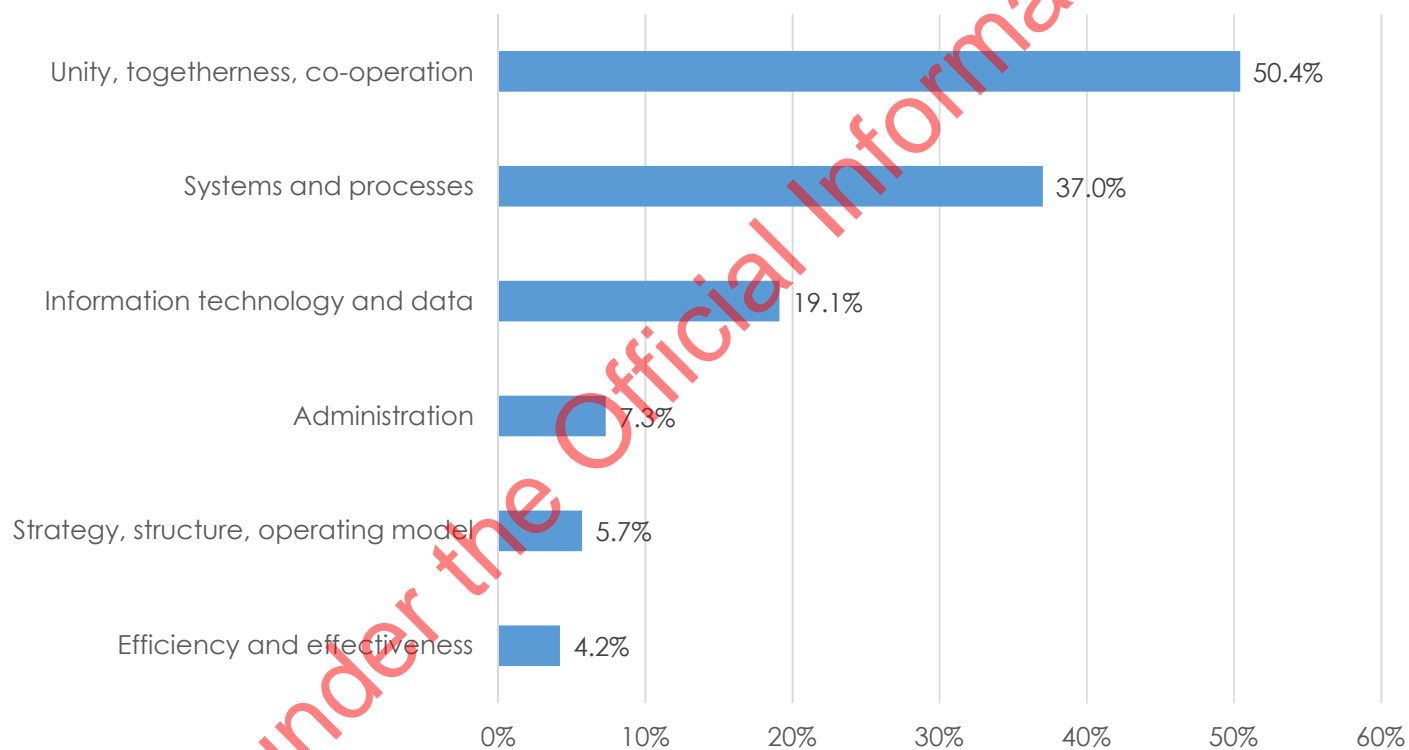
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working together theme: Breakdown by sub-theme

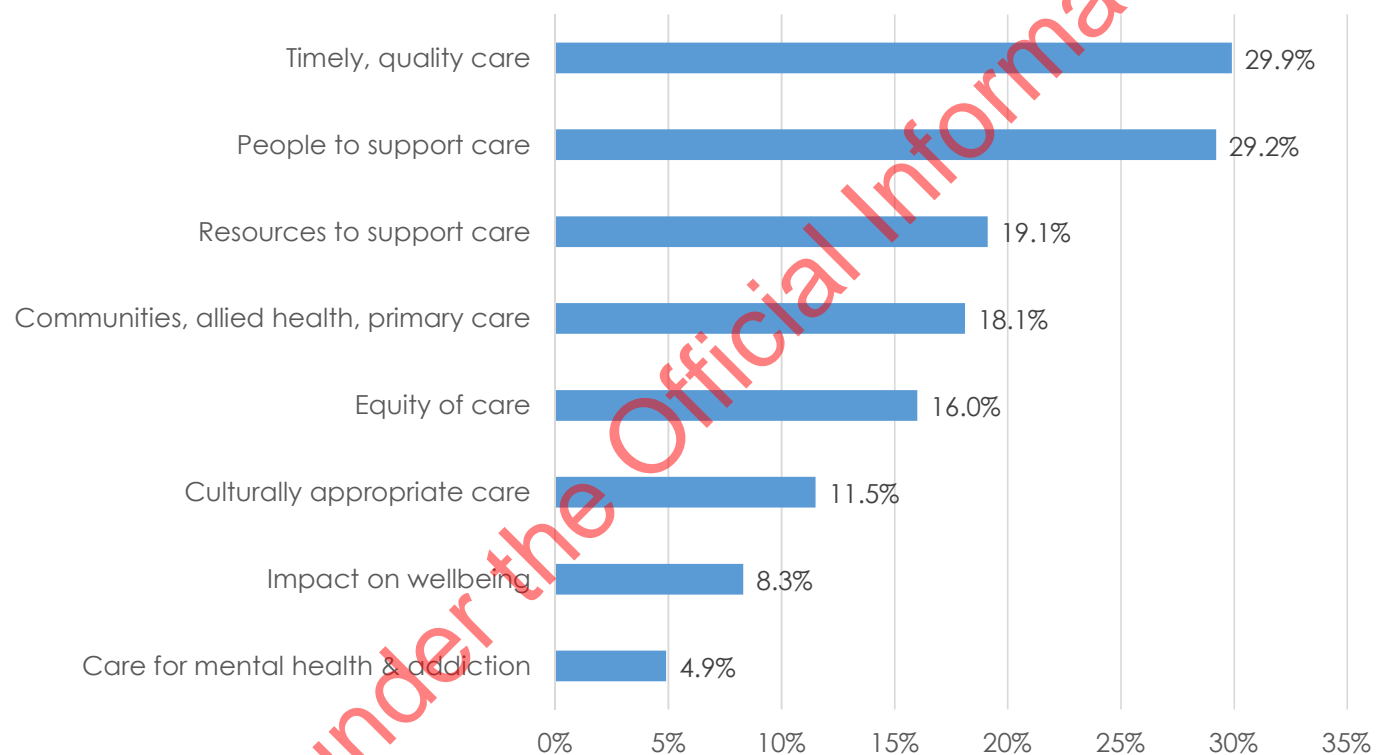


Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care & Equity theme: breakdown by sub-theme



Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:

Other Themes:



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Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey - Health
Partnerships

Confidential

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Survey Purpose

The Te Whatu Ora Ngātahitanga – Pulse Survey survey was set up to ask Te Whatu Ora staff what is working well and what is not working well across the New Zealand health system and ask what is going well/not well with the change and transformation process thus identifying short term and longer term improvement actions.

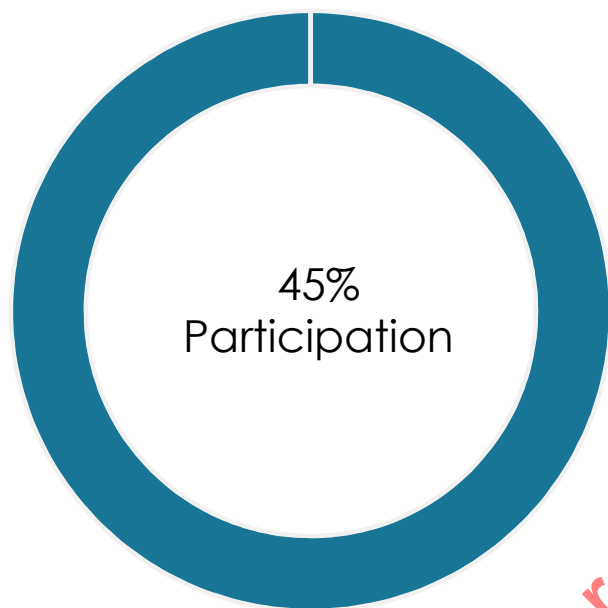
The survey's goal of listening to the voices of our people helps shape meaningful improvements for our kaimahi, communities, patients and whānau.

It is not about validating what we already know but is about listening and taking action.

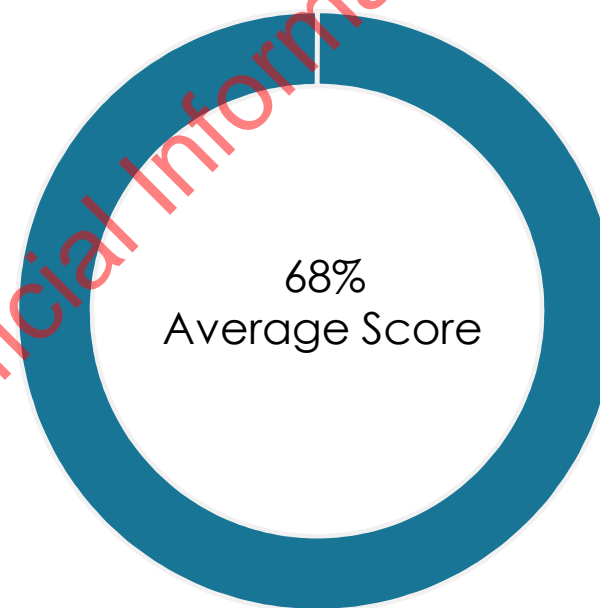
Responses will build on what we're already hearing and will help create a full and accurate picture of where we are and what we need to do.

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High Level Metrics



Participation rates help us understand how representative the feedback is.

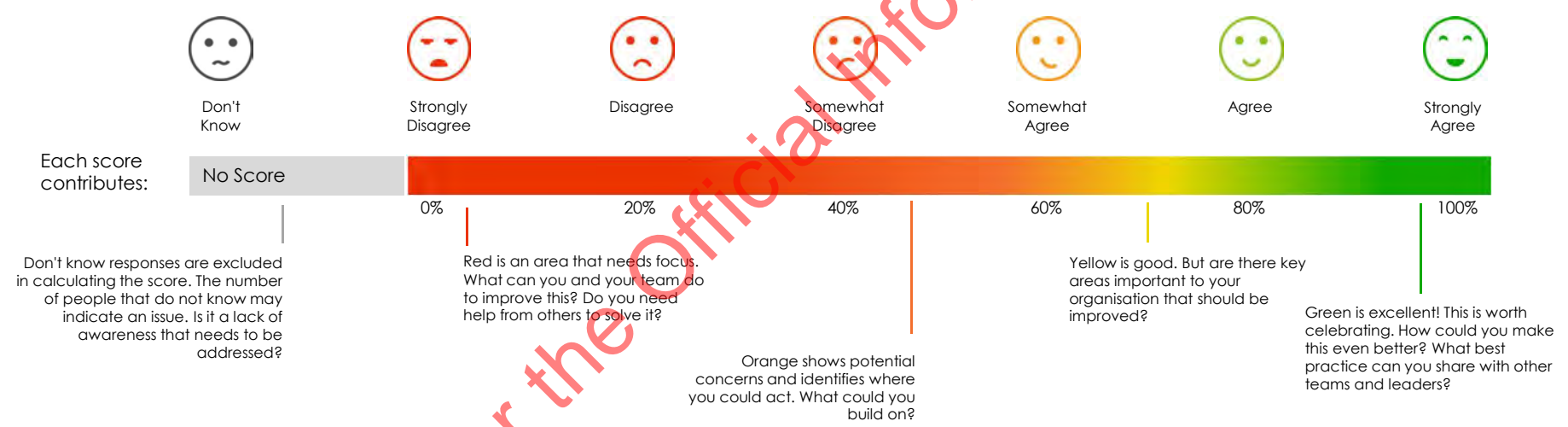


The average score is calculated by summing the scores for each of the likert scale questions and dividing by the 16 questions.

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Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored



Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%



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Data Grouping Explanations (as defined by Te Whatu Ora)

Ethnicities

Asian	includes Asian, Southeast Asian, Chinese, Indian, Other Asian
European	includes European and New Zealand European
Middle Eastern	includes Middle Eastern, Latin American, African
Pacific Peoples	Includes Samoan, Cook Islands, Tongan, Niuean, Fijian, Other Pacific Peoples
Other Ethnicity	Includes others not included in the above

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.

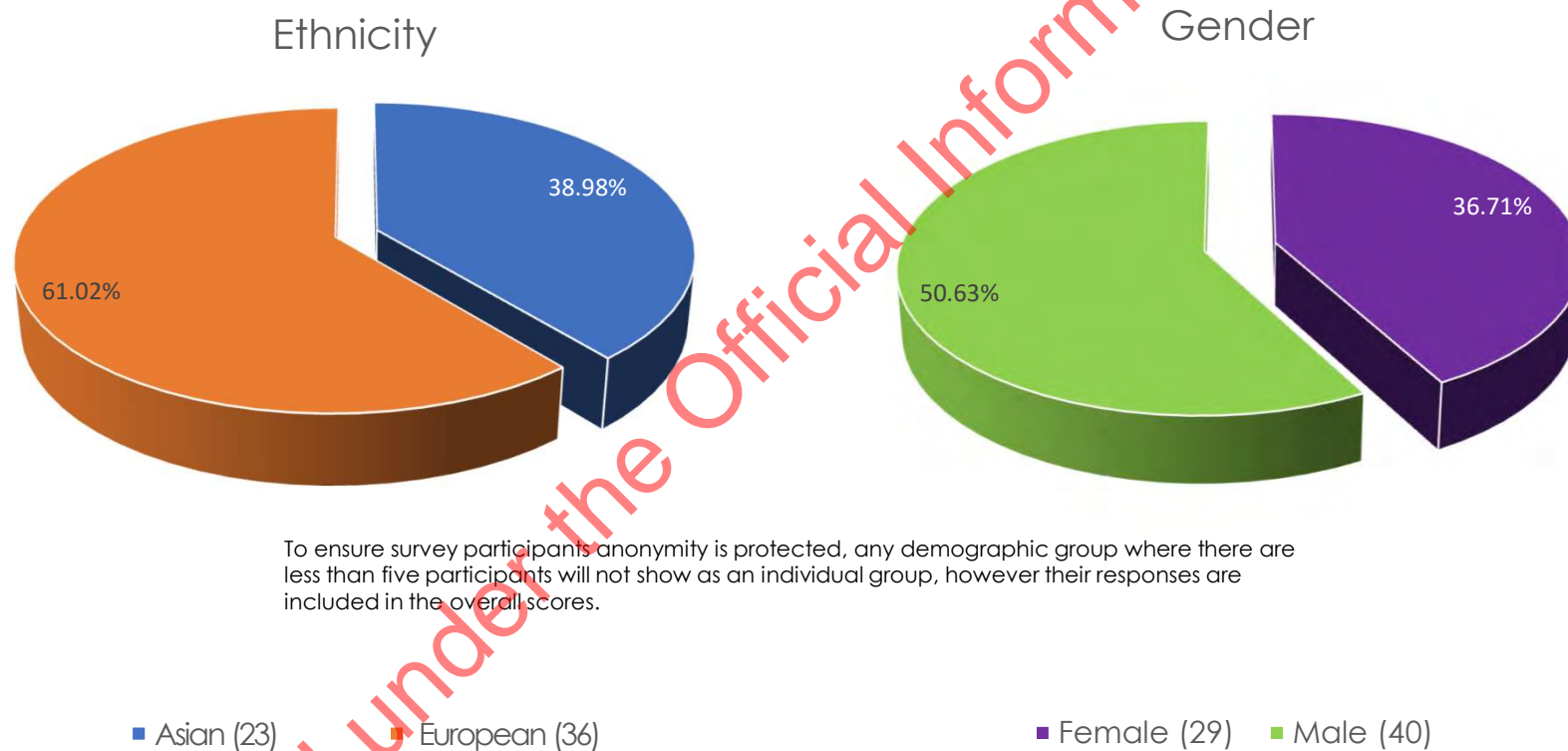
Profession

Care and Support	includes cleaners, HCA, orderlies, security
Corporate and other	includes management
Nursing	excluding HCAs

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Breakdown of Respondents

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



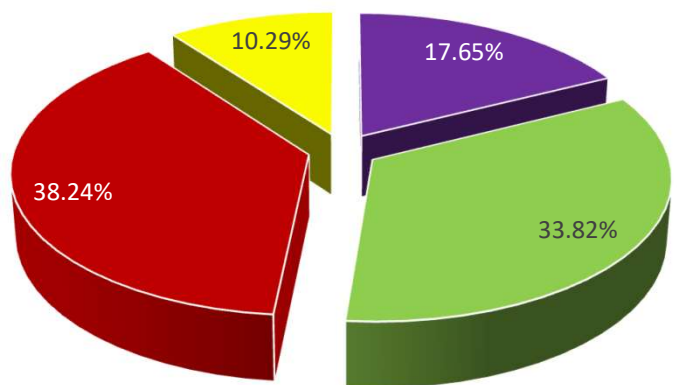
Number in brackets is the number of respondents in each demographic category

Ngātahitanga Pulse Survey - Health Partnerships

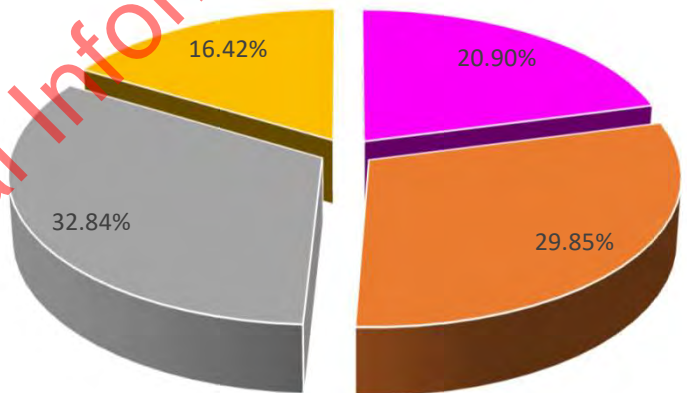


Breakdown of Respondents

Length of Service



Age



To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

- Less than a year (12)
- 1 - 2 years (23)
- 3 - 5 years (26)
- 6 - 9 years (7)

- 26 - 35 (14)
- 36 - 45 (20)
- 46 - 55 (22)
- 56 - 65 (11)

Number in brackets is the number of respondents in each demographic category



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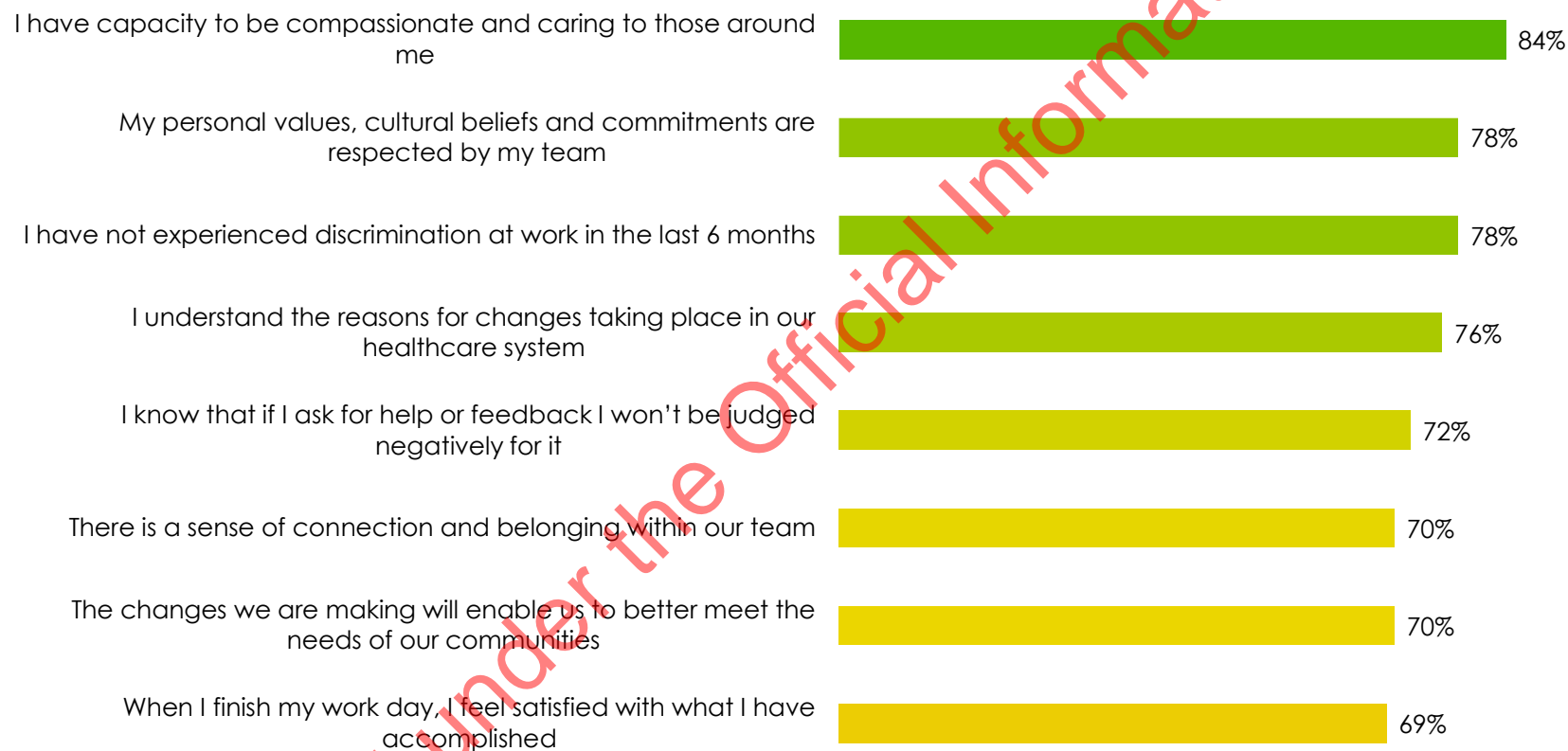


Question scores

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Average Question Score by Category

Custom - 1/2



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



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Average Question Score by Category

Custom - 2/2



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



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Demographics

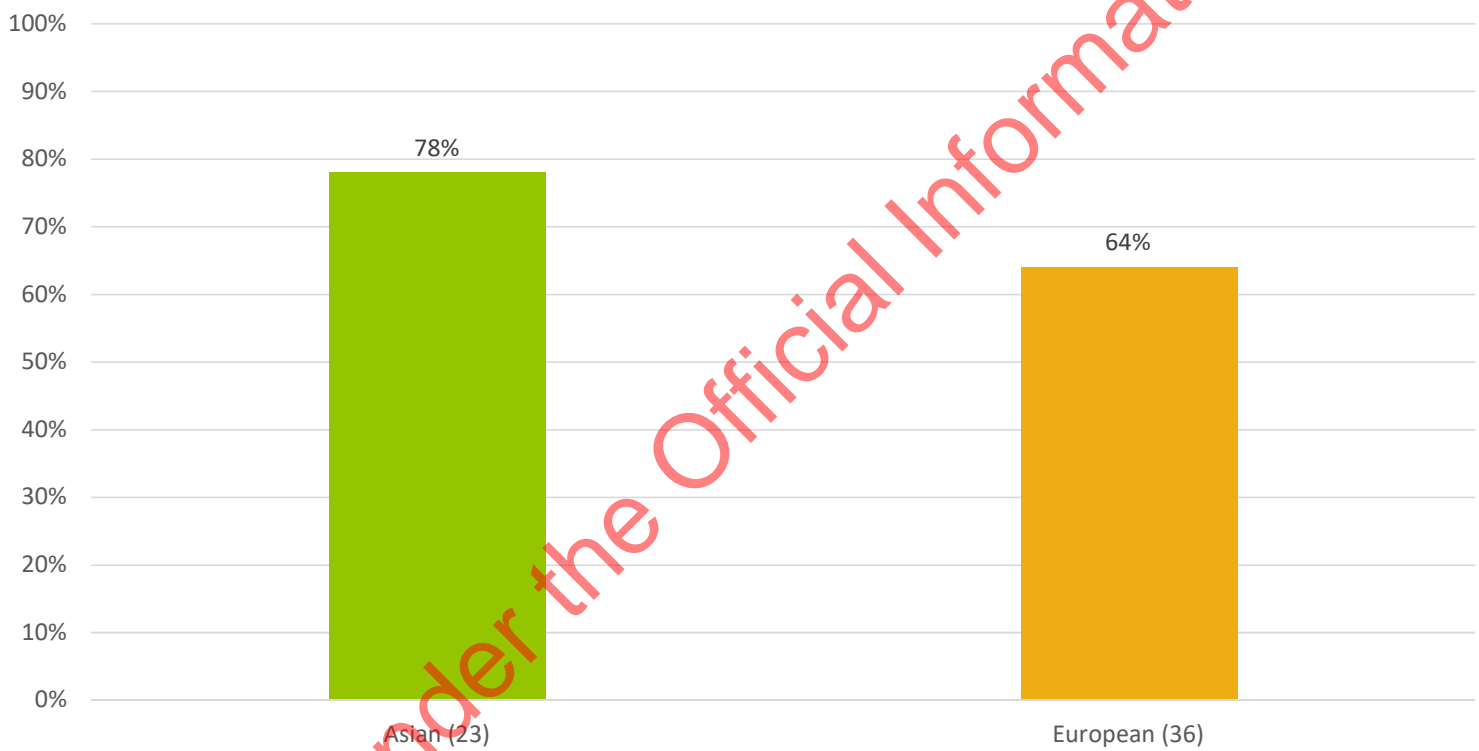
To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

In addition, The Profession and Disability Status demographics are not shown as only one demographic in each exceeded the five participant threshold.

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Average Score by Ethnicity

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.

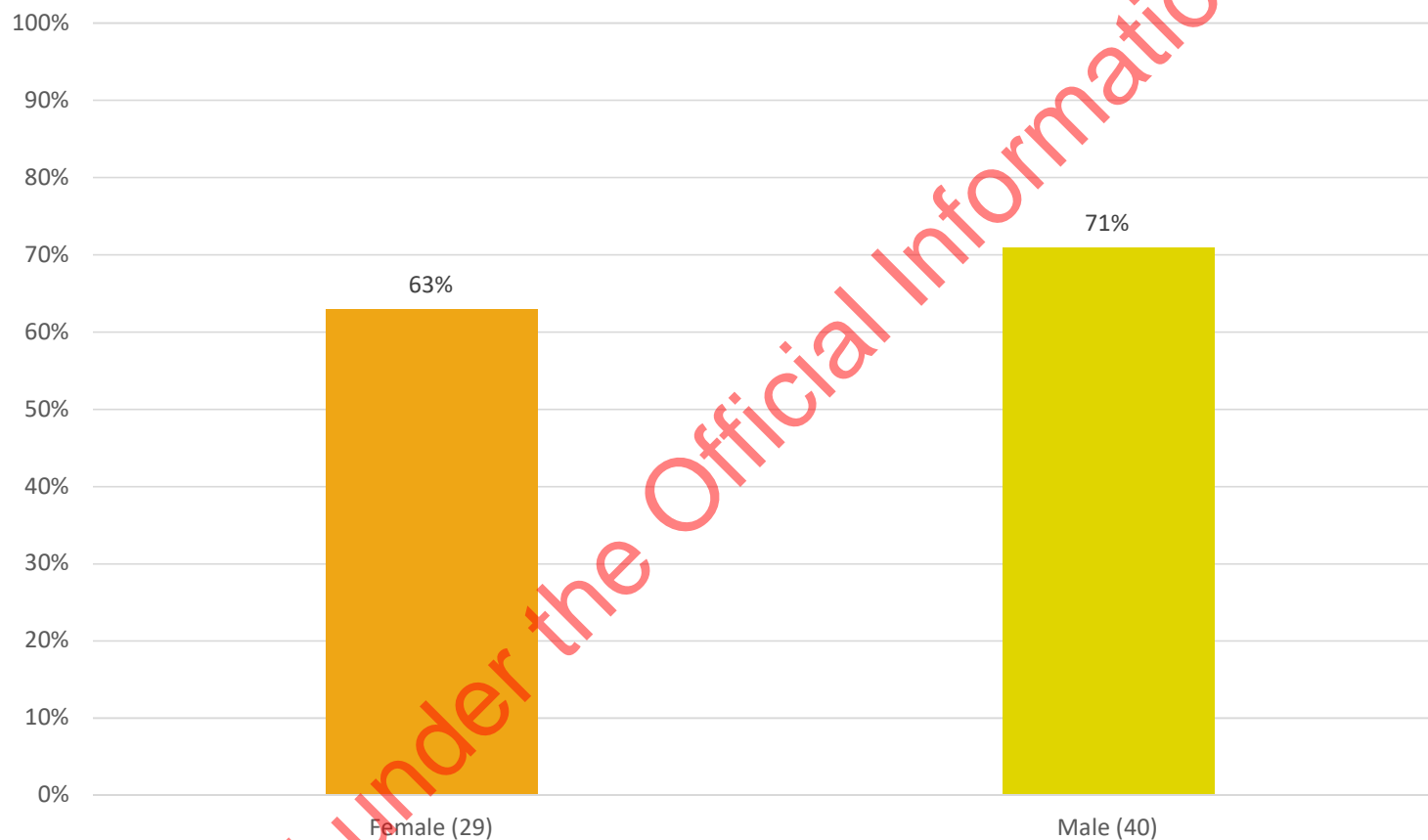


*Number in brackets is the number of respondents in each demographic category



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Average Score by Gender



*Number in brackets is the number of respondents in each demographic category



Average Score by Age

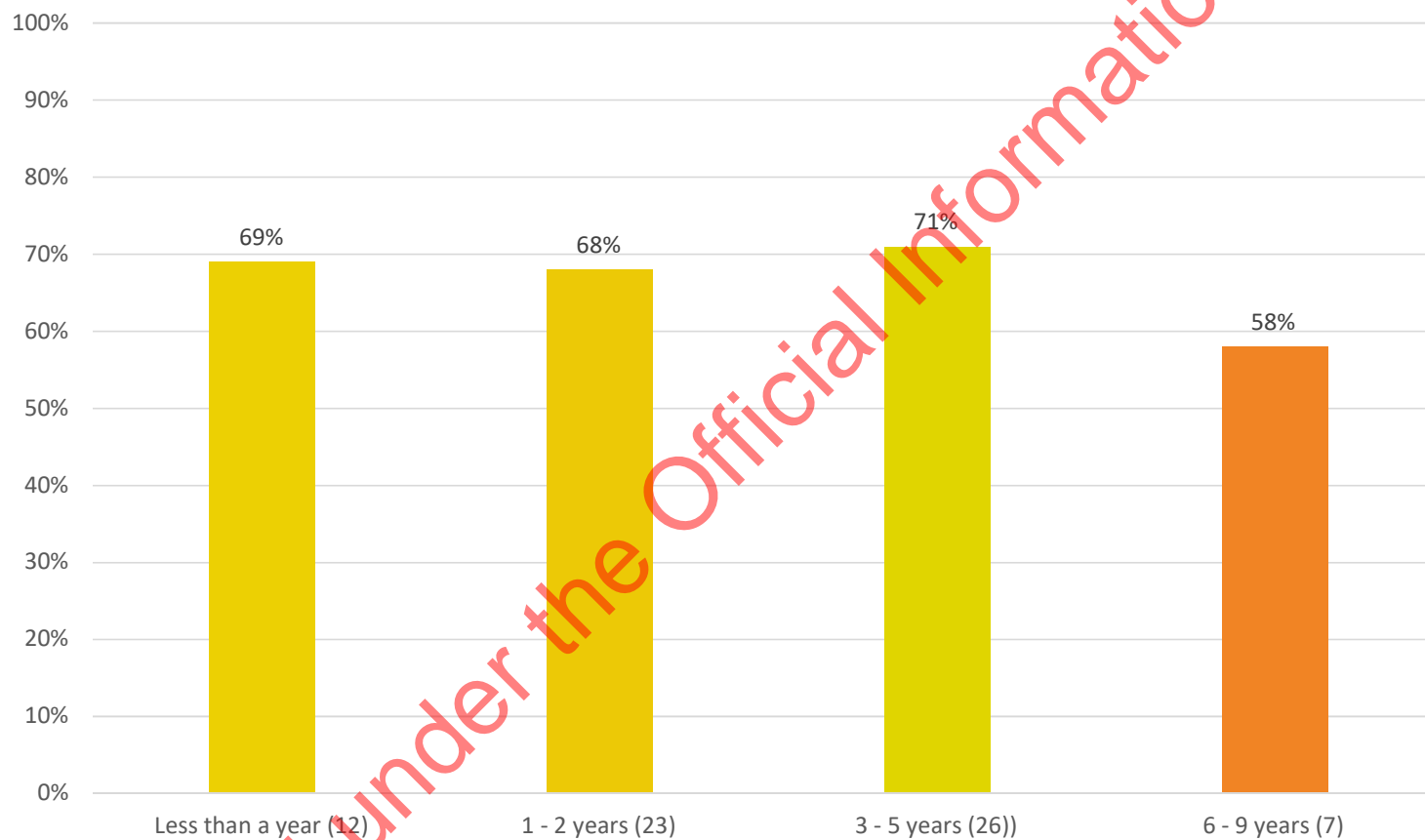


*Number in brackets is the number of respondents in each demographic category



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Average Score by Length of Service



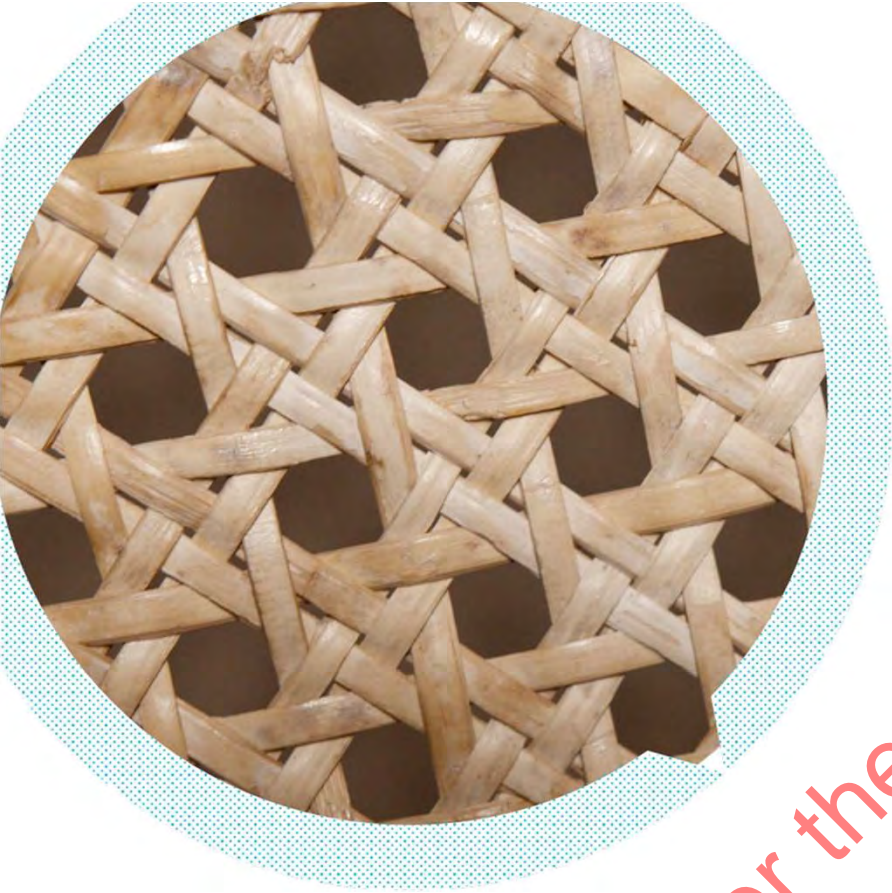
*Number in brackets is the number of respondents in each demographic category

Average Score by Employment Status



*Number in brackets is the number of respondents in each demographic category





Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

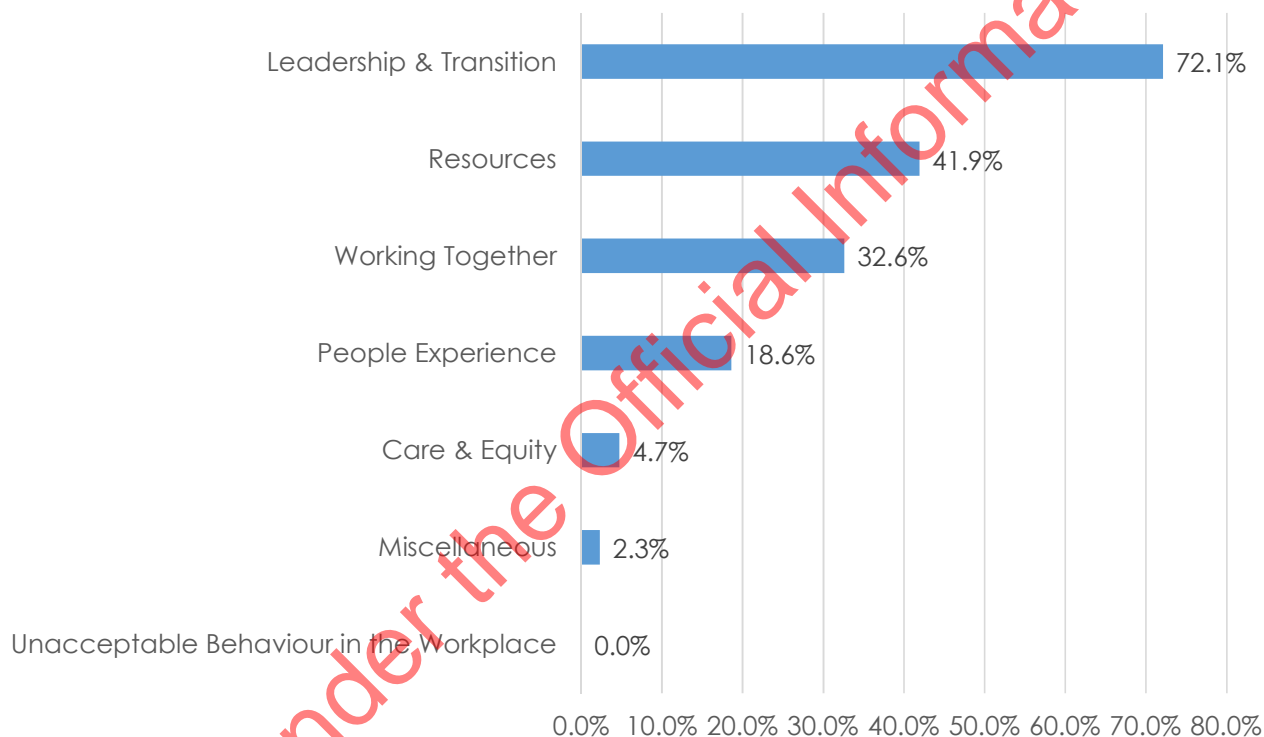
This independent analysis of the free text responses was designed to ensure that we can quickly and efficiently gather the key themes and insights from our people in order to ensure we take the right actions.

The comments have been grouped by theme in order to give a good sense of the weight of sentiment regarding where people see the greatest opportunities for us to make improvements. This qualitative analysis complements the quantitative analysis of the questions scores to provide us with deeper insights to inform positive action.

What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

62% of respondents left a comment

Overall breakdown of themes



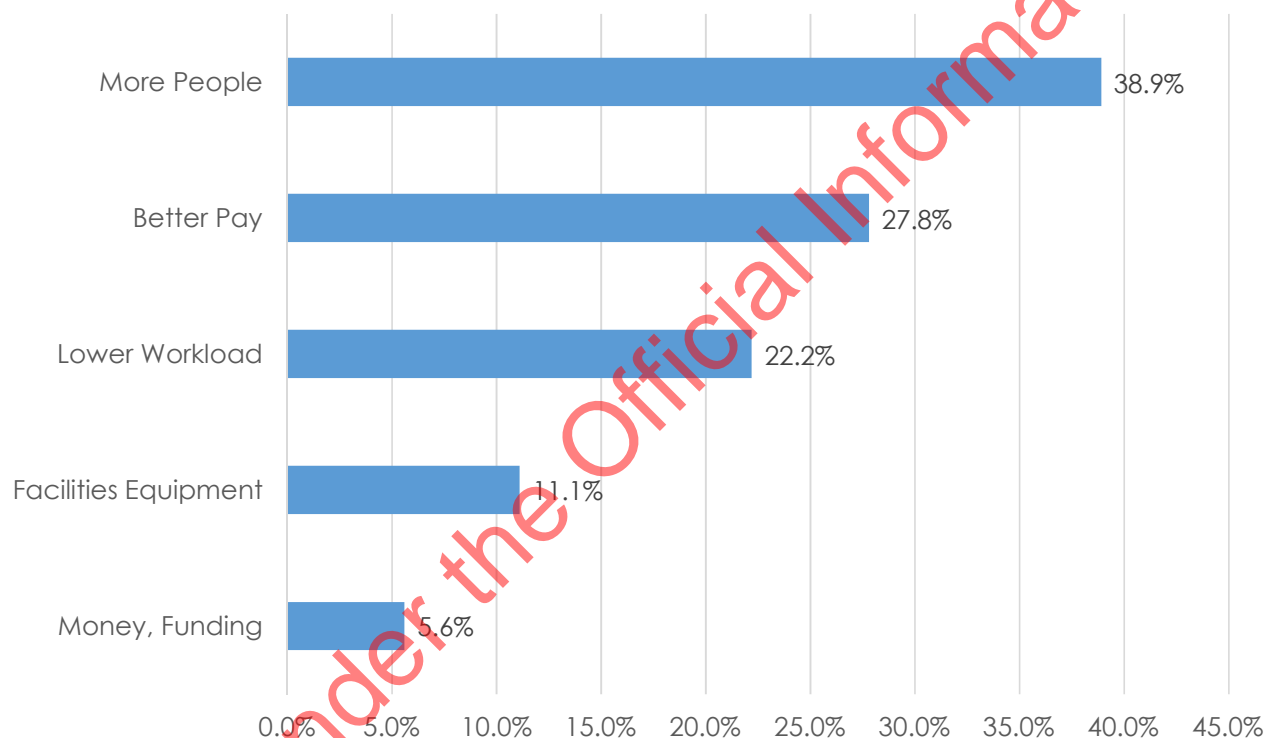
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: breakdown by sub-theme



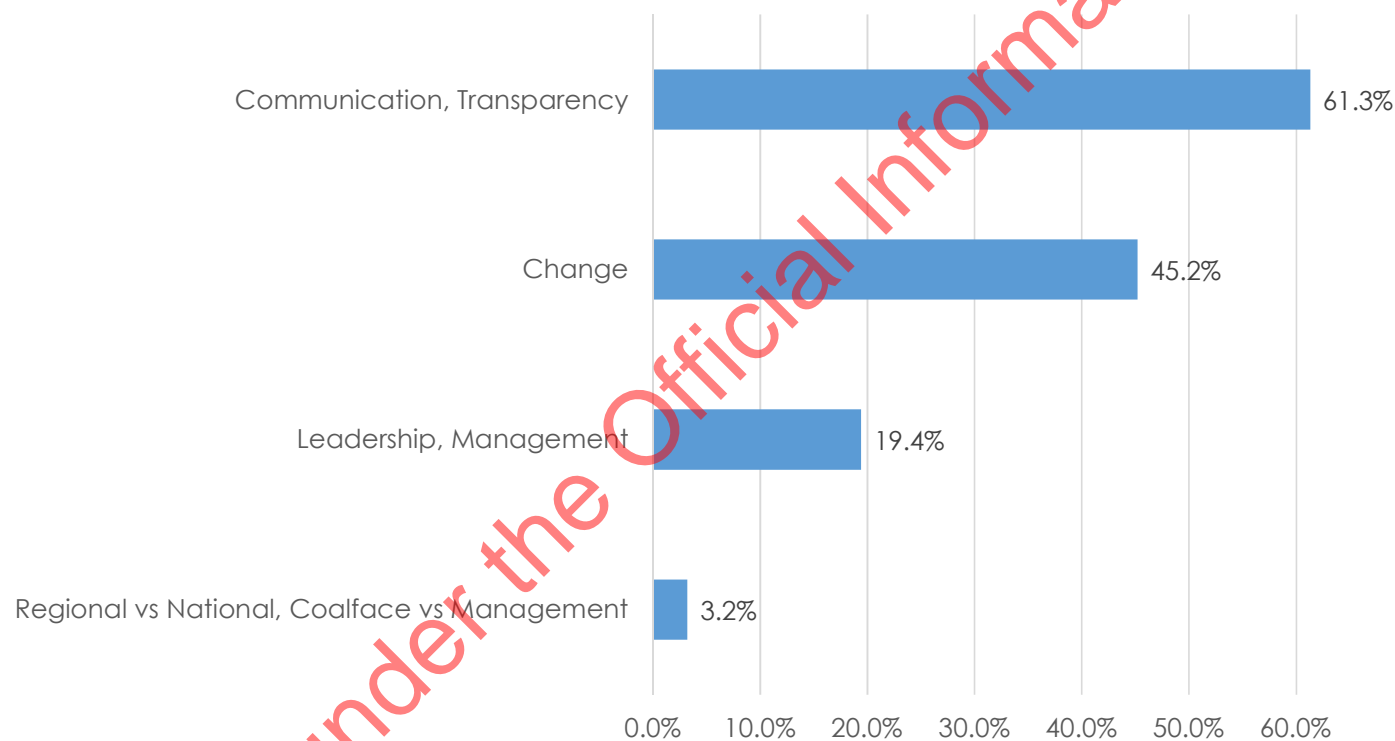
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: breakdown by sub-theme



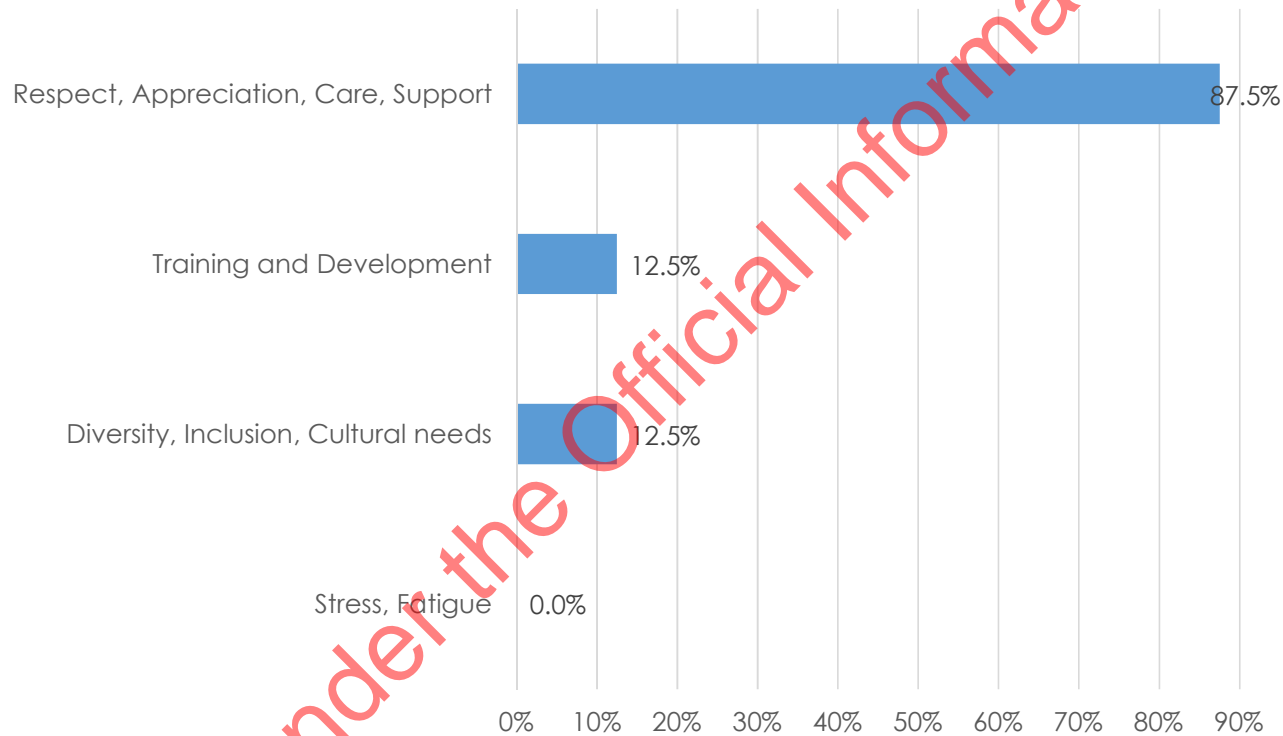
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People Experience theme: Breakdown by sub-theme



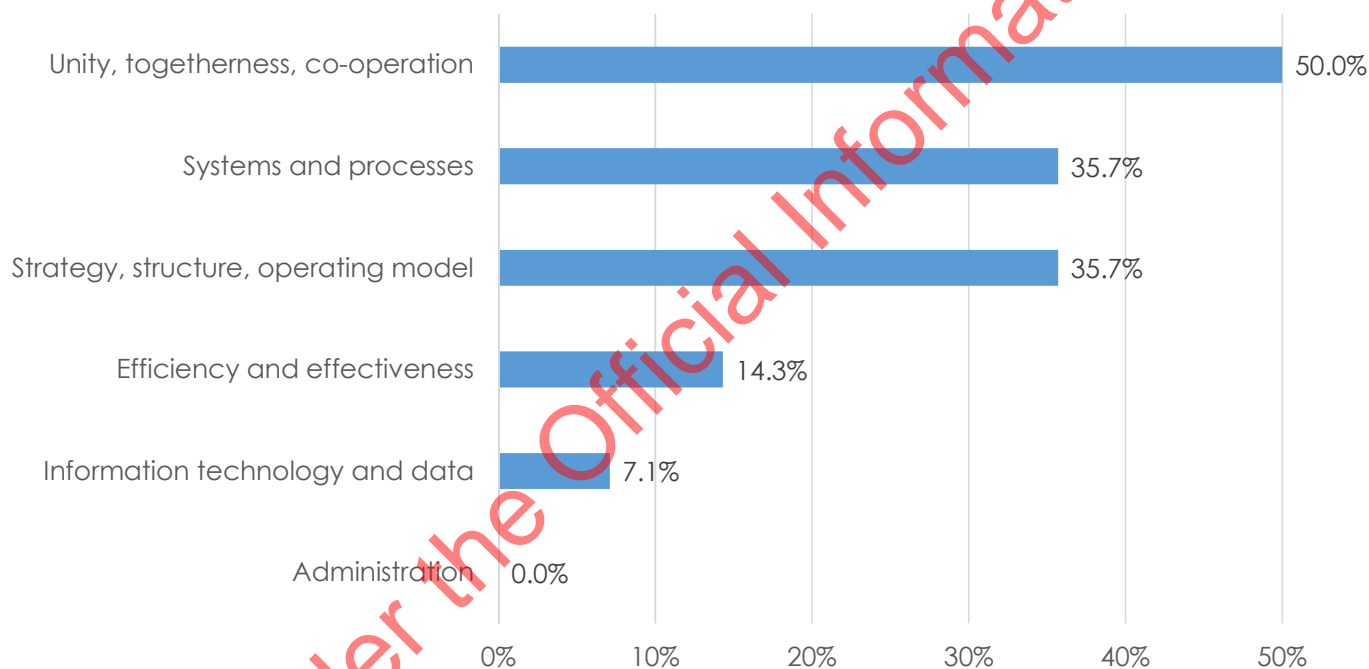
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working Together theme: Breakdown of subthemes



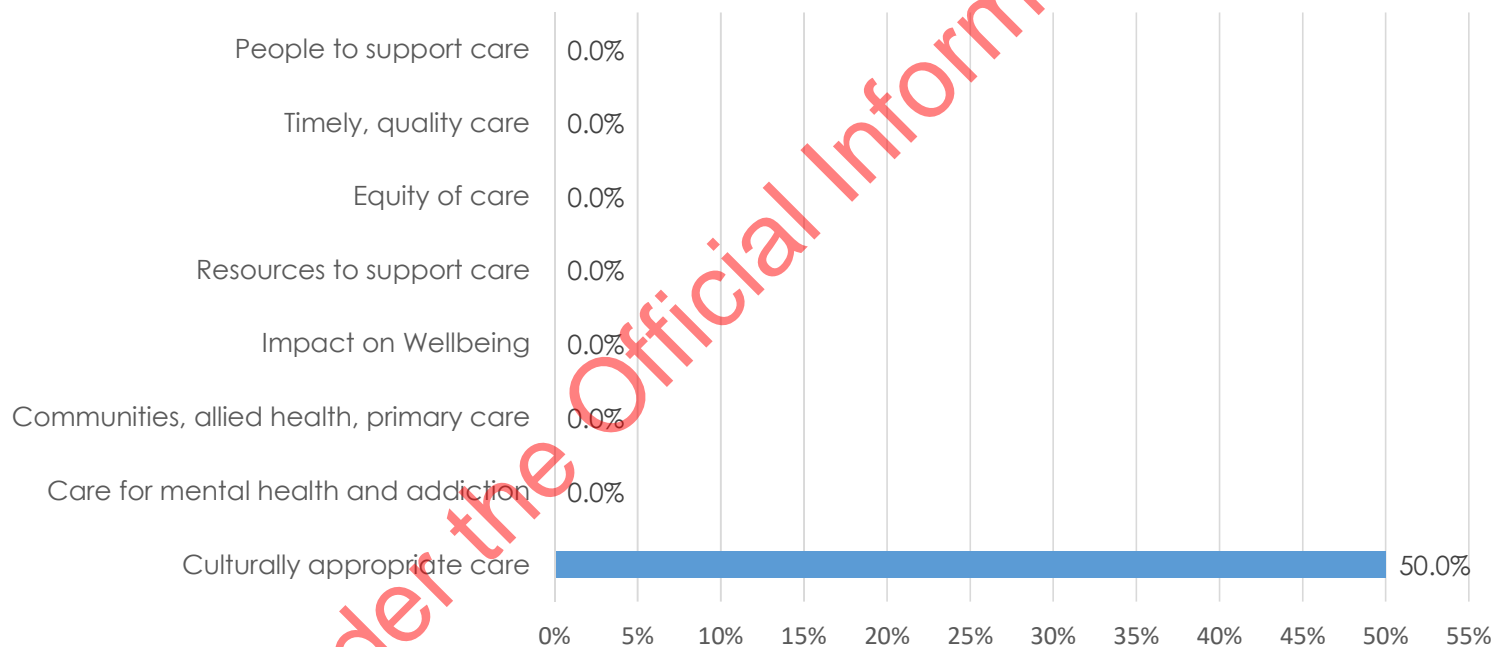
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care and Equity theme: Breakdown of subthemes



Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey –
HealthAlliance

Confidential

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Survey Purpose

The Te Whatu Ora Ngātahitanga – Pulse Survey survey was set up to ask Te Whatu Ora staff what is working well and what is not working well across the New Zealand health system and ask what is going well/not well with the change and transformation process thus identifying short term and longer term improvement actions.

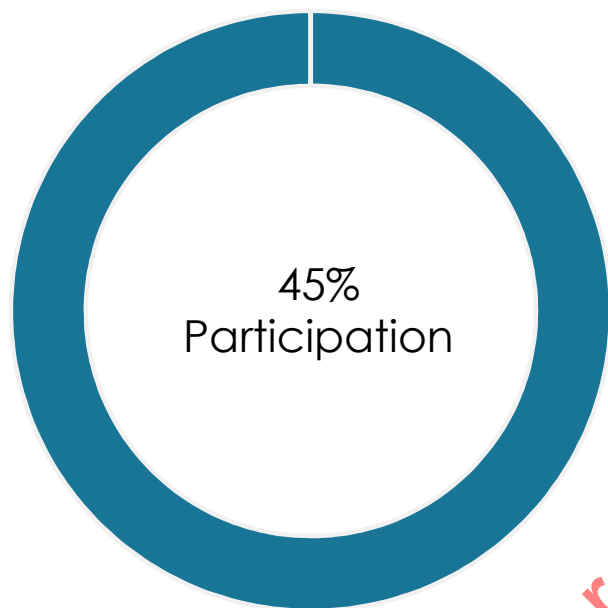
The survey's goal of listening to the voices of our people helps shape meaningful improvements for our kaimahi, communities, patients and whānau.

It is not about validating what we already know but is about listening and taking action.

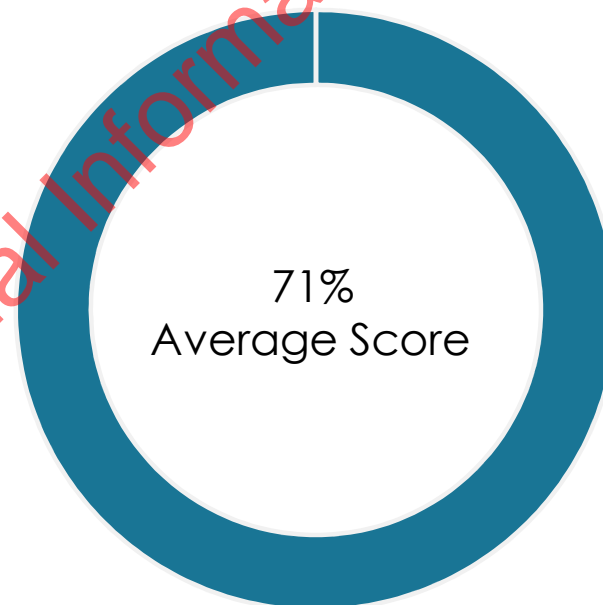
Responses will build on what we're already hearing and will help create a full and accurate picture of where we are and what we need to do.

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High Level Metrics



Participation rates help us understand how representative the feedback is.

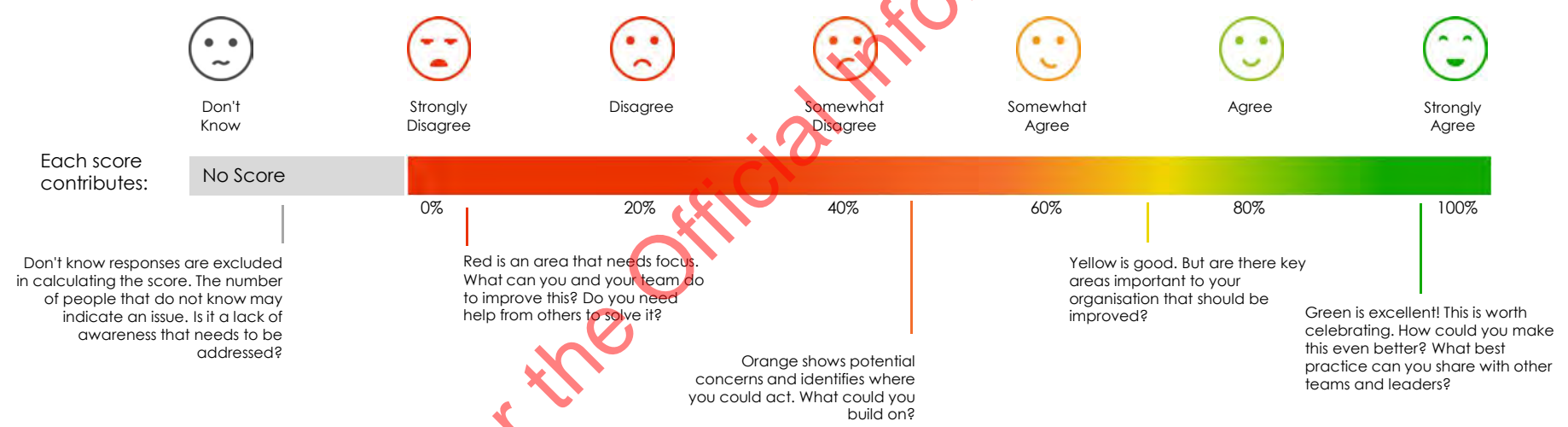


The average score is calculated by summing the scores for each of the likert scale questions and dividing by the 16 questions.

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Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored



Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%



Released under the Official Information Act 1982

Data Grouping Explanations (as defined by Te Whatu Ora)

Ethnicities

Asian	includes Asian, Southeast Asian, Chinese, Indian, Other Asian
European	includes European and New Zealand European
Middle Eastern	includes Middle Eastern, Latin American, African
Pacific Peoples	Includes Samoan, Cook Islands, Tongan, Niuean, Fijian, Other Pacific Peoples
Other Ethnicity	Includes others not included in the above

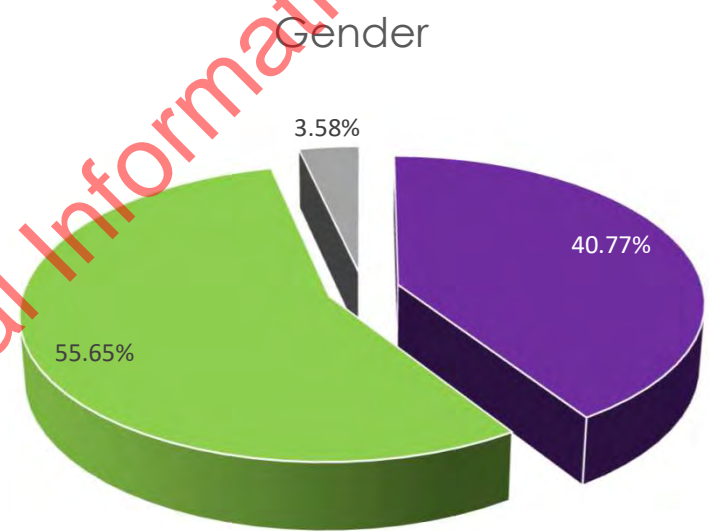
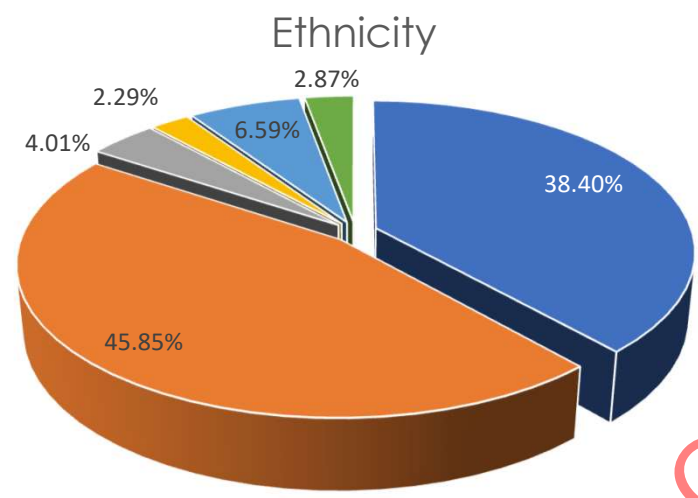
Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.

Profession

Care and Support	includes cleaners, HCA, orderlies, security
Corporate and other	includes management
Nursing	excluding HCAs

Breakdown of Respondents

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

- Asian (134)
- European (160)
- Māori (14)
- Middle Eastern (8)
- Prefer not to say (23)
- Other Ethnicity (10)

- Female (148)
- Male (202)
- Prefer not to say (13)

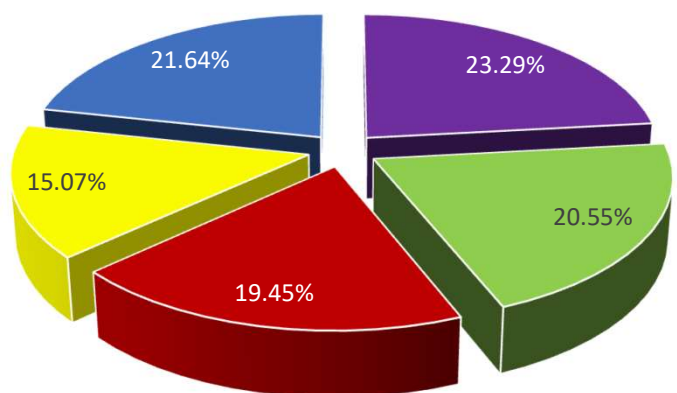
*Number in brackets is the number of respondents in each demographic category



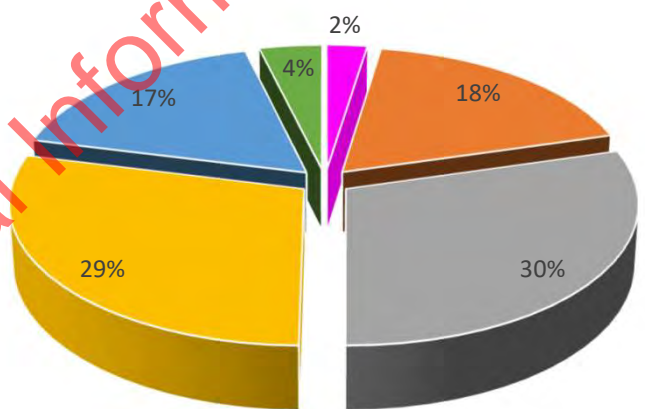
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Breakdown of Respondents

Length of Service



Age



To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

- Less than a year (85)
- 1 - 2 years (75)
- 3 - 5 years (71)
- 6 - 9 years (55)
- 10+ years (79)

- 18 - 25 (9)
- 26 - 35 (66)
- 36 - 45 (108)
- 46 - 55 (105)
- 56 - 65 (63)
- 66+ (14)

*Number in brackets is the number of respondents in each demographic category



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Question scores

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Average Question Score by Category

Custom - 1/2



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



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Average Question Score by Category

Custom - 2/2



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



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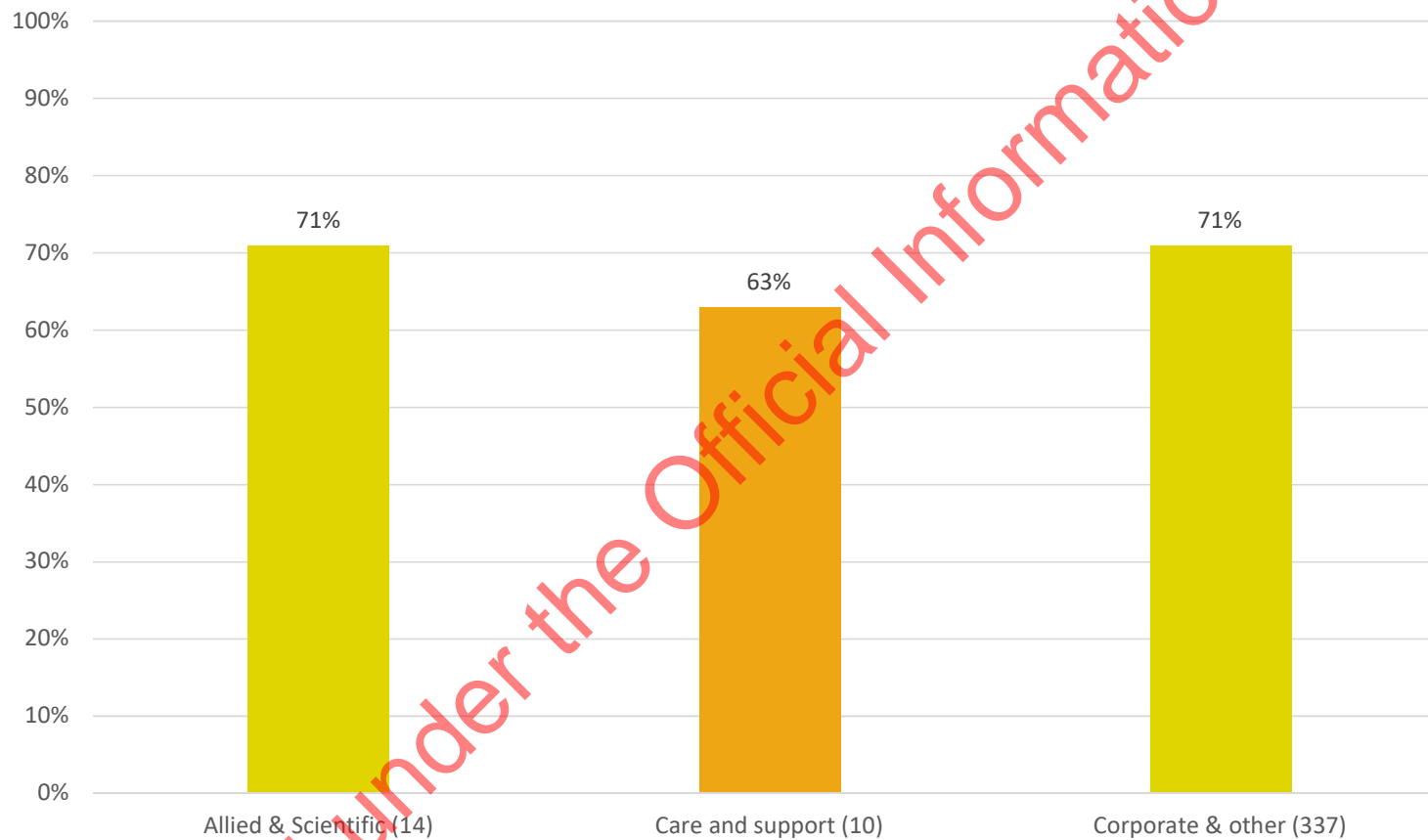


Demographics

To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

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Average Score by Profession

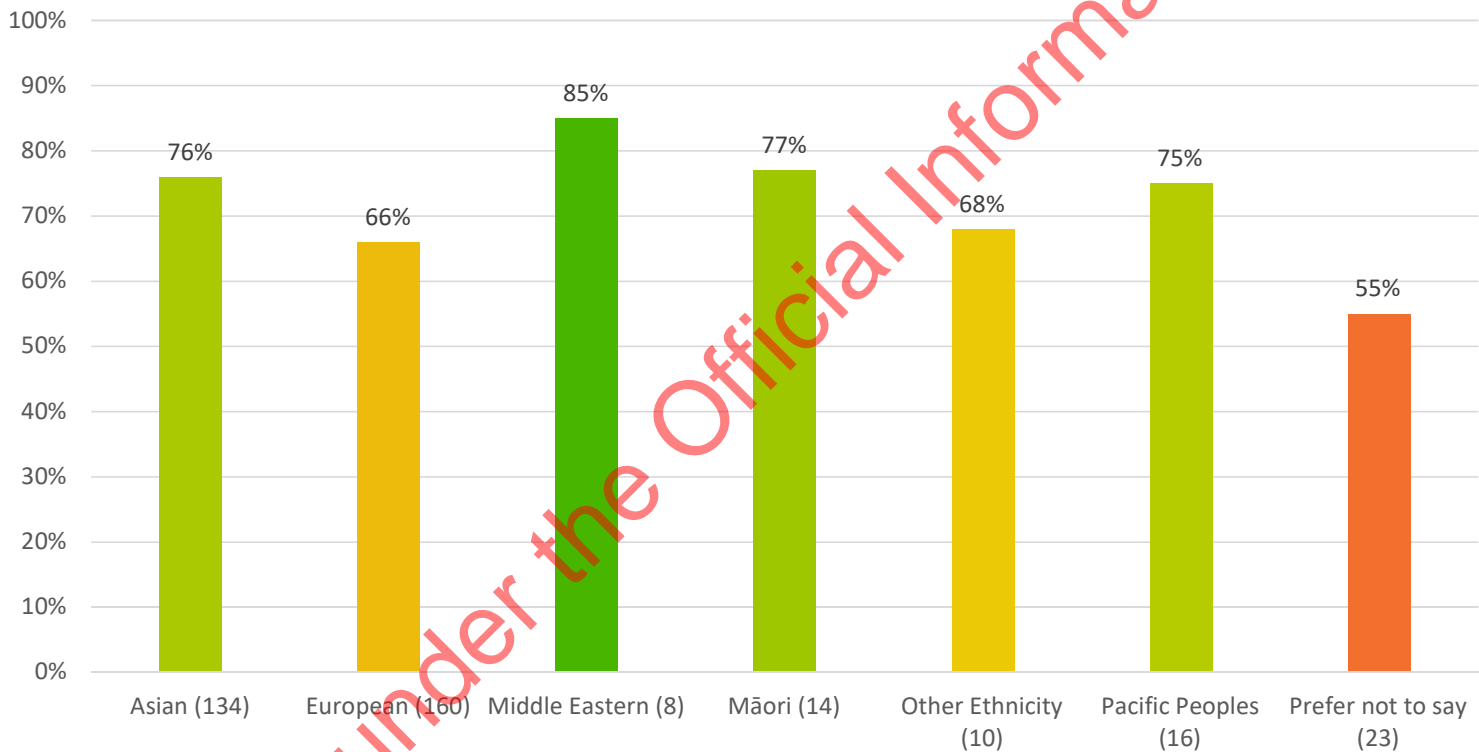


*Number in brackets is the number of respondents in each demographic category



Average Score by Ethnicity

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



*Number in brackets is the number of respondents in each demographic category



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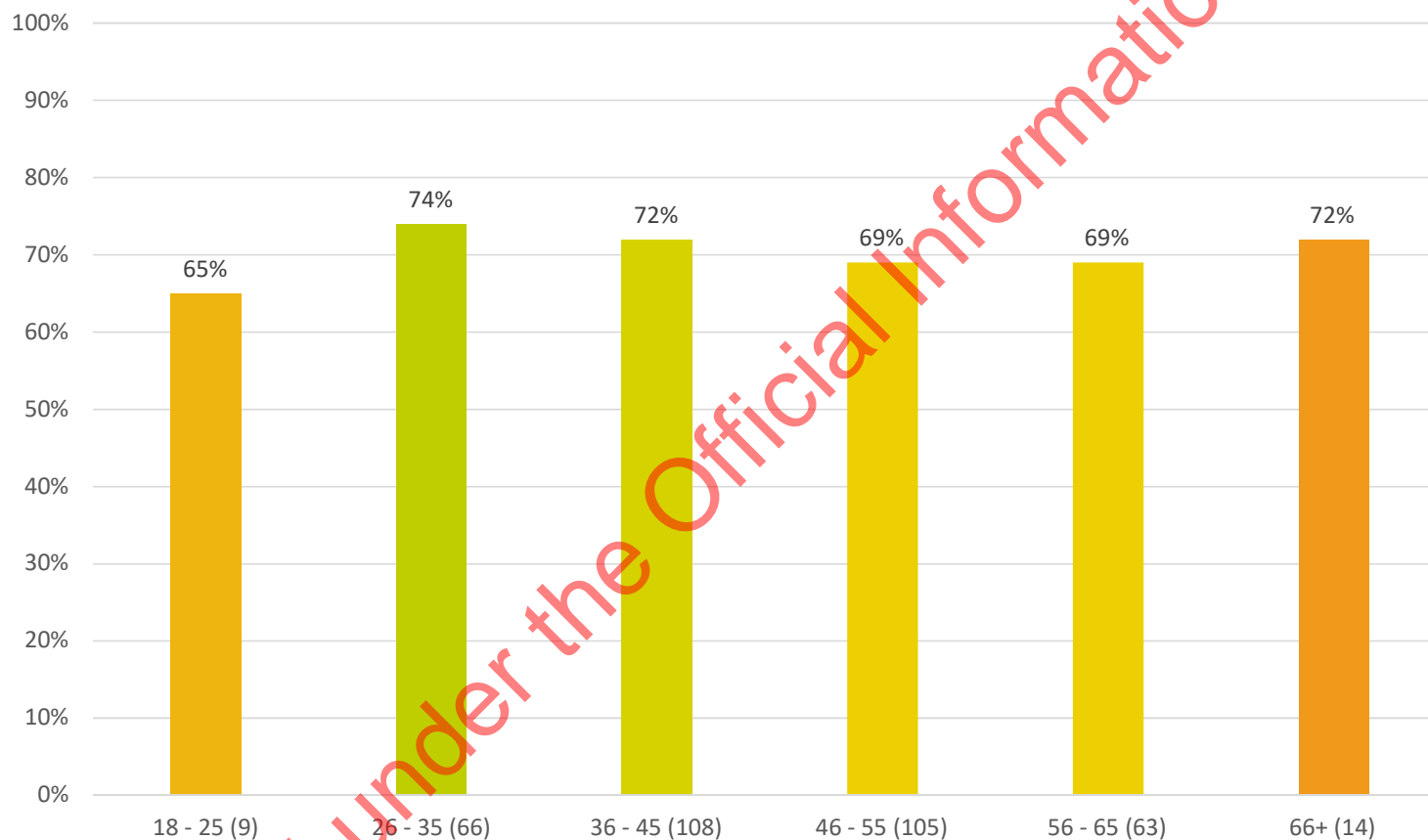
Average Score by Gender



*Number in brackets is the number of respondents in each demographic category



Average Score by Age

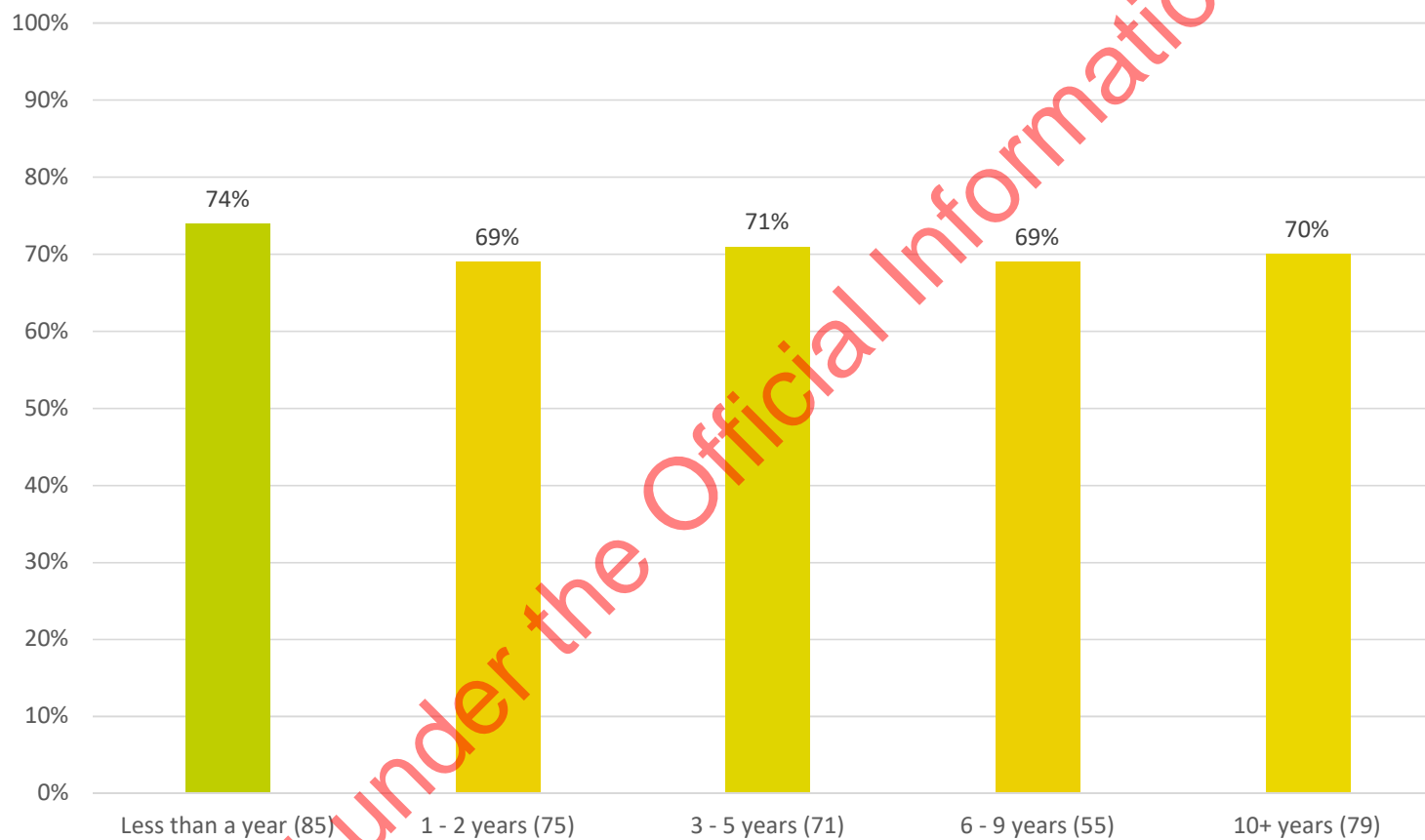


*Number in brackets is the number of respondents in each demographic category



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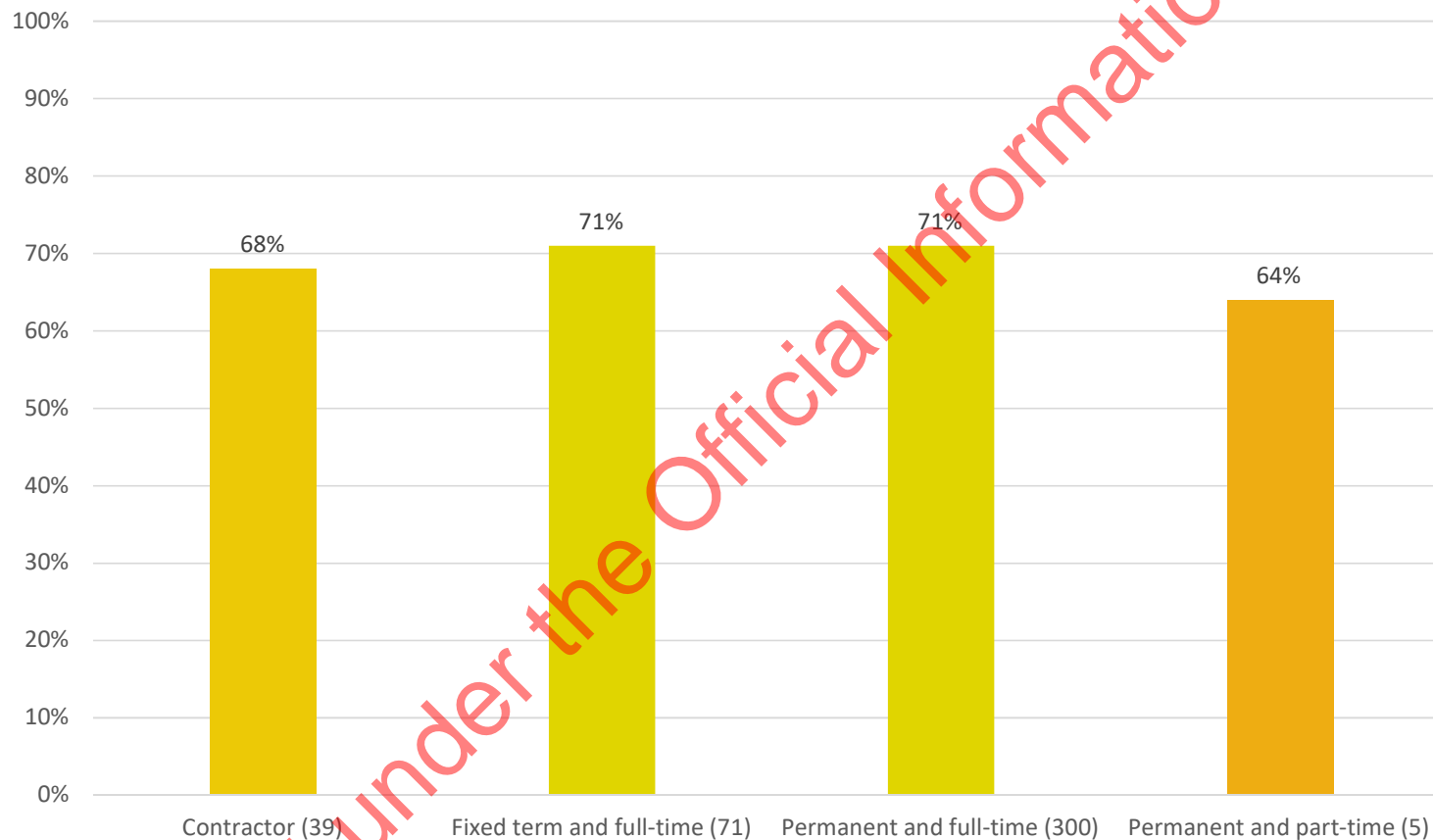
Average Score by Length of Service



*Number in brackets is the number of respondents in each demographic category



Average Score by Employment Status

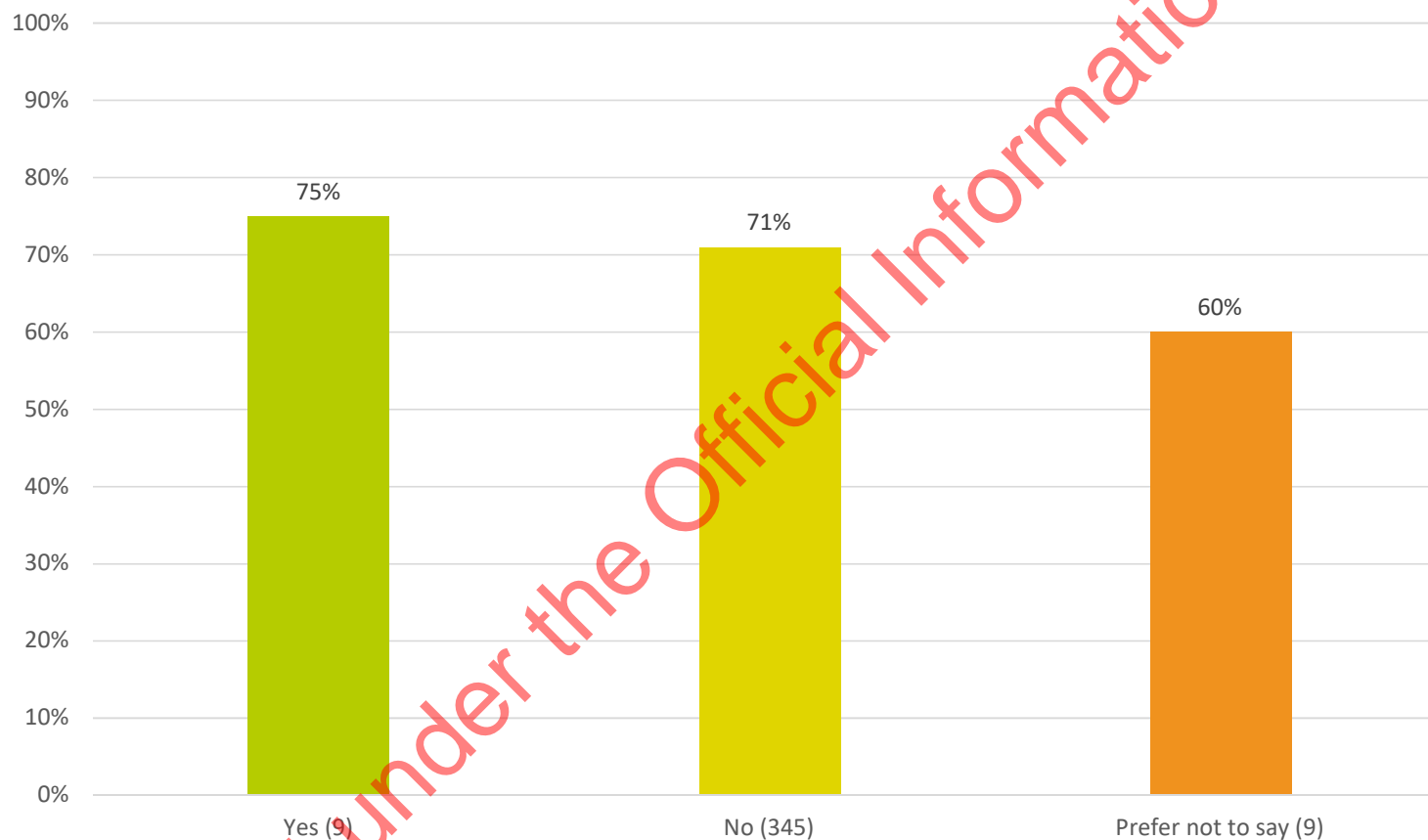


*Number in brackets is the number of respondents in each demographic category

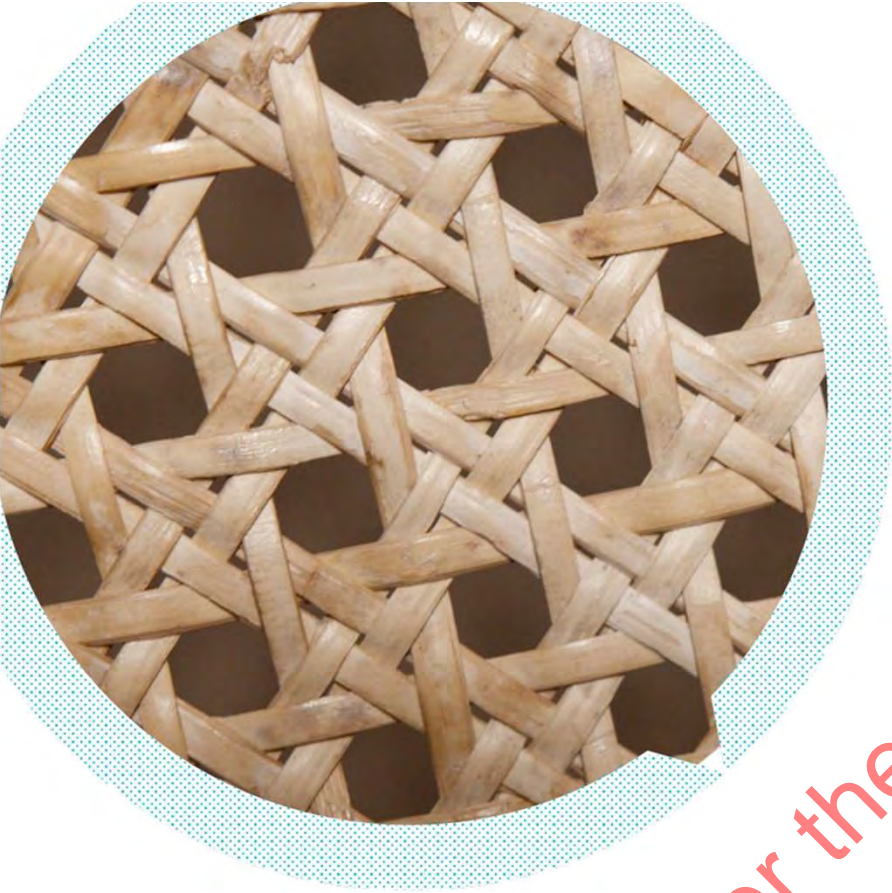


Released under the Official Information Act 1982

Average Score by Disability Status



*Number in brackets is the number of respondents in each demographic category



Free text comments

Released under the Official Information Act 1982

Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

This independent analysis of the free text responses was designed to ensure that we can quickly and efficiently gather the key themes and insights from our people in order to ensure we take the right actions.

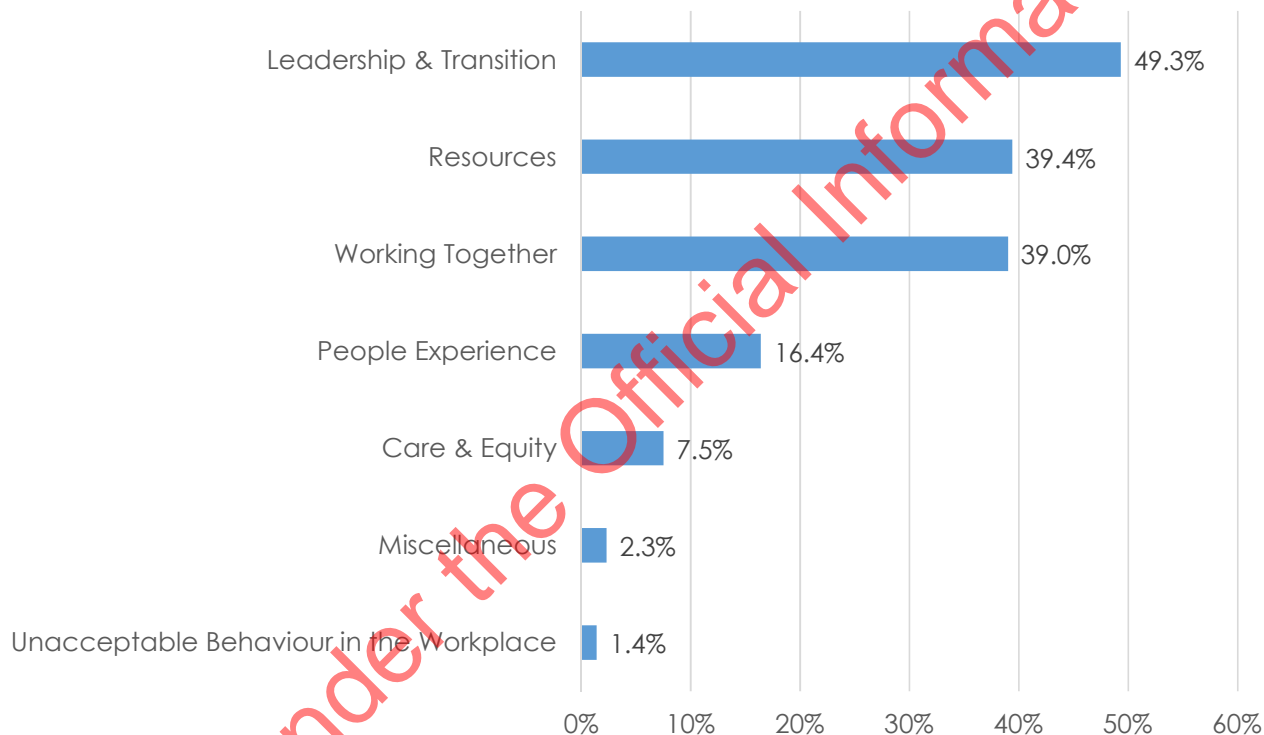
The comments have been grouped by theme in order to give a good sense of the weight of sentiment regarding where people see the greatest opportunities for us to make improvements. This qualitative analysis complements the quantitative analysis of the questions scores to provide us with deeper insights to inform positive action.

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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

62% of respondents left a comment

Overall breakdown of themes



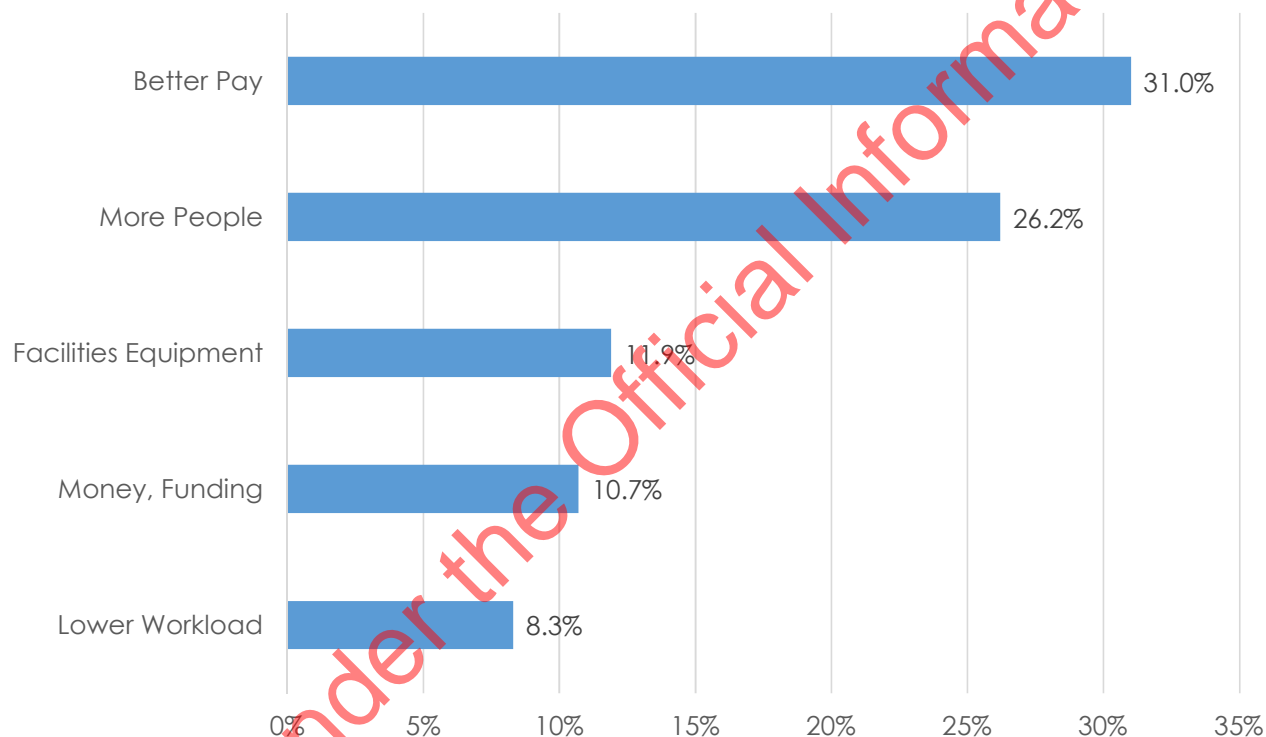
Note: Verbatim comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: breakdown by sub-theme



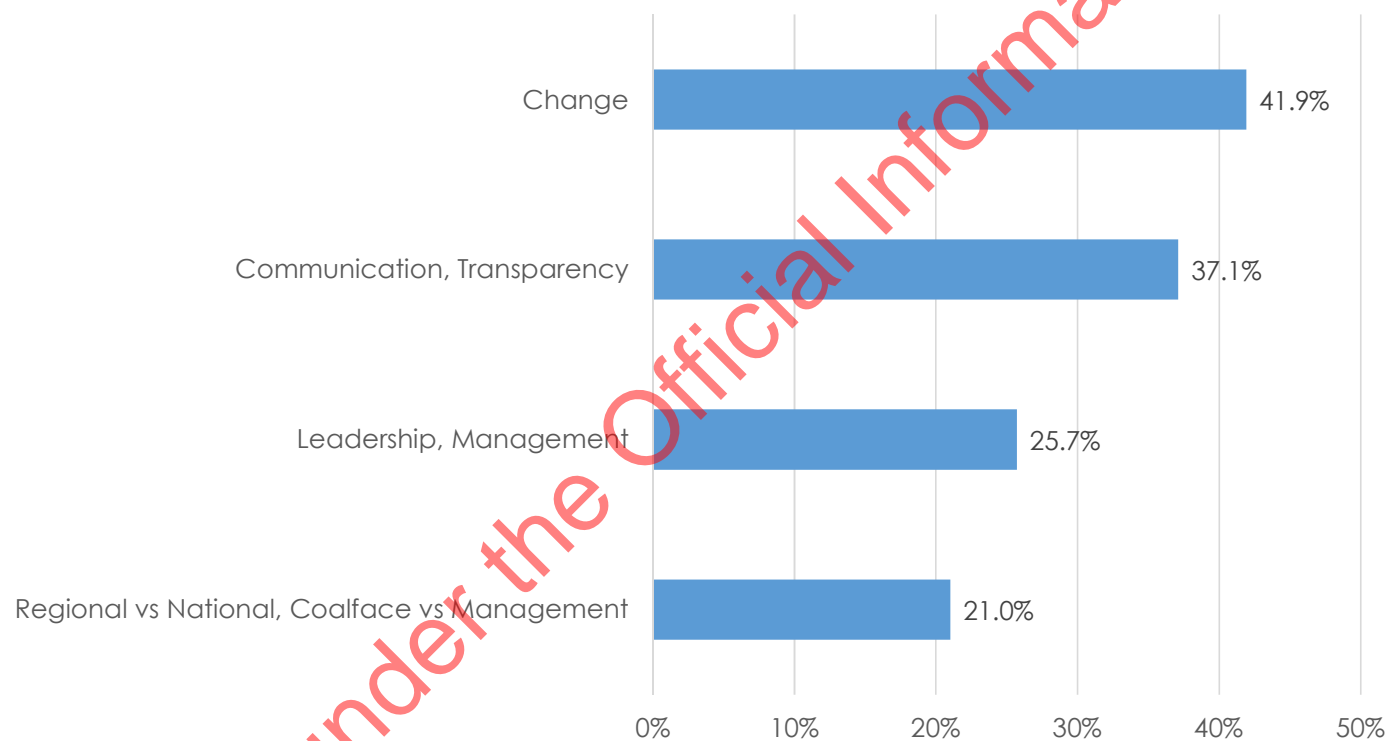
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: breakdown by sub-theme



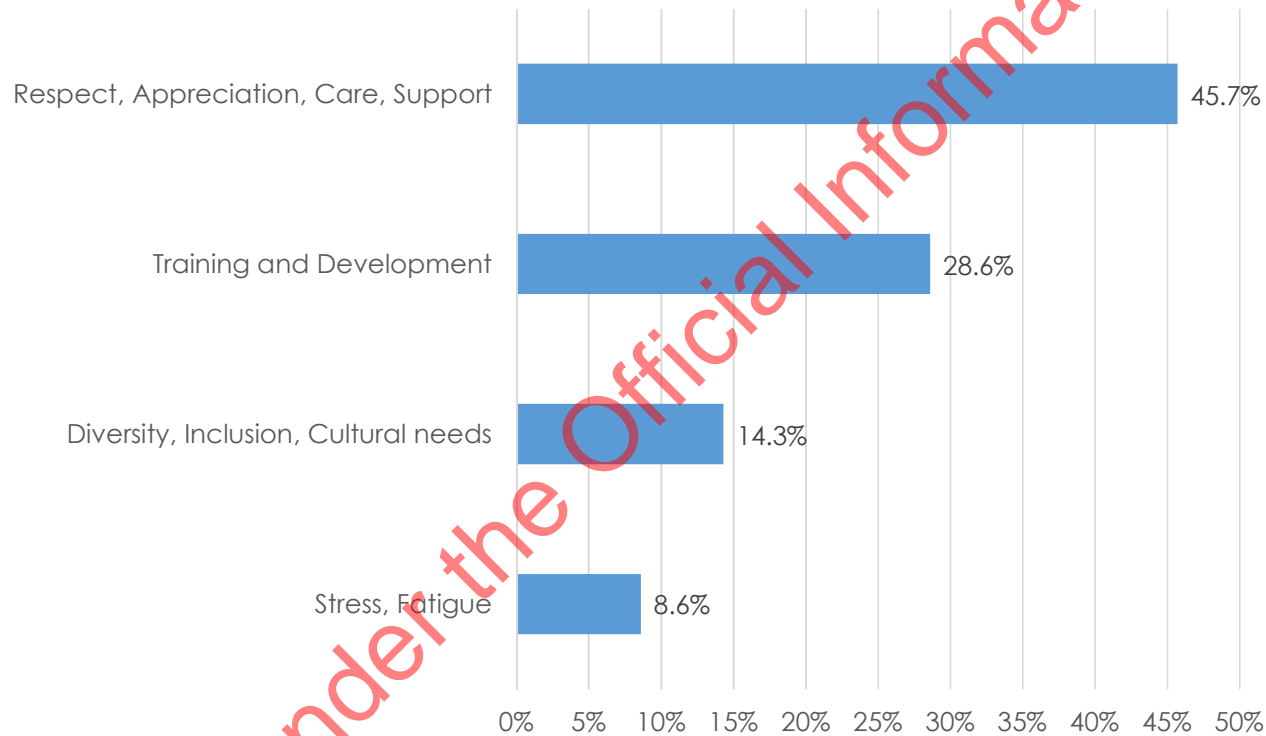
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People Experience theme: Breakdown by sub-theme



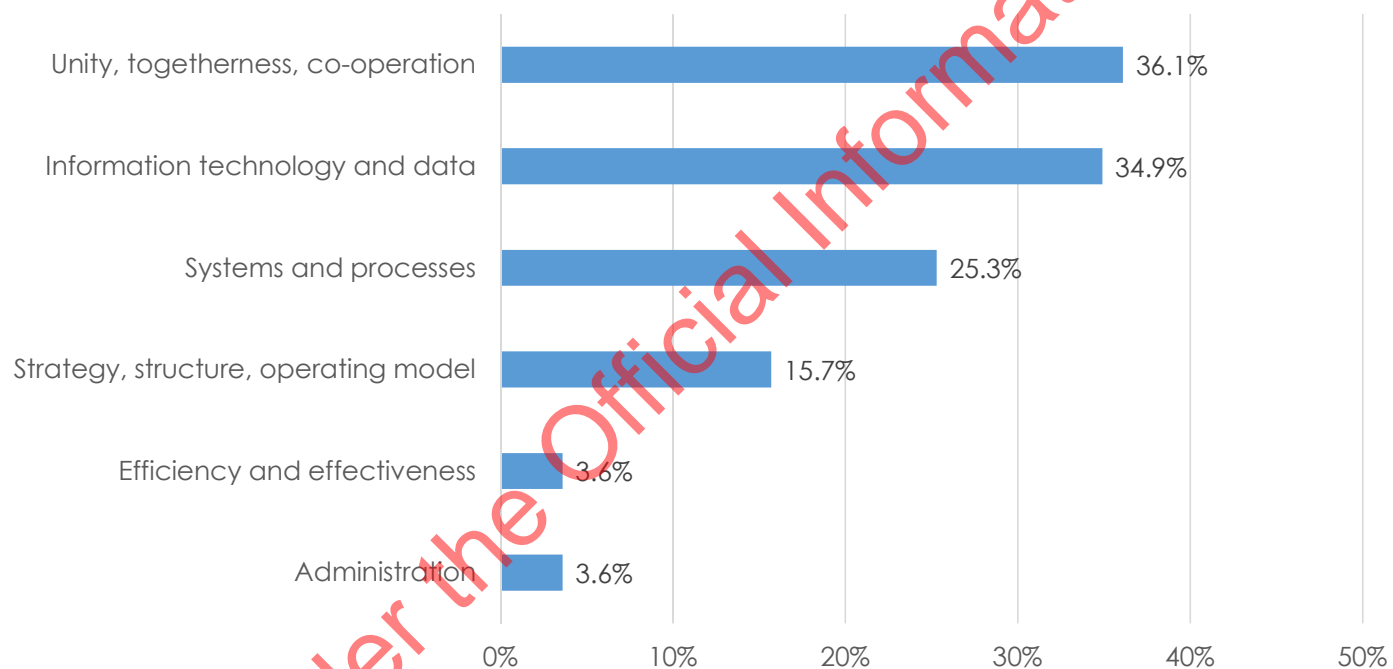
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working Together theme: Breakdown of subthemes



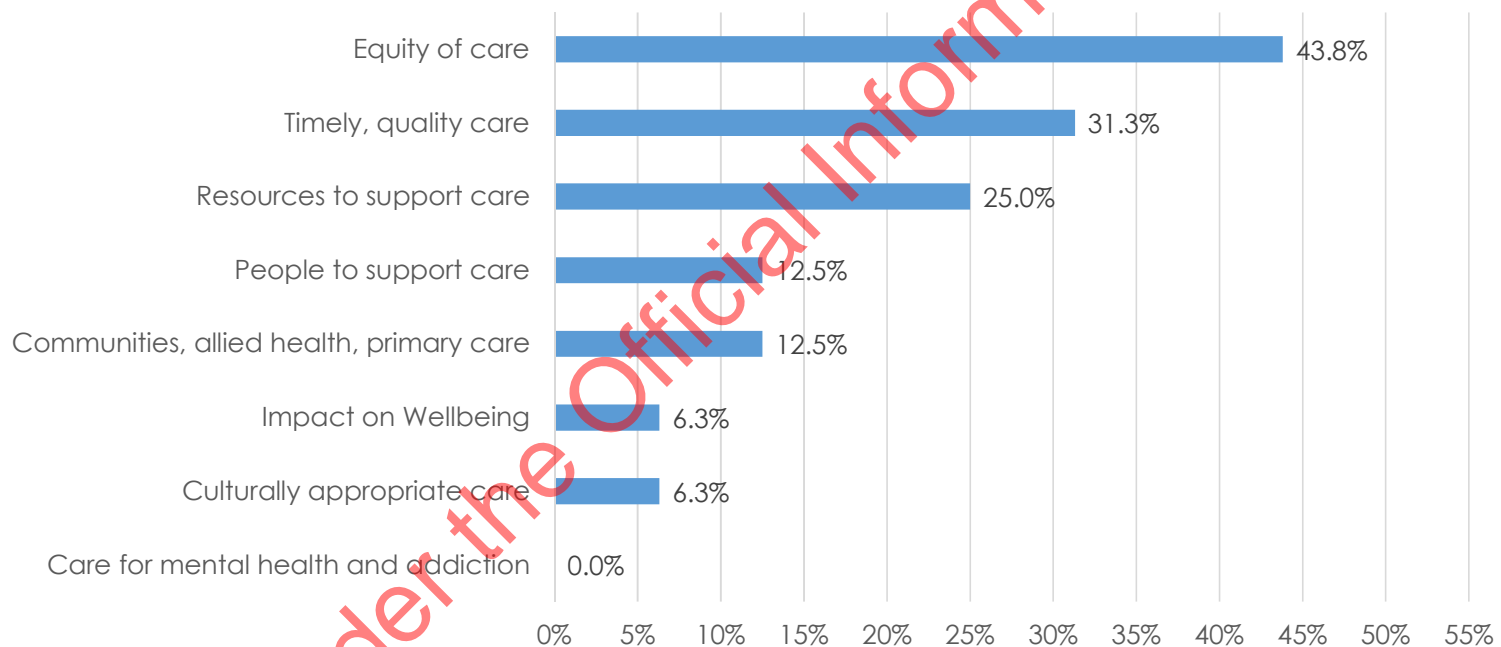
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care and Equity theme: Breakdown of subthemes



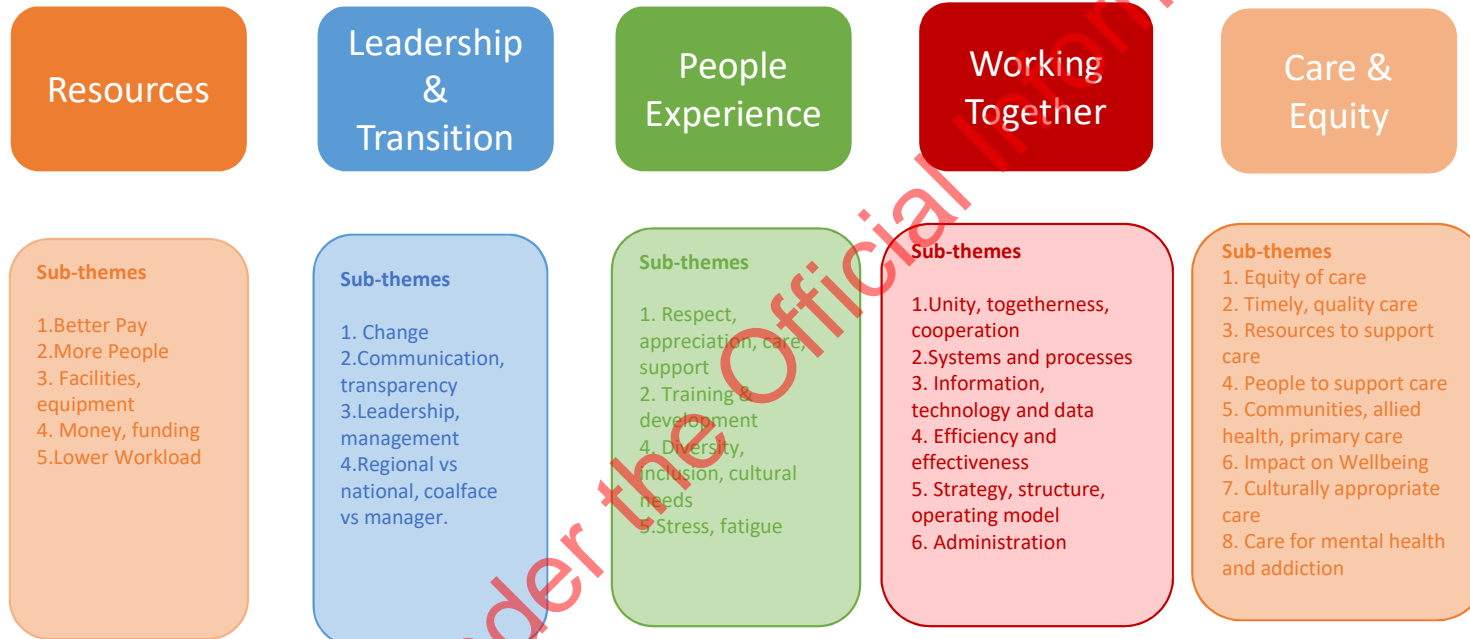
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:



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Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey -
HealthShare (Midlands)

Confidential

Released under the Official Information Act 1982

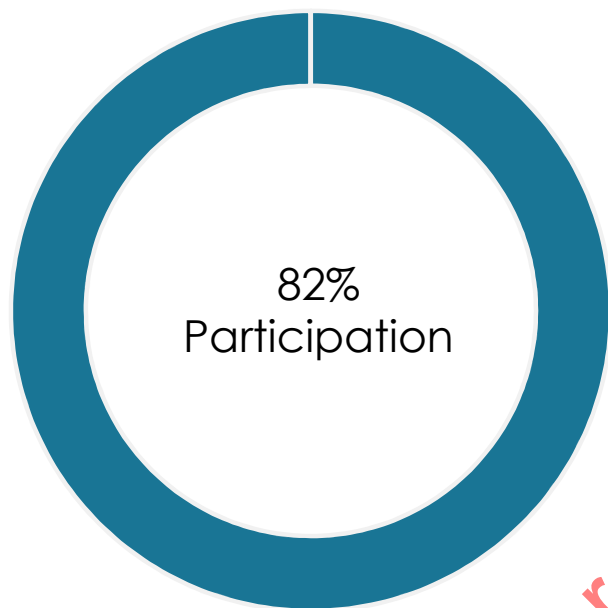
Survey Purpose

The Te Whatu Ora Ngātahitanga – Pulse Survey survey was set up to ask Te Whatu Ora staff what is working well and what is not working well across the New Zealand health system and ask what is going well/not well with the change and transformation process thus identifying short term and longer term improvement actions.

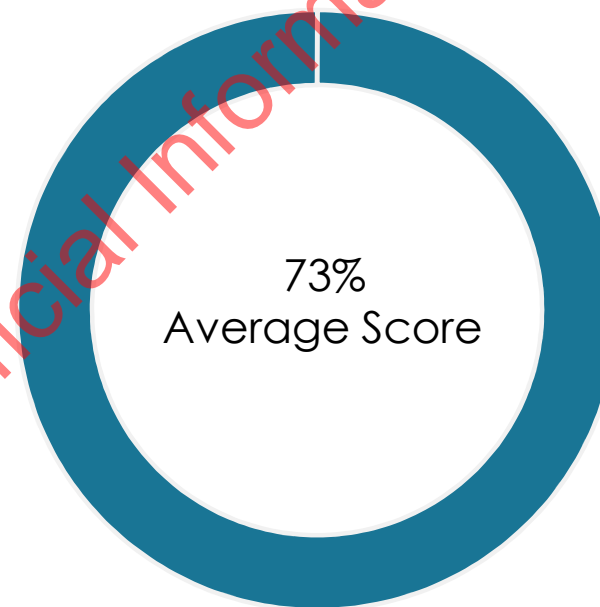
The survey's goal of listening to the voices of our people helps shape meaningful improvements for our kaimahi, communities, patients and whānau. It is not about validating what we already know but is about listening and taking action.

Responses will build on what we're already hearing and will help create a full and accurate picture of where we are and what we need to do.

High Level Metrics



Participation rates help us understand how representative the feedback is.



The average score is calculated by summing the scores for each of the likert scale questions and dividing by the 16 questions.

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Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored



Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%



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Data Grouping Explanations (as defined by Te Whatu Ora)

Ethnicities

Asian	includes Asian, Southeast Asian, Chinese, Indian, Other Asian
European	includes European and New Zealand European
Middle Eastern	includes Middle Eastern, Latin American, African
Pacific Peoples	Includes Samoan, Cook Islands, Tongan, Niuean, Fijian, Other Pacific Peoples
Other Ethnicity	Includes others not included in the above

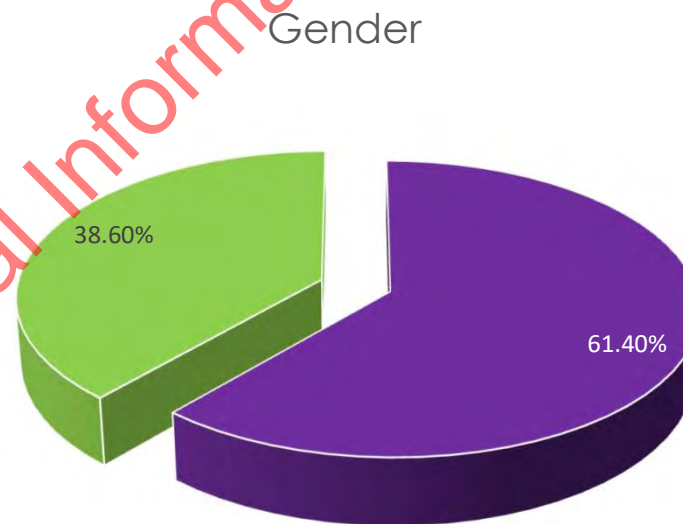
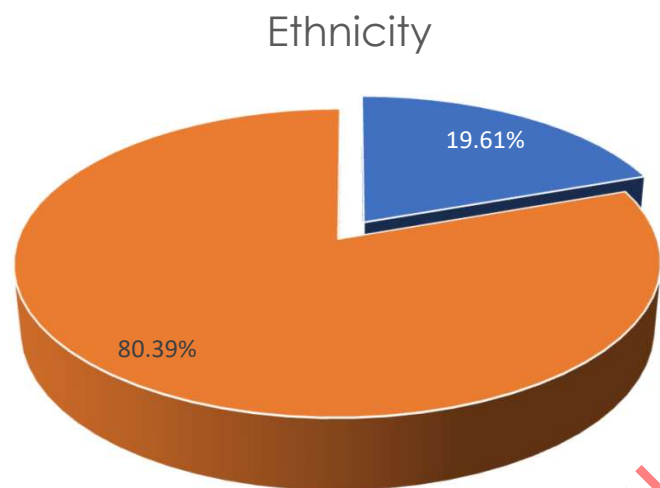
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Profession

Care and Support	includes cleaners, HCA, orderlies, security
Corporate and other	includes management
Nursing	excluding HCAs

Breakdown of Respondents

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

■ Asian (10) ■ European (41)

■ Female (35) ■ Male (22)

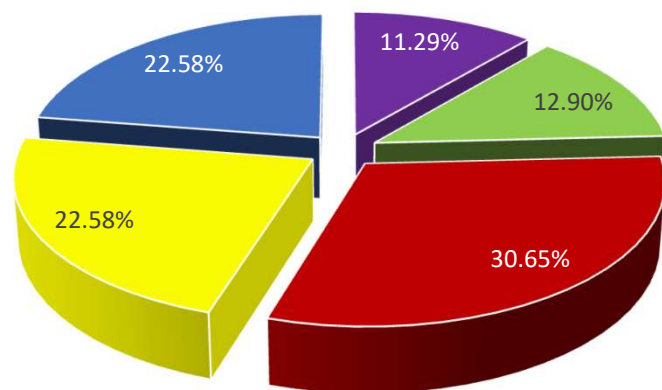
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Ngātahitanga Pulse Survey - HealthShare (Midlands)



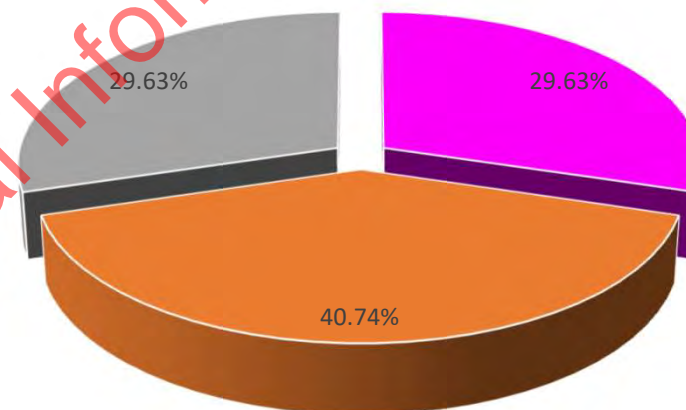
Breakdown of Respondents

Length of Service



- Less than a year (7)
- 1 - 2 years (8)
- 3 - 5 years (19)
- 6 - 9 years (14)
- 10+ years (14)

Age



- 36 - 45 (16)
- 46 - 55 (22)
- 56 - 65 (16)

*Number in brackets is the number of respondents in each demographic category

Ngātahitanga Pulse Survey - HealthShare (Midlands)





Question scores

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Average Question Score by Category

Custom - 1/2



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

Ngātahitanga Pulse Survey - HealthShare (Midlands)



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Average Question Score by Category

Custom - 2/2



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Ngātahitanga Pulse Survey - HealthShare (Midlands)



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Demographics

To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

NB: The Profession demographic is not shown as only one demographic exceeded the five participant threshold.

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Average Score by Ethnicity

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



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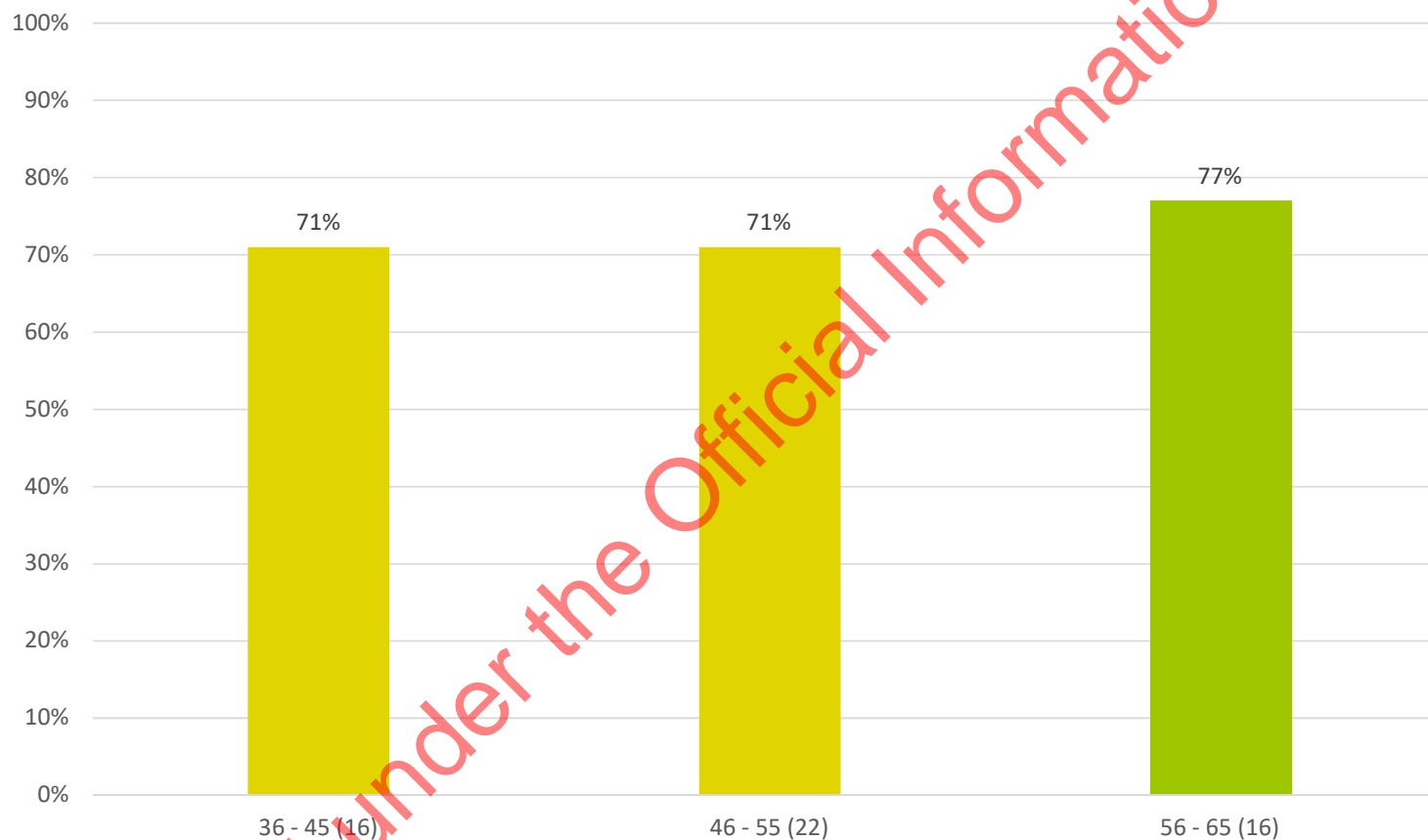
Average Score by Gender



*Number in brackets is the number of respondents in each demographic category

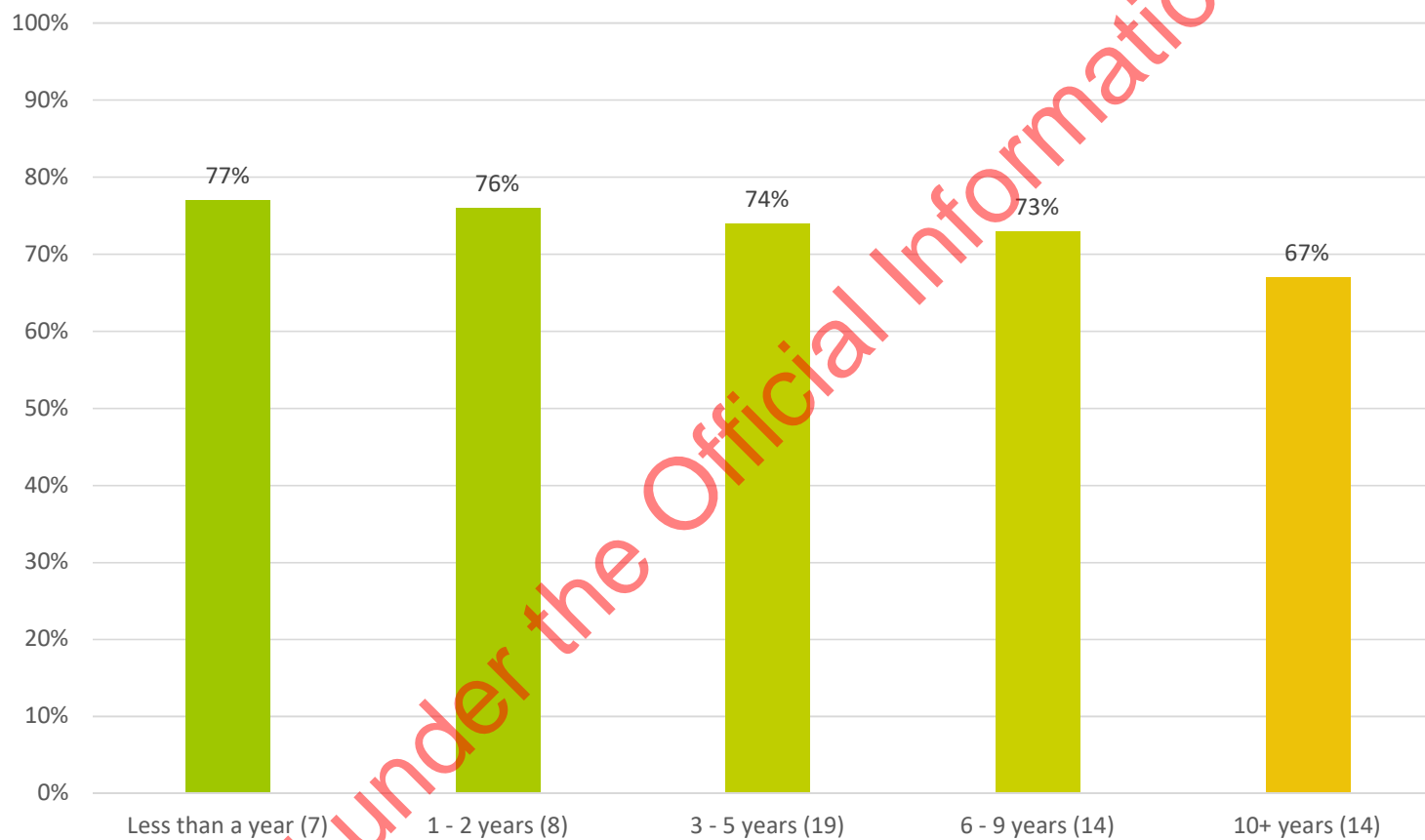


Average Score by Age



*Number in brackets is the number of respondents in each demographic category

Average Score by Length of Service



*Number in brackets is the number of respondents in each demographic category



Average Score by Employment Status



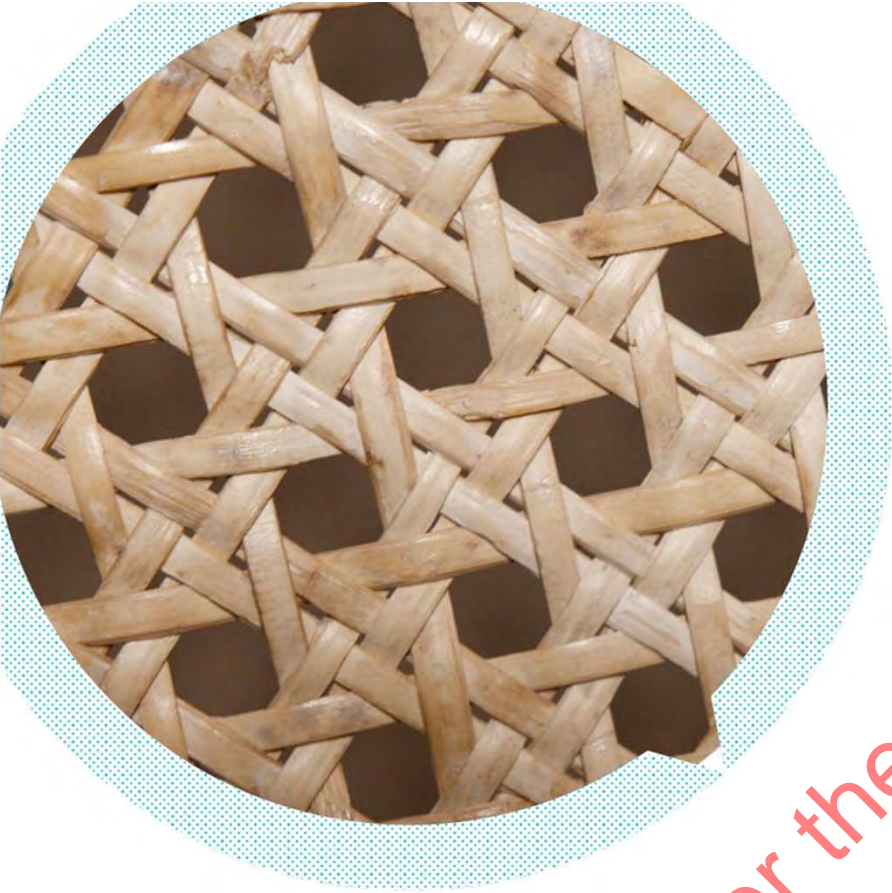
*Number in brackets is the number of respondents in each demographic category



Average Score by Disability Status



*Number in brackets is the number of respondents in each demographic category



Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

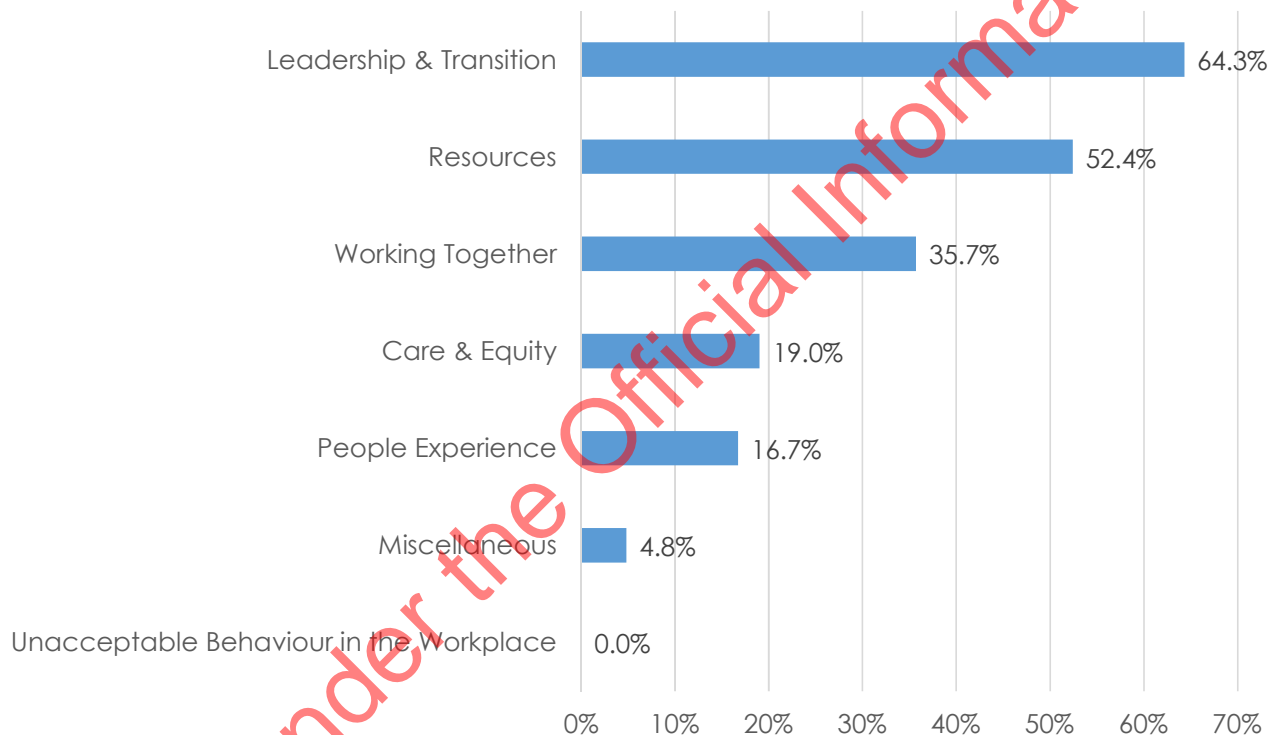
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

71% of respondents left a comment

Overall breakdown of themes



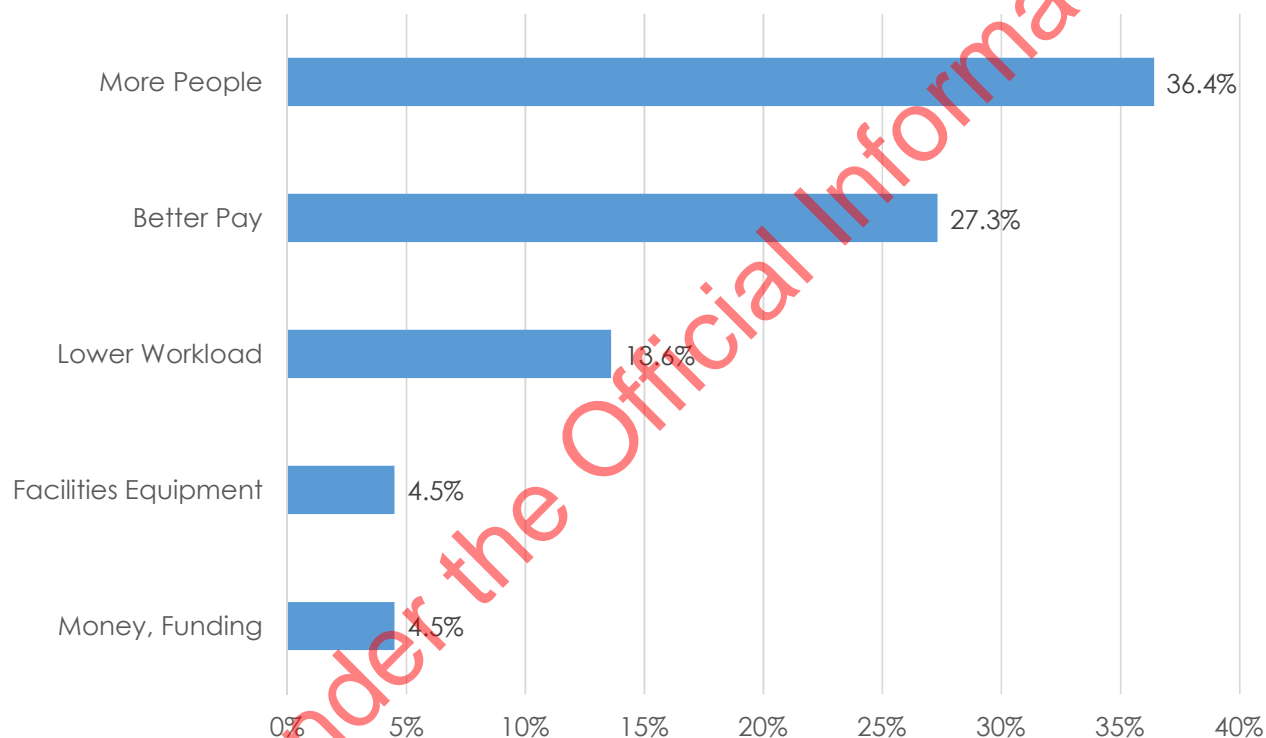
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: breakdown by sub-theme



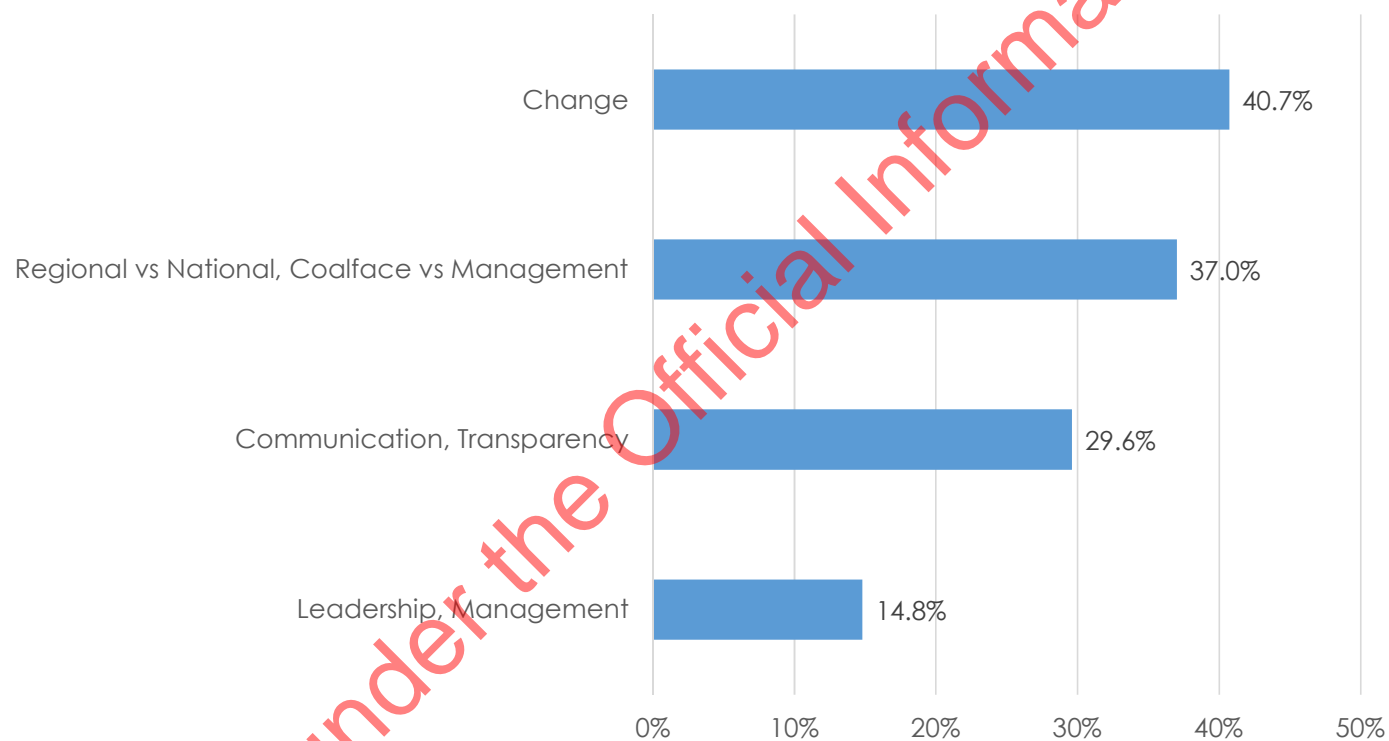
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: breakdown by sub-theme



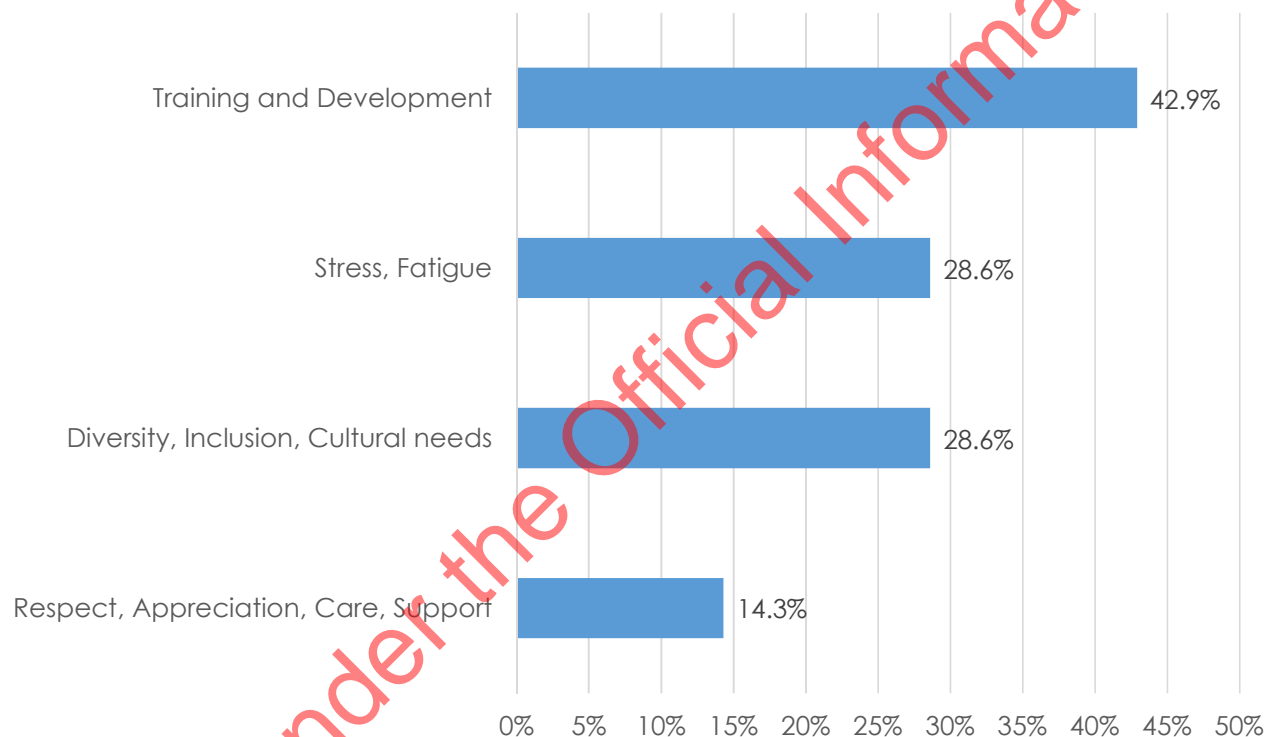
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People Experience theme: Breakdown by sub-theme

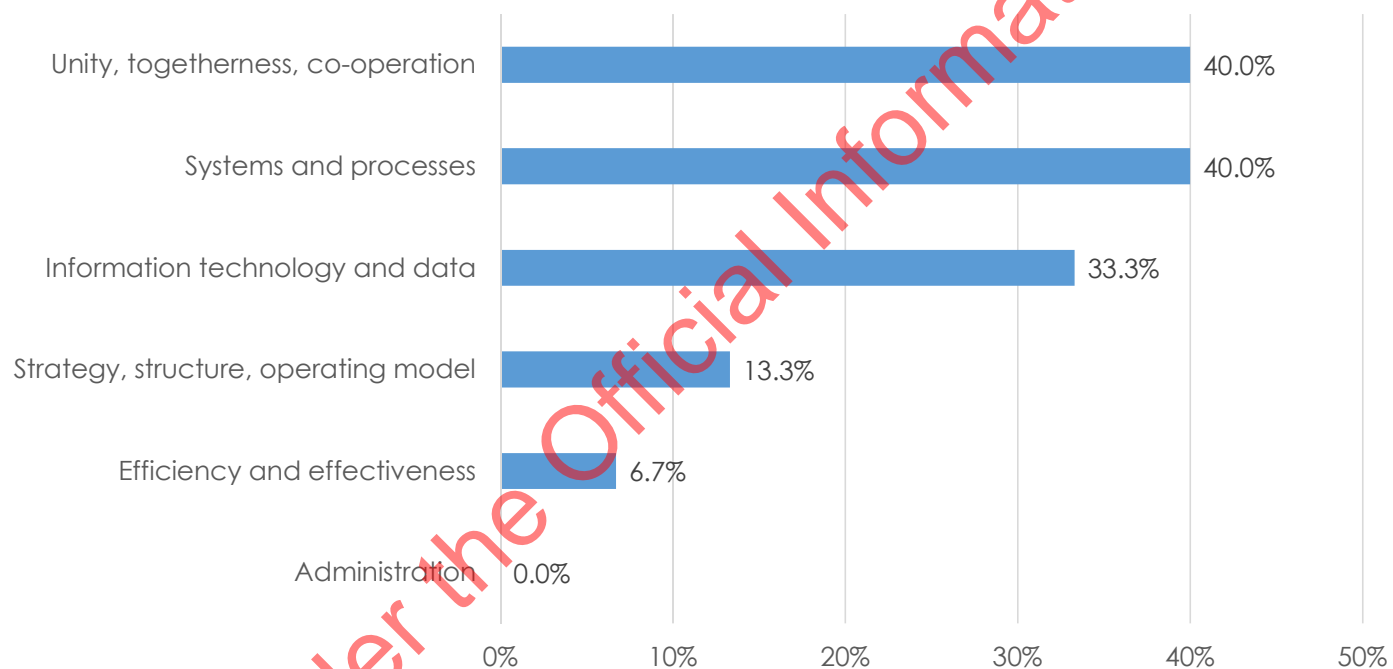


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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working Together theme: Breakdown of subthemes



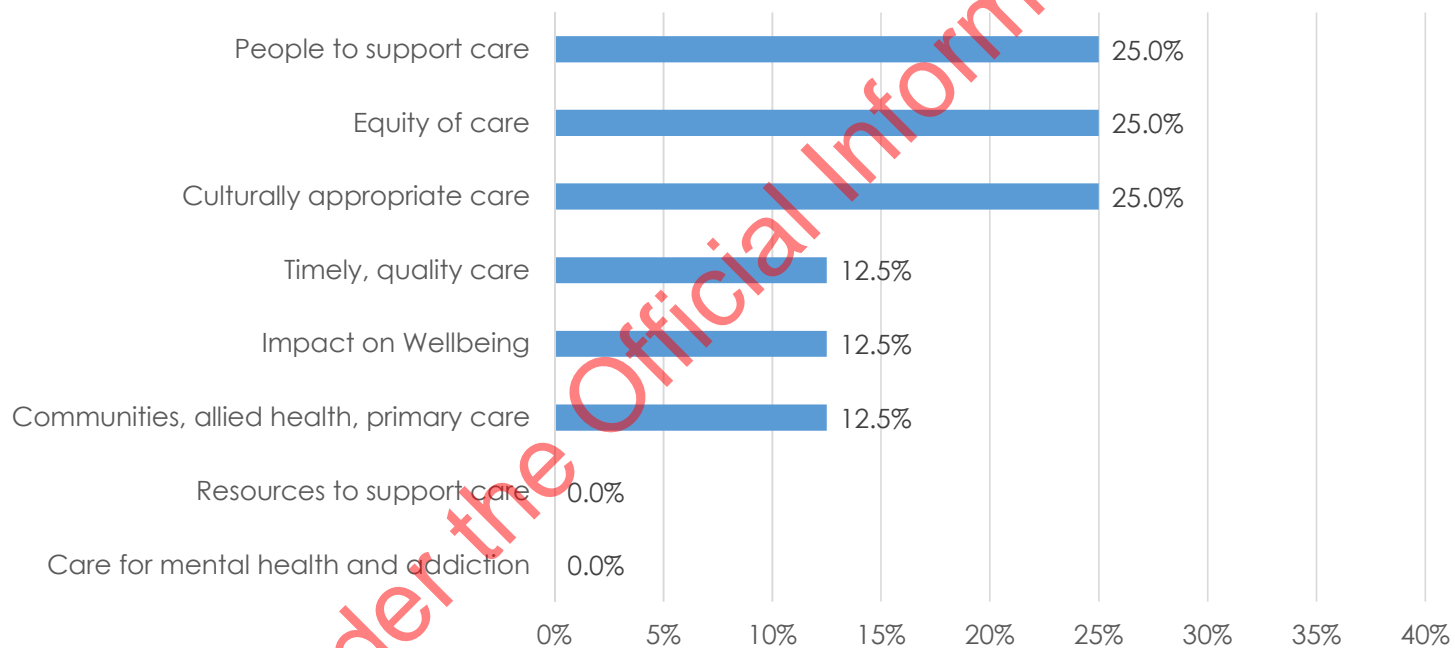
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care and Equity theme: Breakdown of subthemes



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:

Resources

Leadership
&
Transition

People
Experience

Working
Together

Care &
Equity

Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey –
HealthSource

Confidential

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Survey Purpose

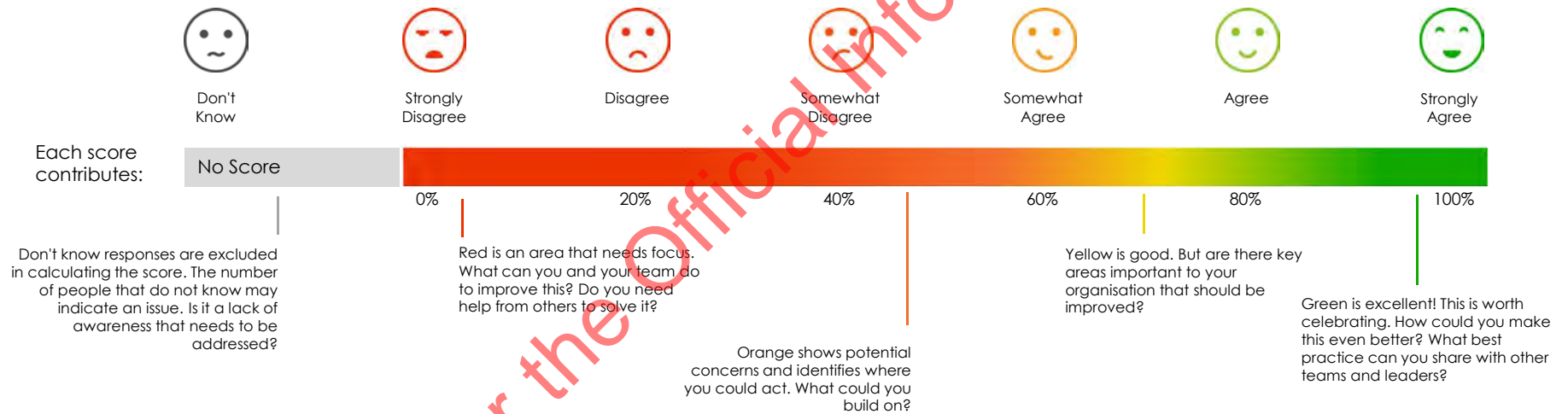
The Te Whatu Ora Ngātahitanga – Pulse Survey survey was set up to ask Te Whatu Ora staff what is working well and what is not working well across the New Zealand health system and ask what is going well/not well with the change and transformation process thus identifying short term and longer term improvement actions.

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Responses will build on what we're already hearing and will help create a full and accurate picture of where we are and what we need to do.

Understanding your results

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Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

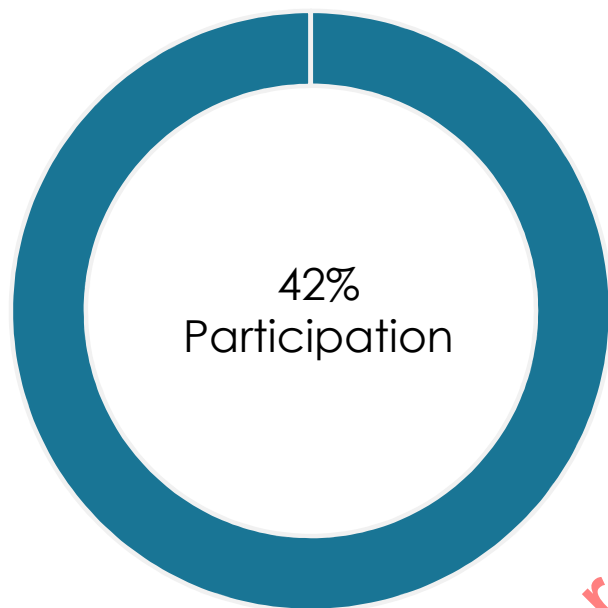
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Score = 500% / 10 responses = 50%

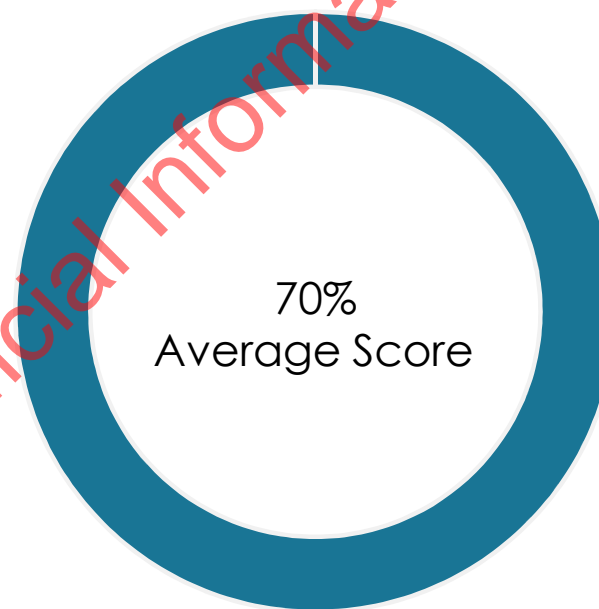


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High Level Metrics



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The average score is calculated by summing the scores for each of the likert scale questions and dividing by the 16 questions.

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Data Grouping Explanations (as defined by Te Whatu Ora)

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European	includes European and New Zealand European
Māori	includes Māori
Pacific Peoples	Includes Samoan, Cook Islands, Tongan, Niuean, Fijian, Other Pacific Peoples
Asian	includes Asian, Southeast Asian, Chinese, Indian, Other Asian
Middle Eastern	includes Middle Eastern, Latin American, African
Other Ethnicity	Includes others not included in the above

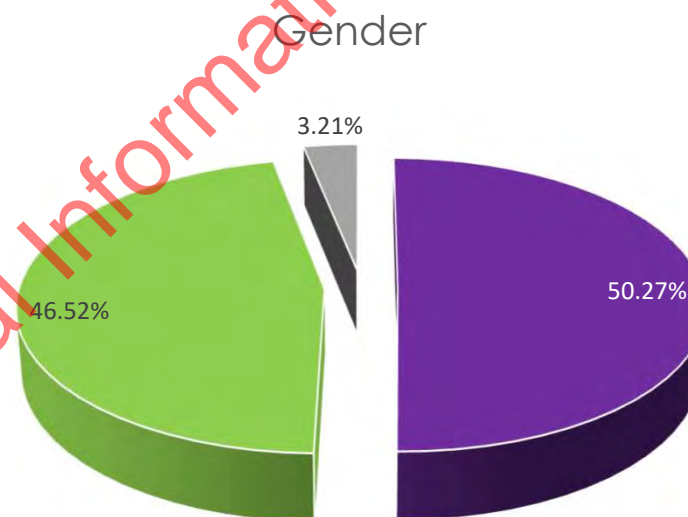
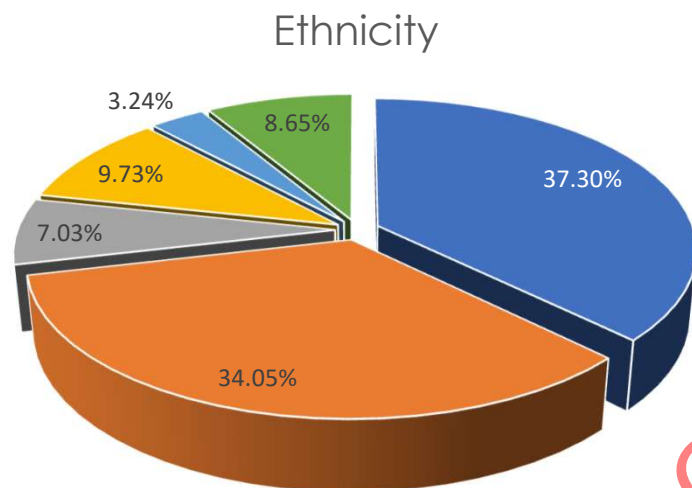
Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.

Profession

Care and Support	includes cleaners, HCA, orderlies, security
Corporate and other	includes management
Nursing	excluding HCAs

Breakdown of Respondents

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- Asian (69)
- Māori (13)
- Other Ethnicity (6)
- European (63)
- Pacific Peoples (18)
- Prefer not to say (16)
- Female (94)
- Male (87)
- Prefer not to say (6)

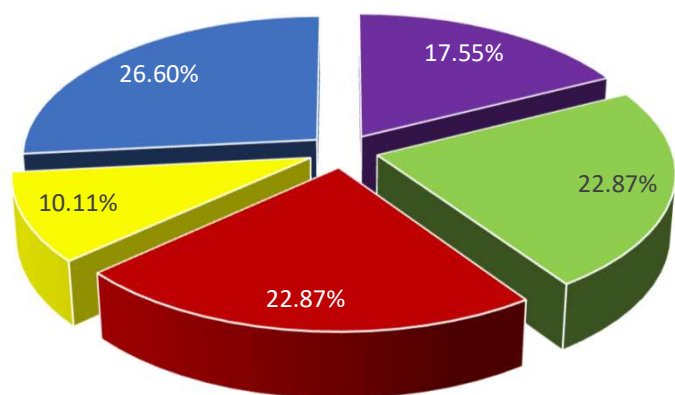
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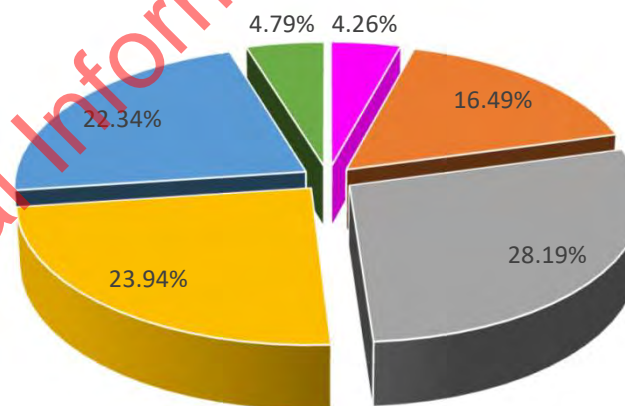
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Breakdown of Respondents

Length of Service



Age



To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

- Less than a year (33)
- 1 - 2 years (43)
- 3 - 5 years (43)
- 6 - 9 years (19)
- 10+ years (50)

- 18 - 25 (8)
- 26 - 35 (31)
- 36 - 45 (53)
- 46 - 55 (45)
- 56 - 65 (42)
- 66+ (9)

*Number in brackets is the number of respondents in each demographic category



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Question scores

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Average Question Score by Category

Custom - 1/2



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



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Average Question Score by Category

Custom - 2/2



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



Released under the Official Information Act 1982



Demographics

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Average Score by Profession

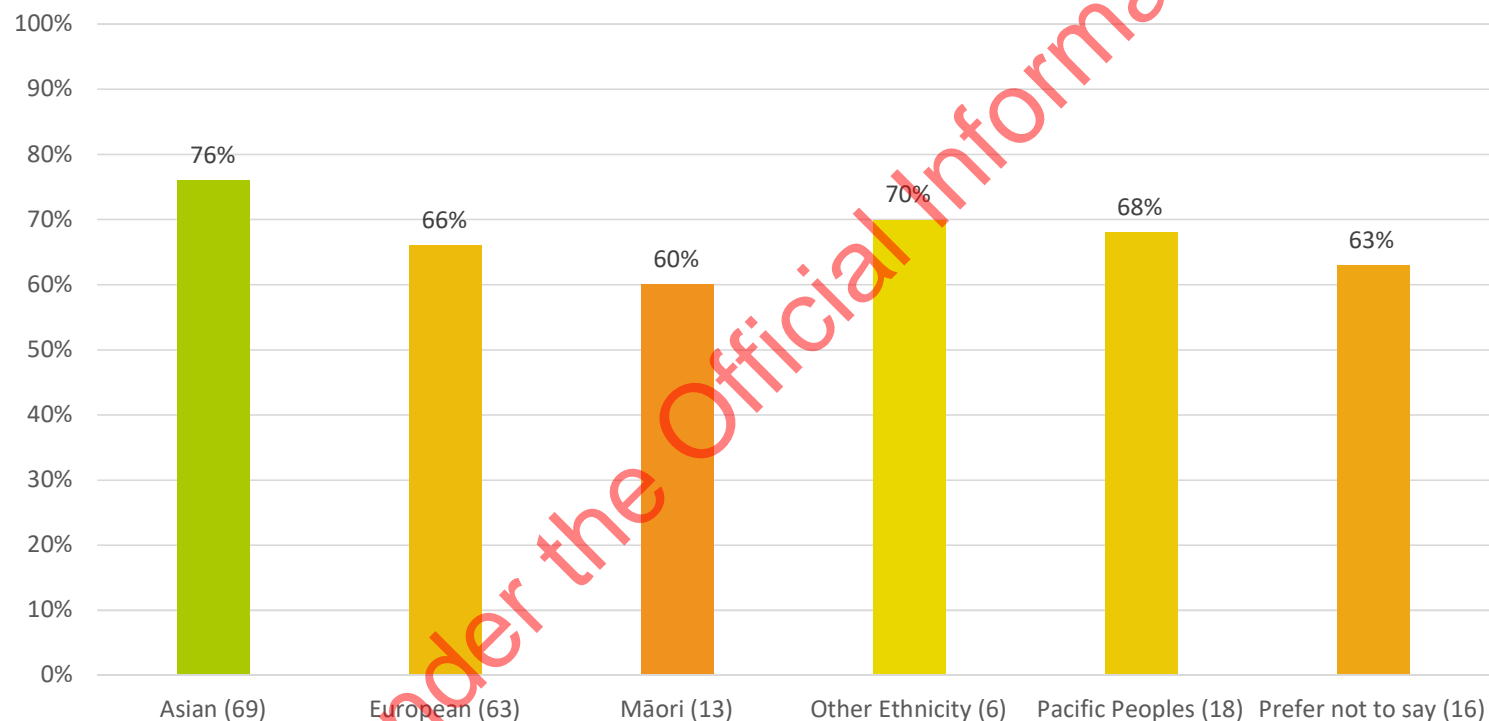


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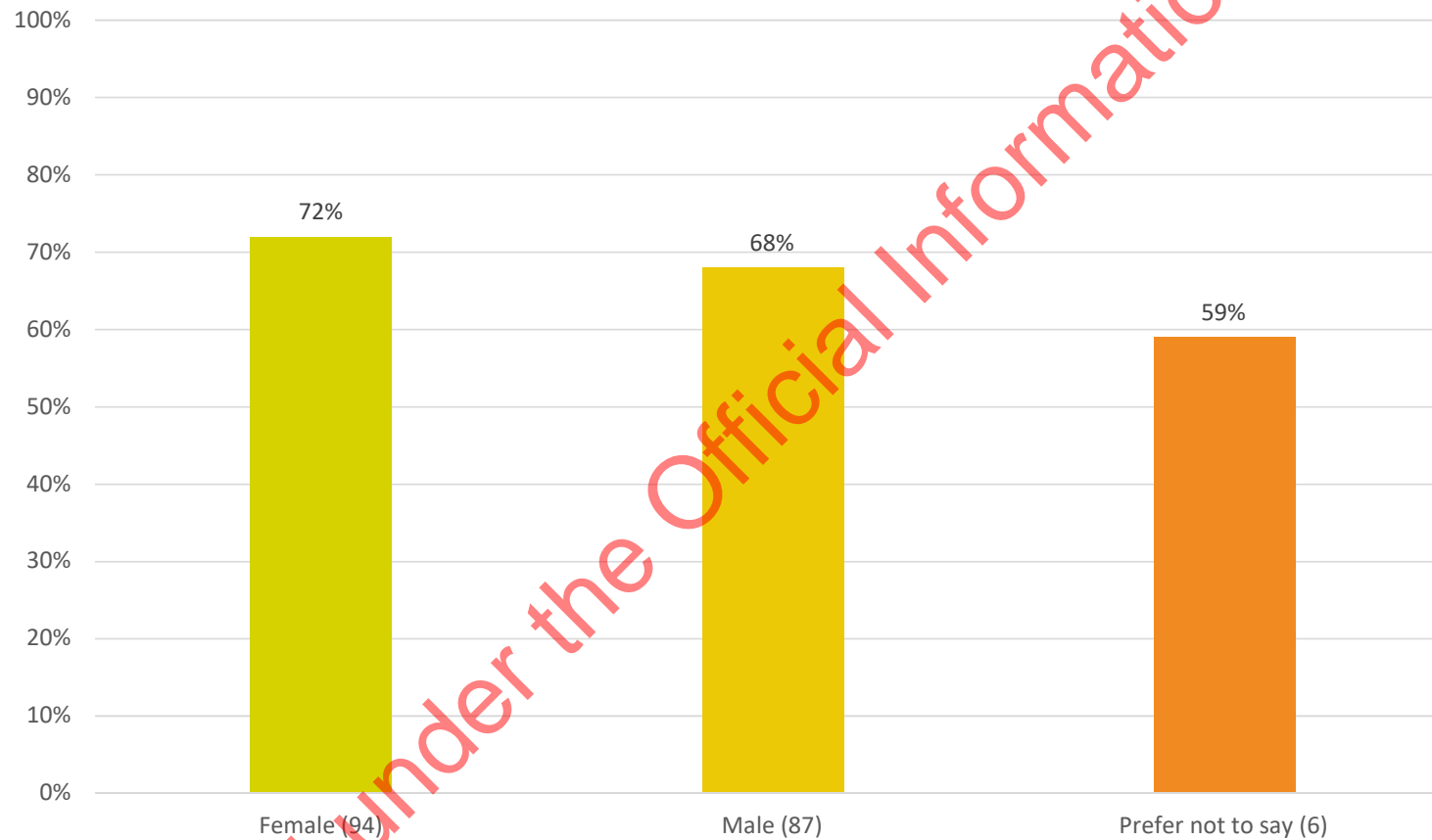
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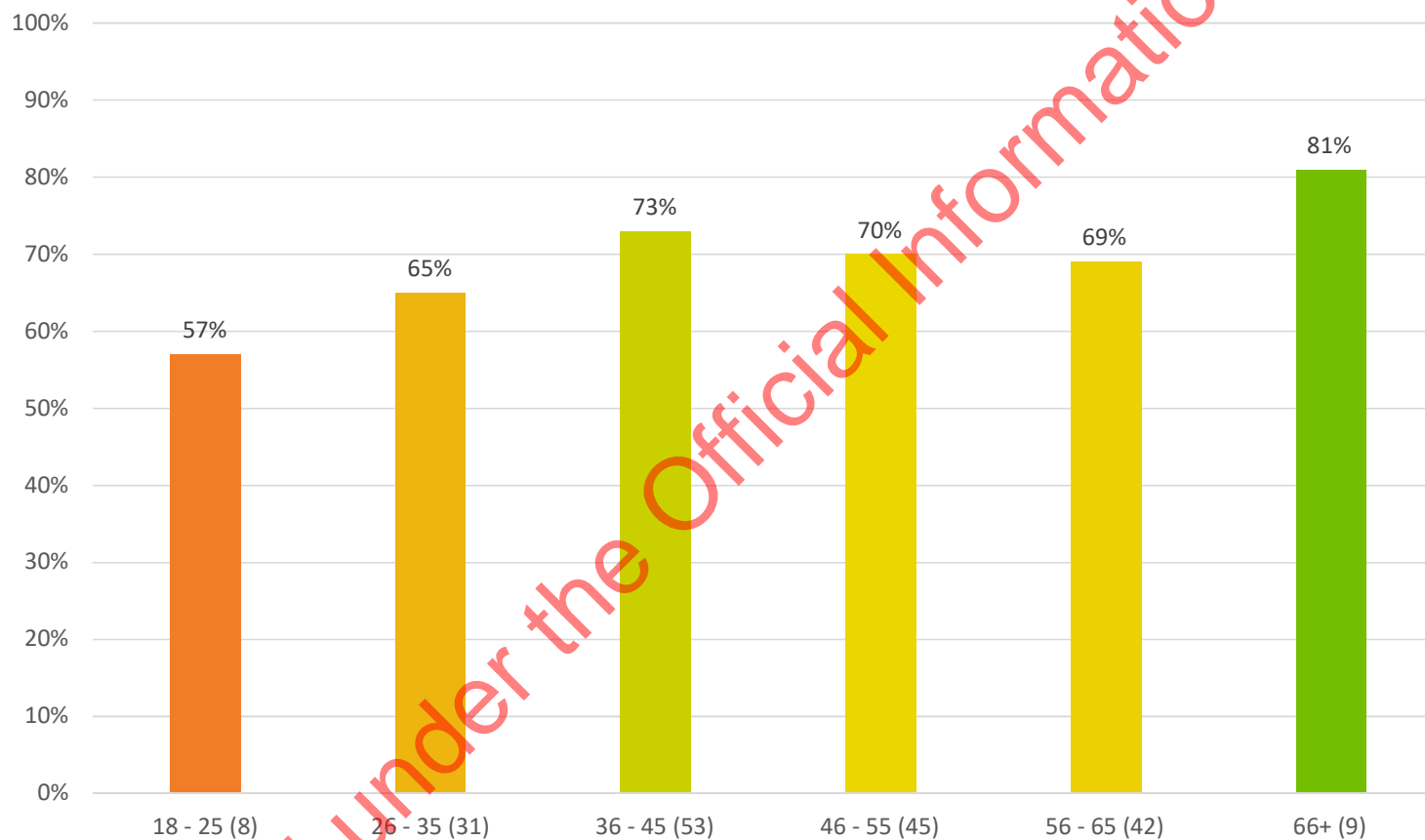
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Average Score by Gender



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Average Score by Age

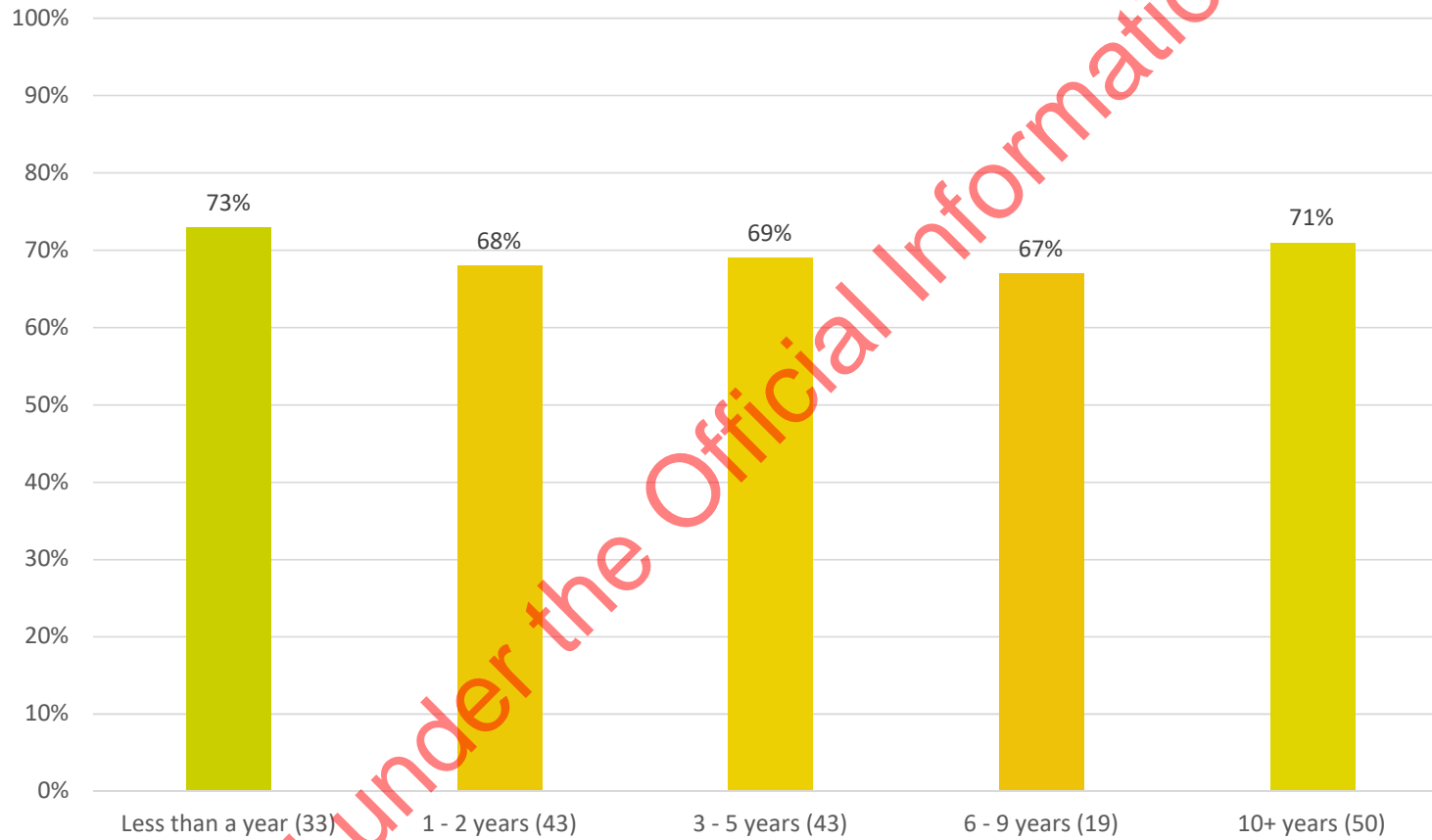


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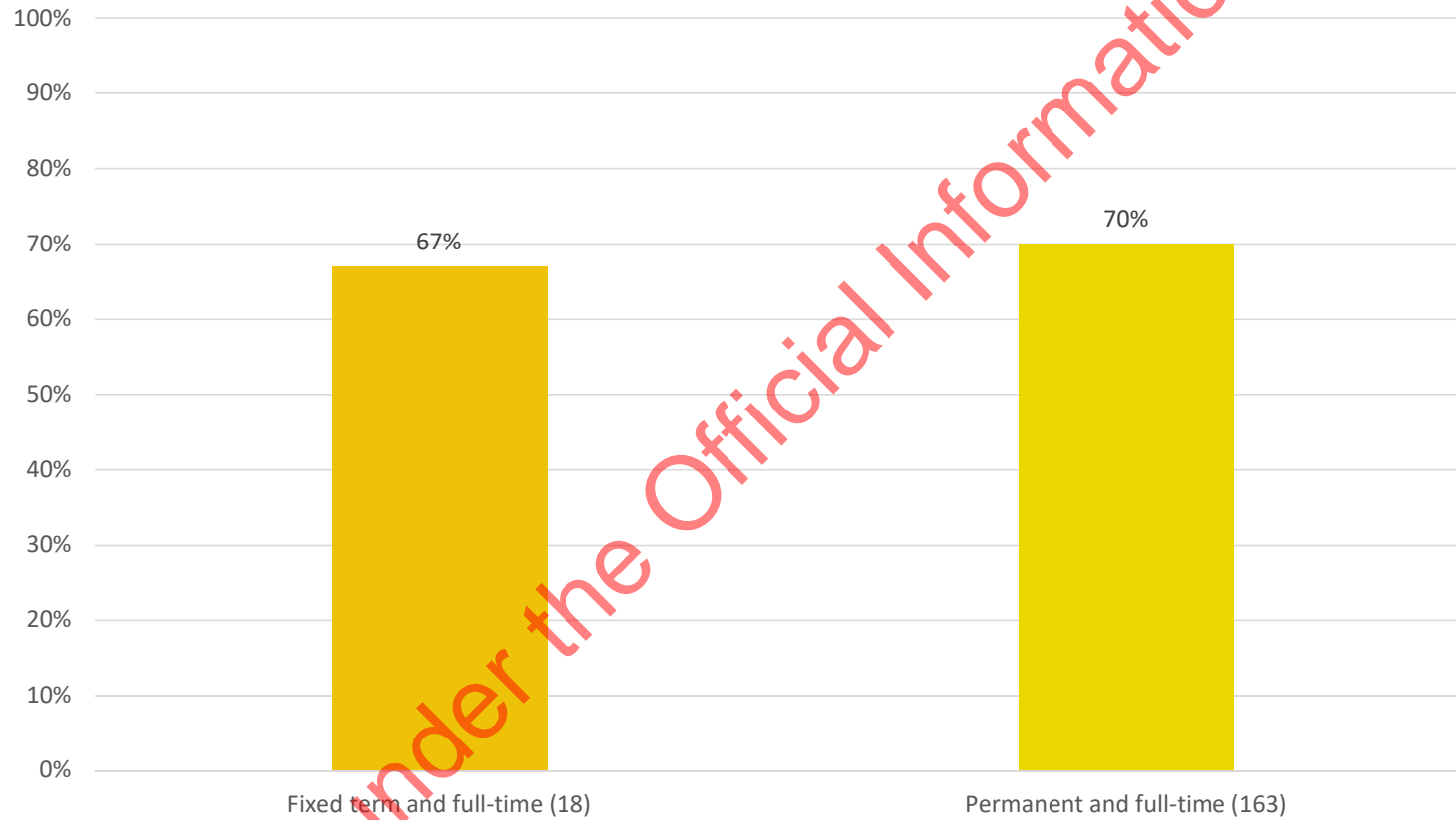
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Average Score by Length of Service



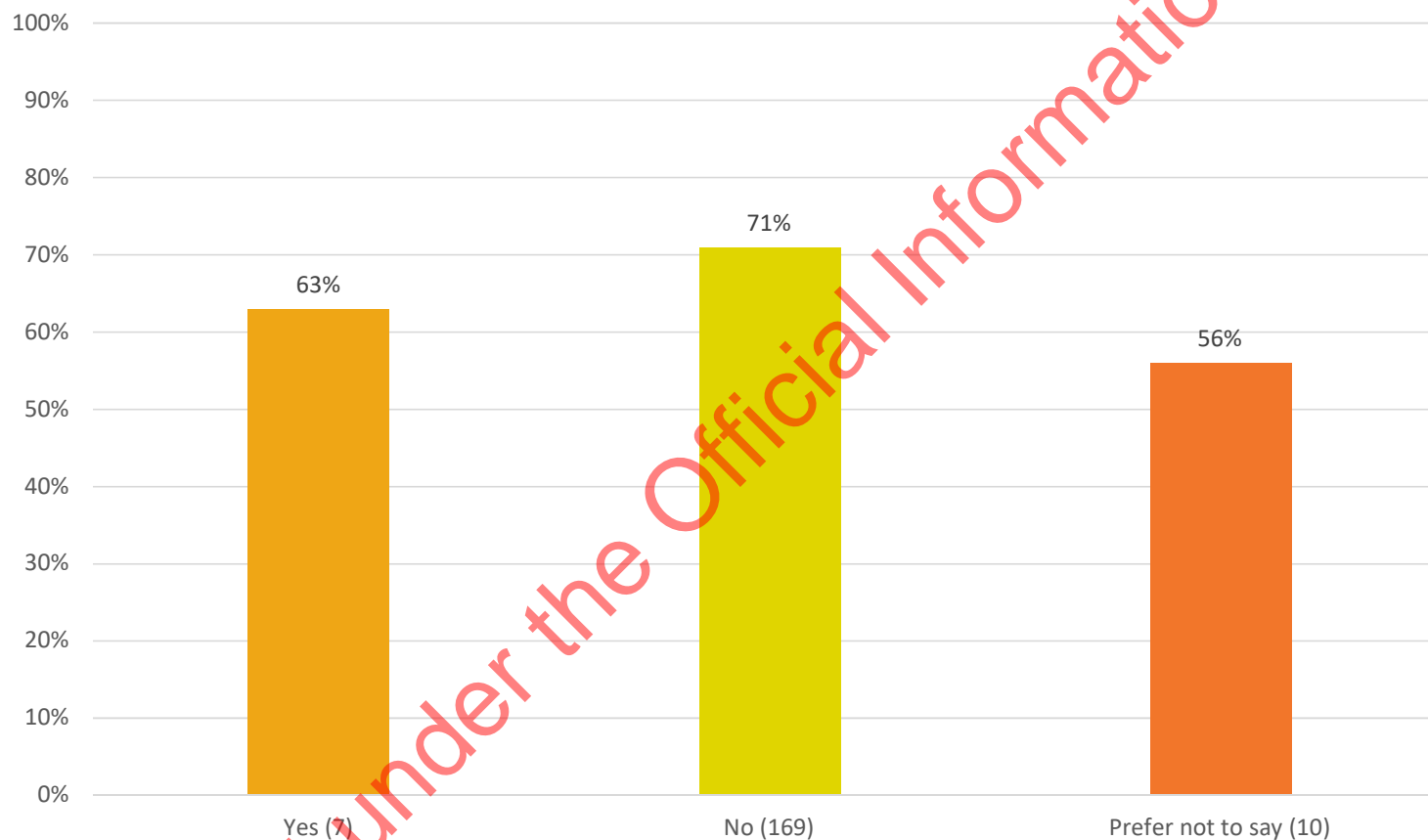
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Average Score by Employment Status



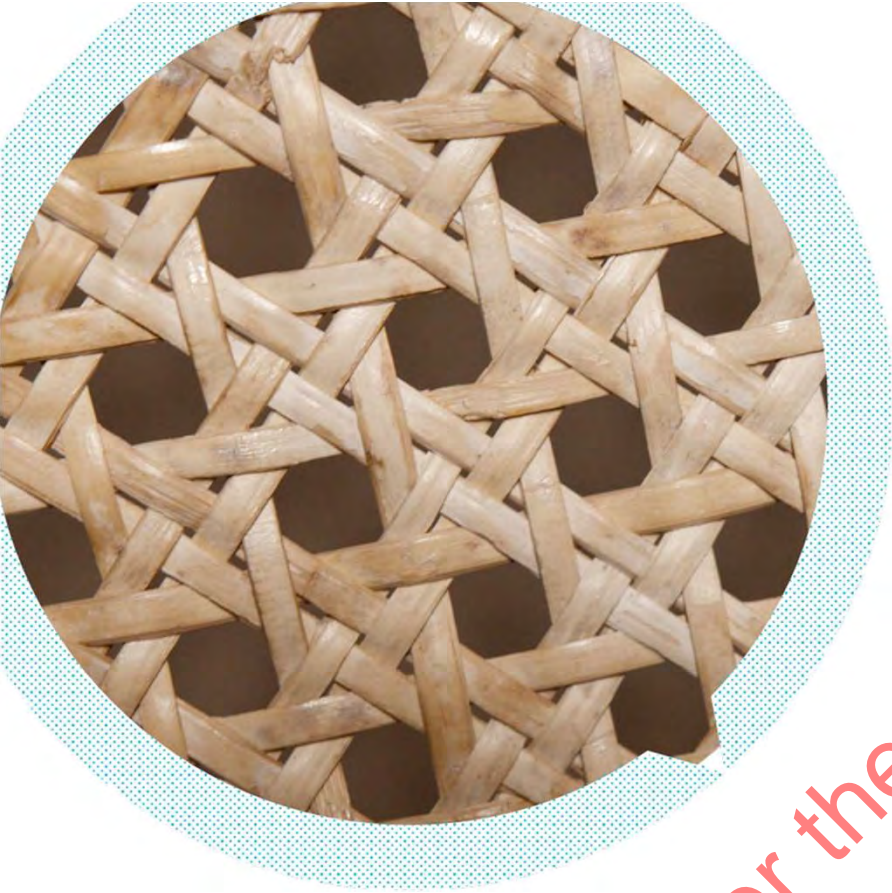
*Number in brackets is the number of respondents in each demographic category

Average Score by Disability Status



*Number in brackets is the number of respondents in each demographic category





Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

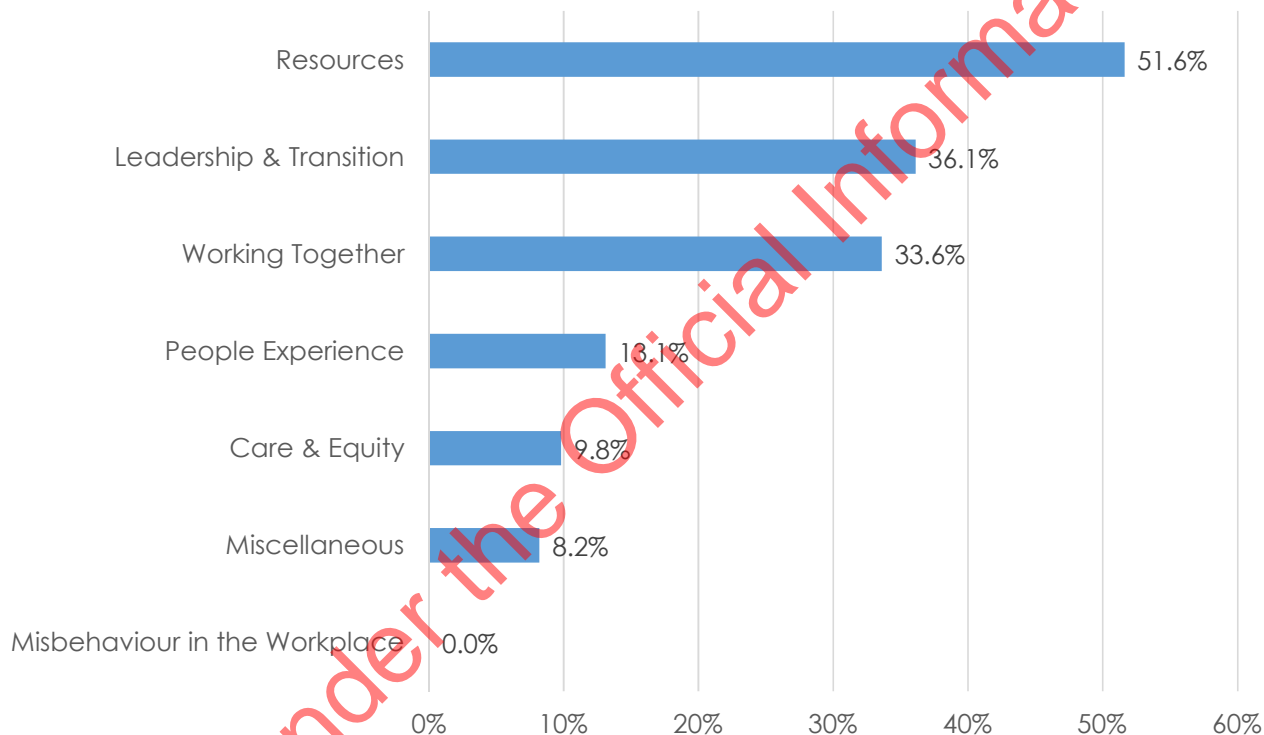
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

67% of respondents left a comment

Overall breakdown of themes



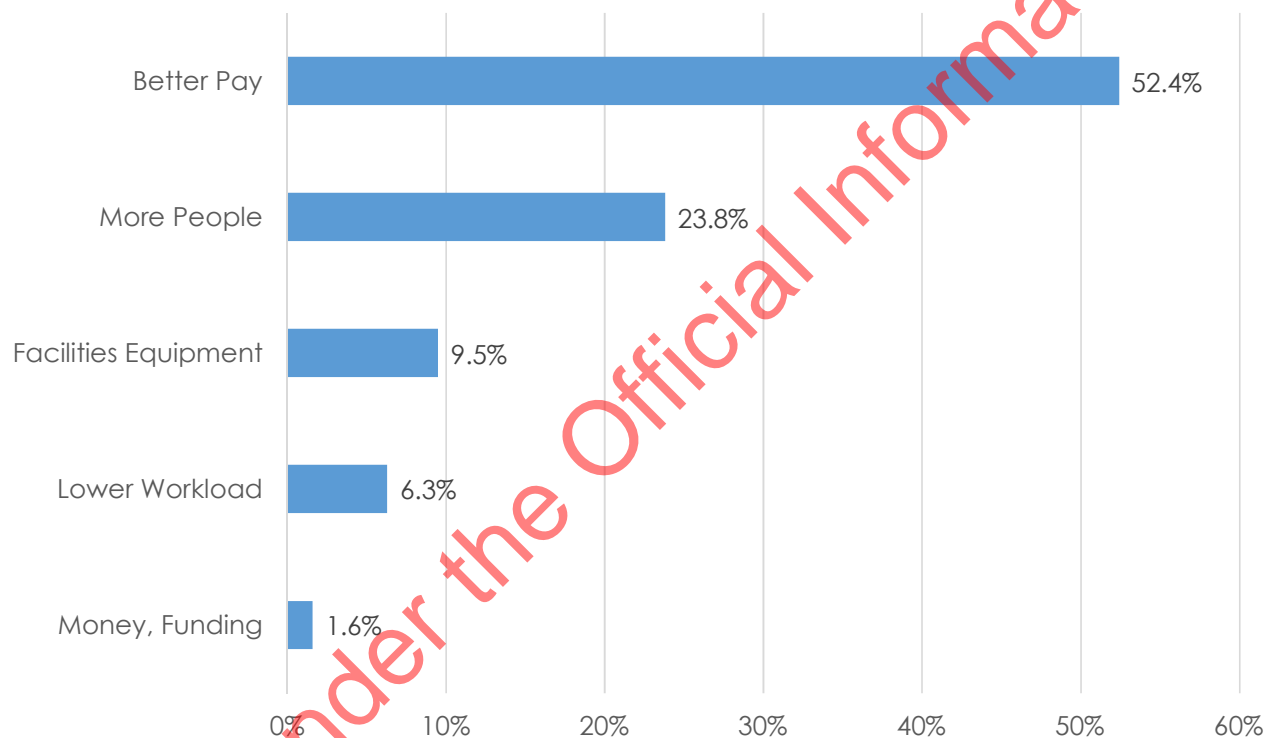
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: Breakdown by sub-theme



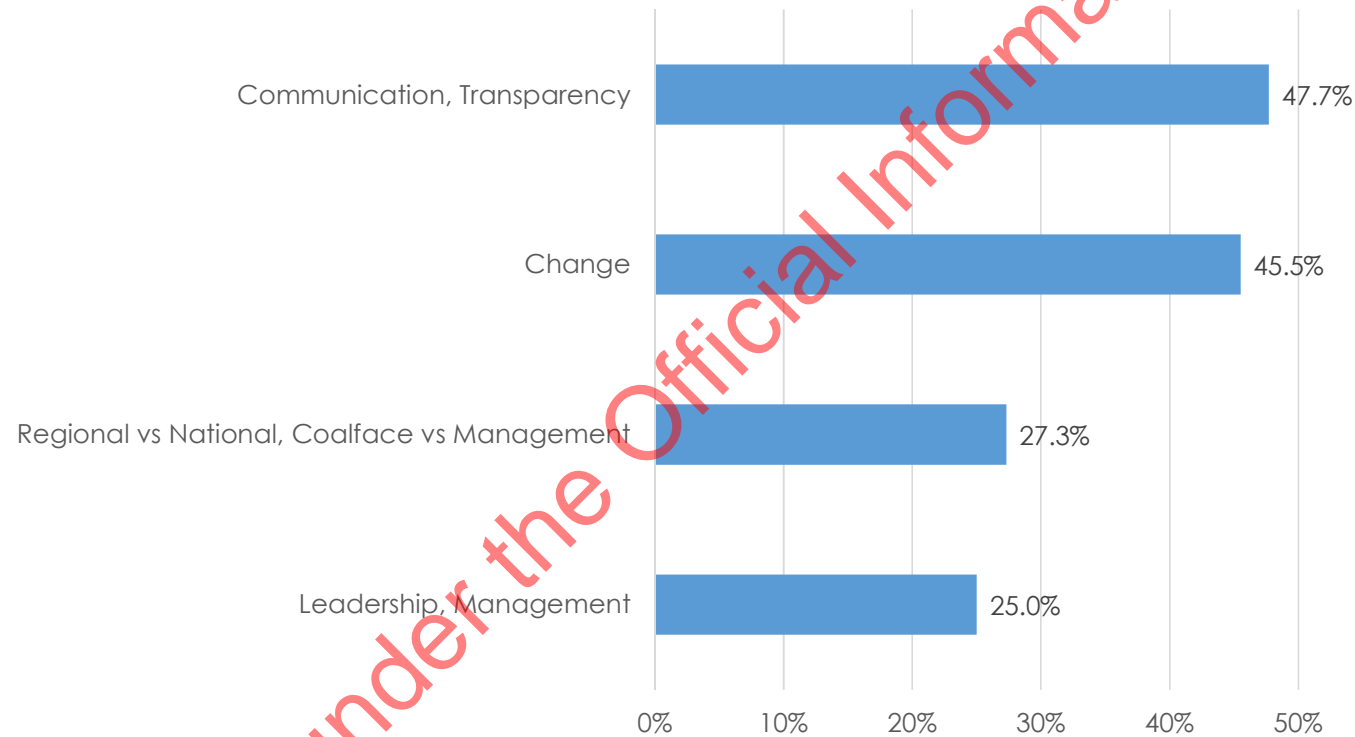
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: Breakdown by sub-theme



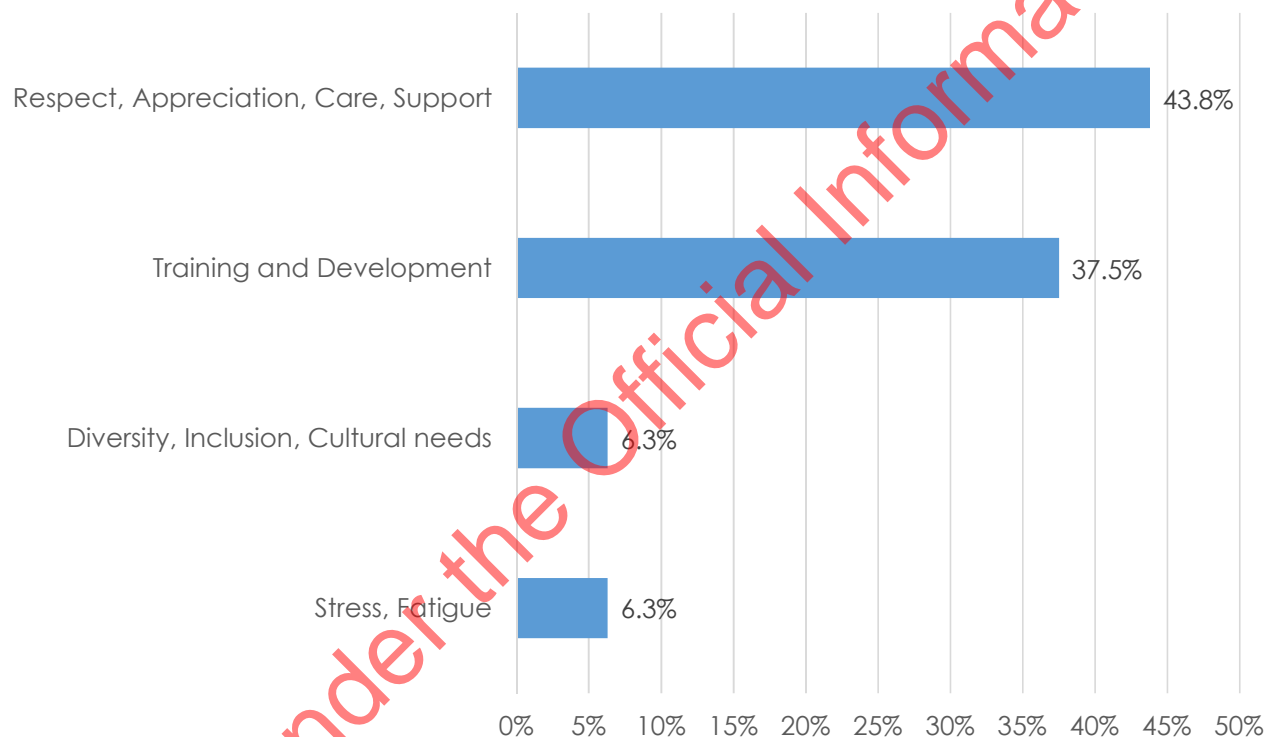
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People Experience theme: Breakdown by sub-theme



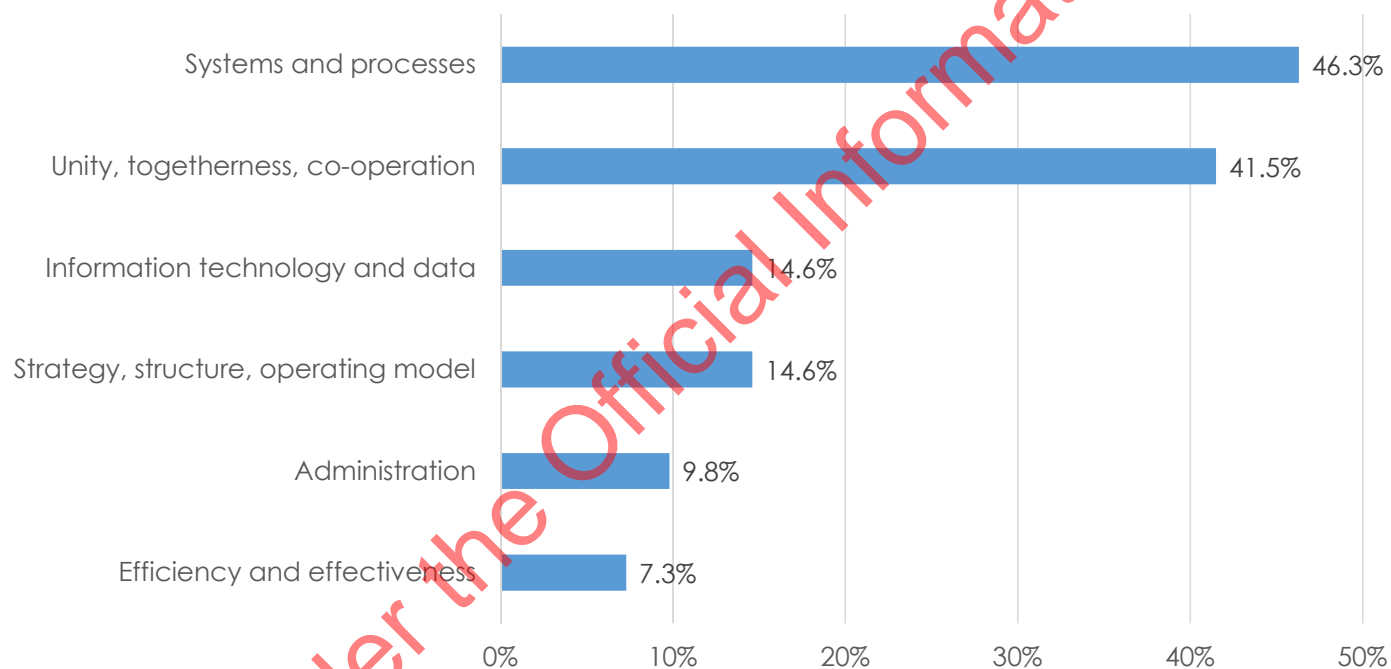
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working Together theme: Breakdown of subthemes



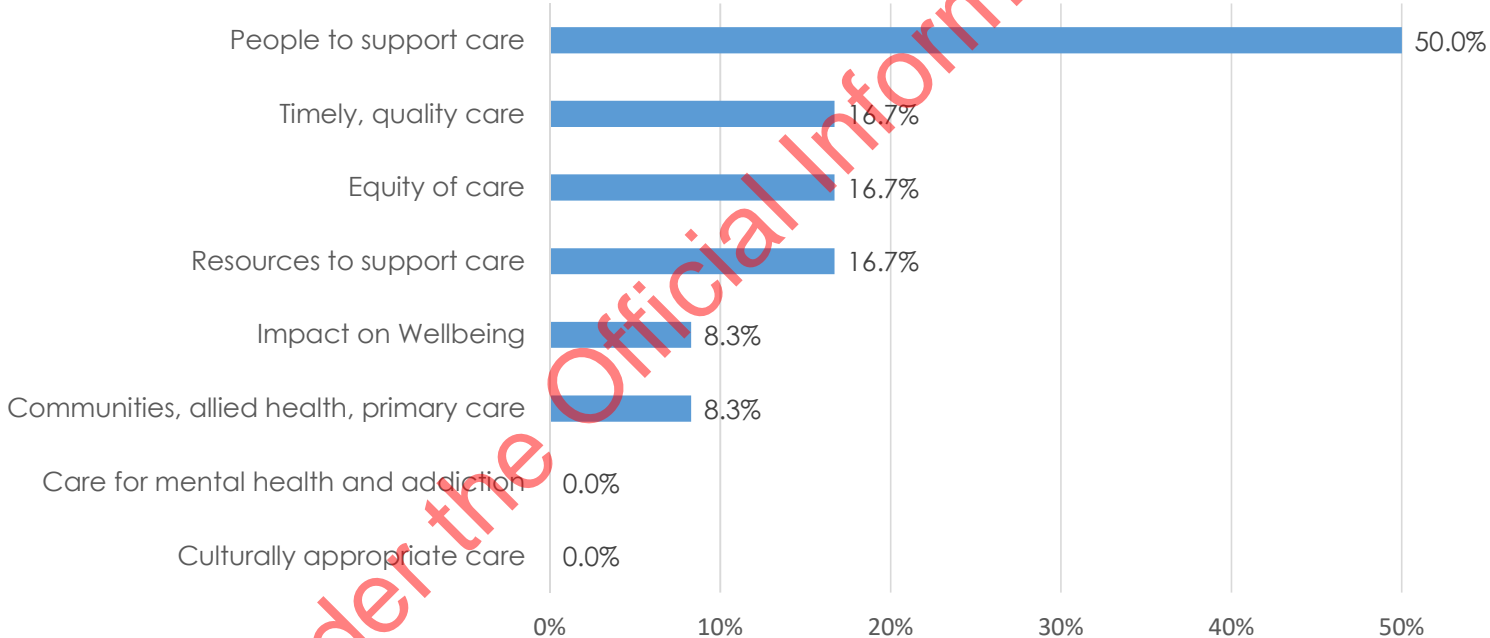
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care and Equity theme: Breakdown of subthemes



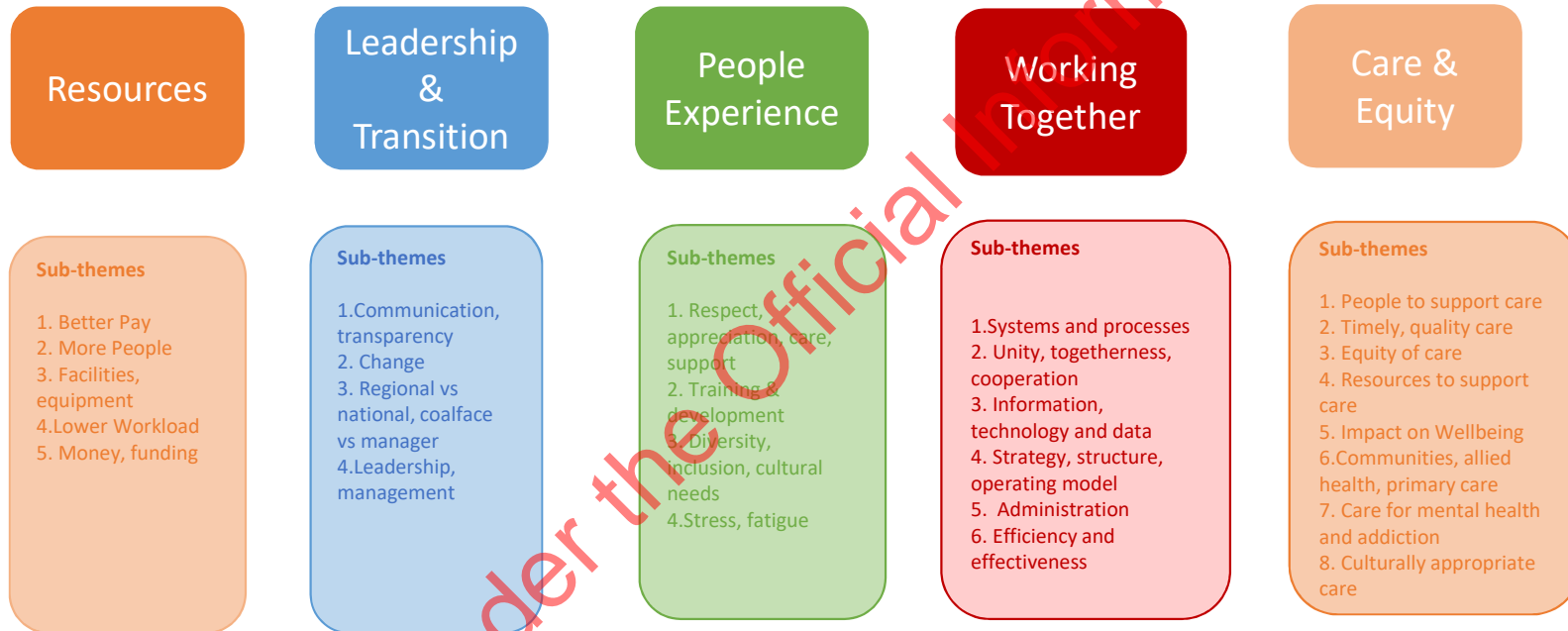
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:



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Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey
Hutt Valley

Confidential

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Survey Purpose

The Te Whatu Ora Ngātahitanga – Pulse Survey survey was set up to ask Te Whatu Ora staff what is working well and what is not working well across the New Zealand health system and ask what is going well/not well with the change and transformation process thus identifying short term and longer term improvement actions.

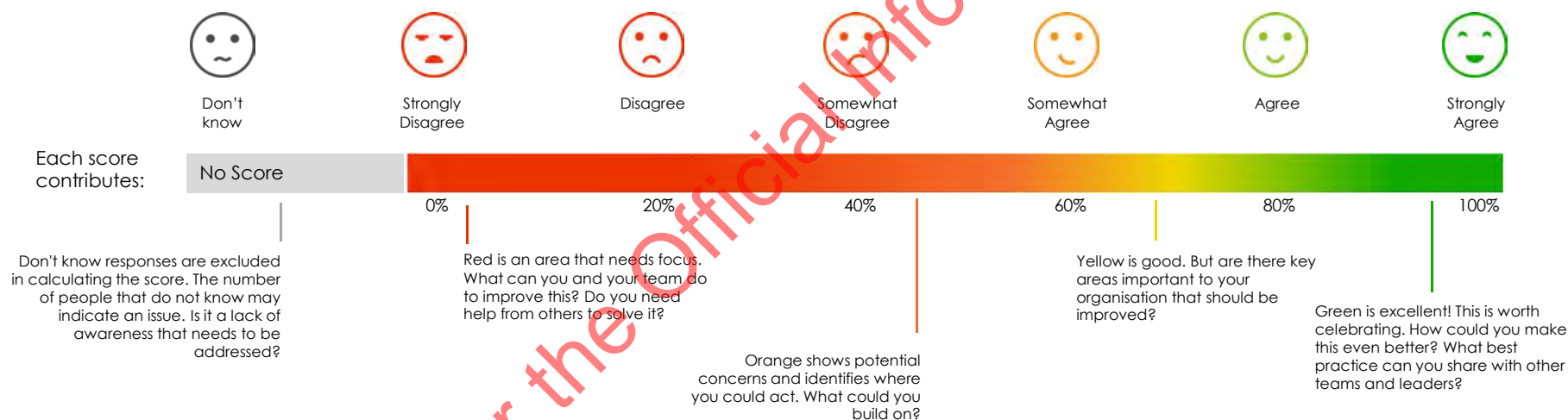
The survey's goal of listening to the voices of our people helps shape meaningful improvements for our kaimahi, communities, patients and whānau.

It is not about validating what we already know but is about listening and taking action.

Responses will build on what we're already hearing and will help create a full and accurate picture of where we are and what we need to do.

Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored.



Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%

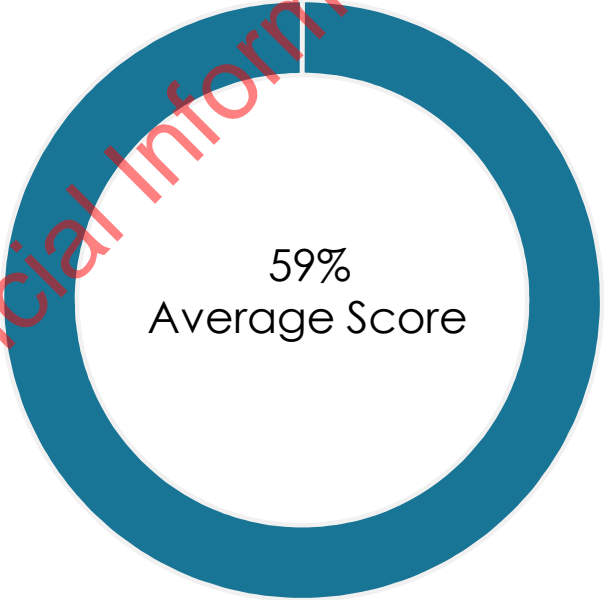


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High Level Metrics



Participation rates help us understand how representative the feedback is.



The average score is calculated by summing the scores for each of the likert scale questions and dividing by the 16 questions.

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Data Grouping Explanations (as defined by Te Whatu Ora)

Ethnicities

Asian	includes Asian, Southeast Asian, Chinese, Indian, Other Asian
European	includes European and New Zealand European
Middle Eastern	includes Middle Eastern, Latin American, African
Pacific Peoples	Includes Samoan, Cook Islands, Tongan, Niuean, Fijian, Other Pacific Peoples
Other Ethnicity	Includes others not included in the above

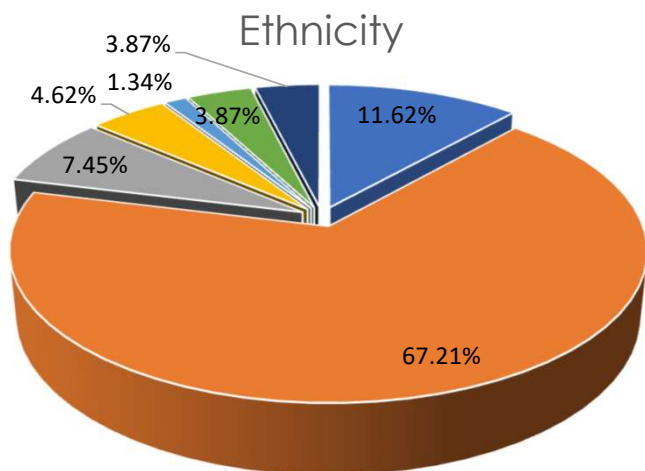
Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.

Profession

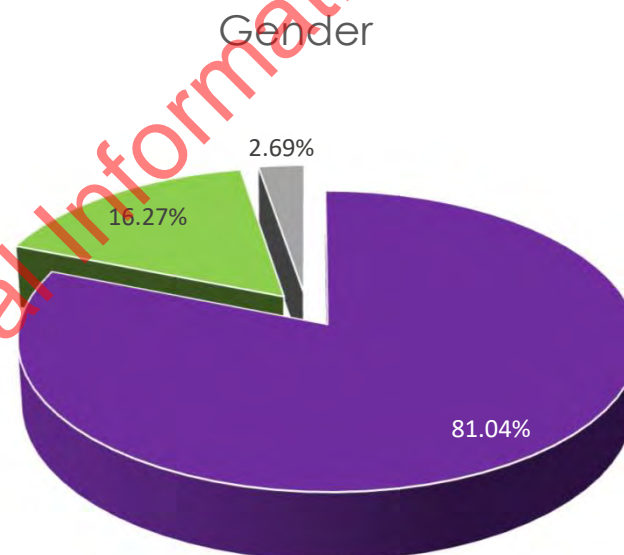
Care and Support	includes cleaners, HCA, orderlies, security
Corporate and other	includes management
Nursing	excluding HCAs

Breakdown of Respondents

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



- Asian (78)
- European (451)
- Māori (50)
- Pacific Peoples (31)
- Middle Eastern/Latin American/African (9)
- Prefer not to say (26)
- Other Ethnicity (26)



- Female (543)
- Male (109)
- Prefer not to say (18)

Number in brackets is the number of respondents in each demographic category

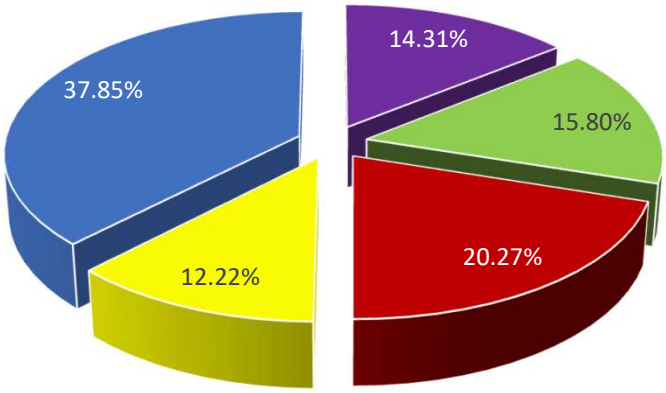
Ngātahitanga Pulse Survey – Hutt Valley



Released under the Official Information Act 1982

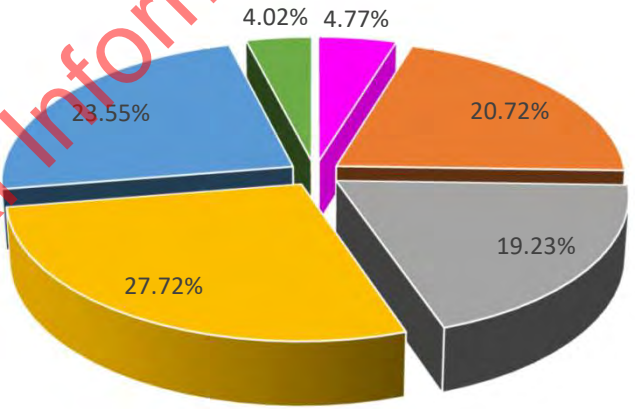
Breakdown of Respondents

Length of Service



- Less than a year (93)
- 1 - 2 years (106)
- 3 - 5 years (136)
- 6 - 9 years (82)
- 10+ years (254)

Age



- 18 - 25 (32)
- 26 - 35 (139)
- 36 - 45 (129)
- 46 - 55 (186)
- 56 - 65 (158)
- 66+ (27)

Number in brackets is the number of respondents in each demographic category

Ngātahitanga Pulse Survey – Hutt Valley



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Question scores

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Average Question Score



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



Released under the Official Information Act 1982

Average Question Score



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Released under the Official Information Act 1982

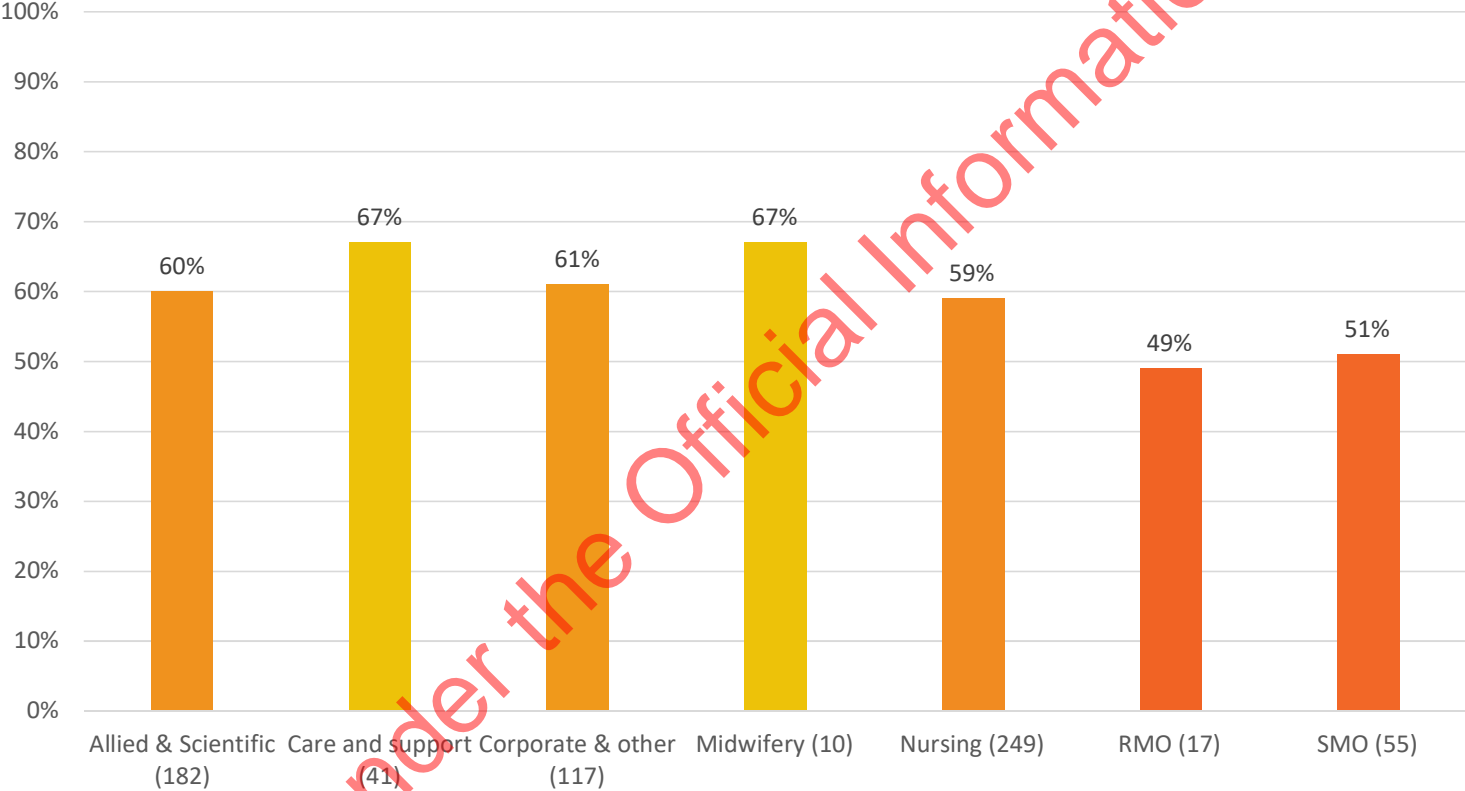


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Demographics



Average Score by Profession



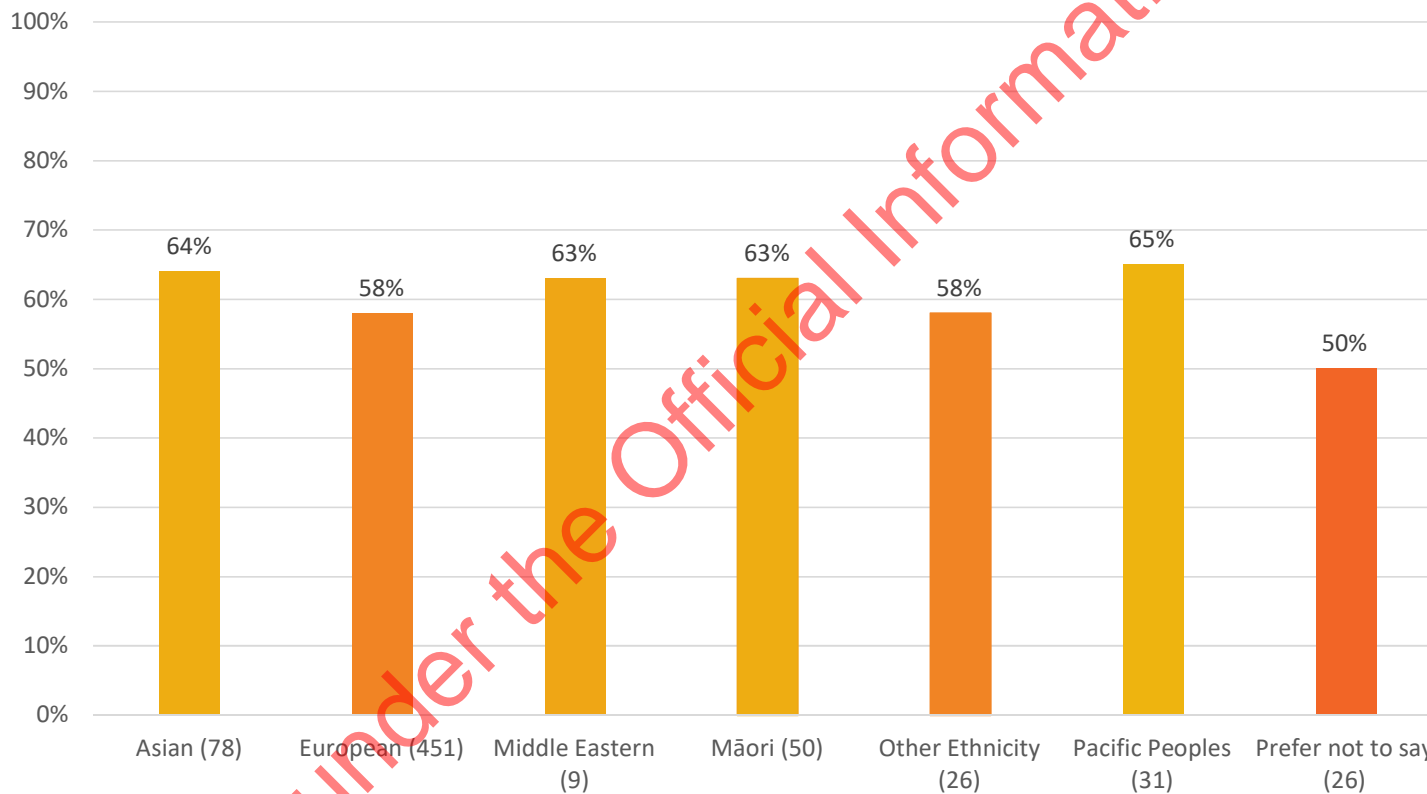
*Number in brackets is the number of respondents in each demographic category



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Average Score by Ethnicity

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Average Score by Gender

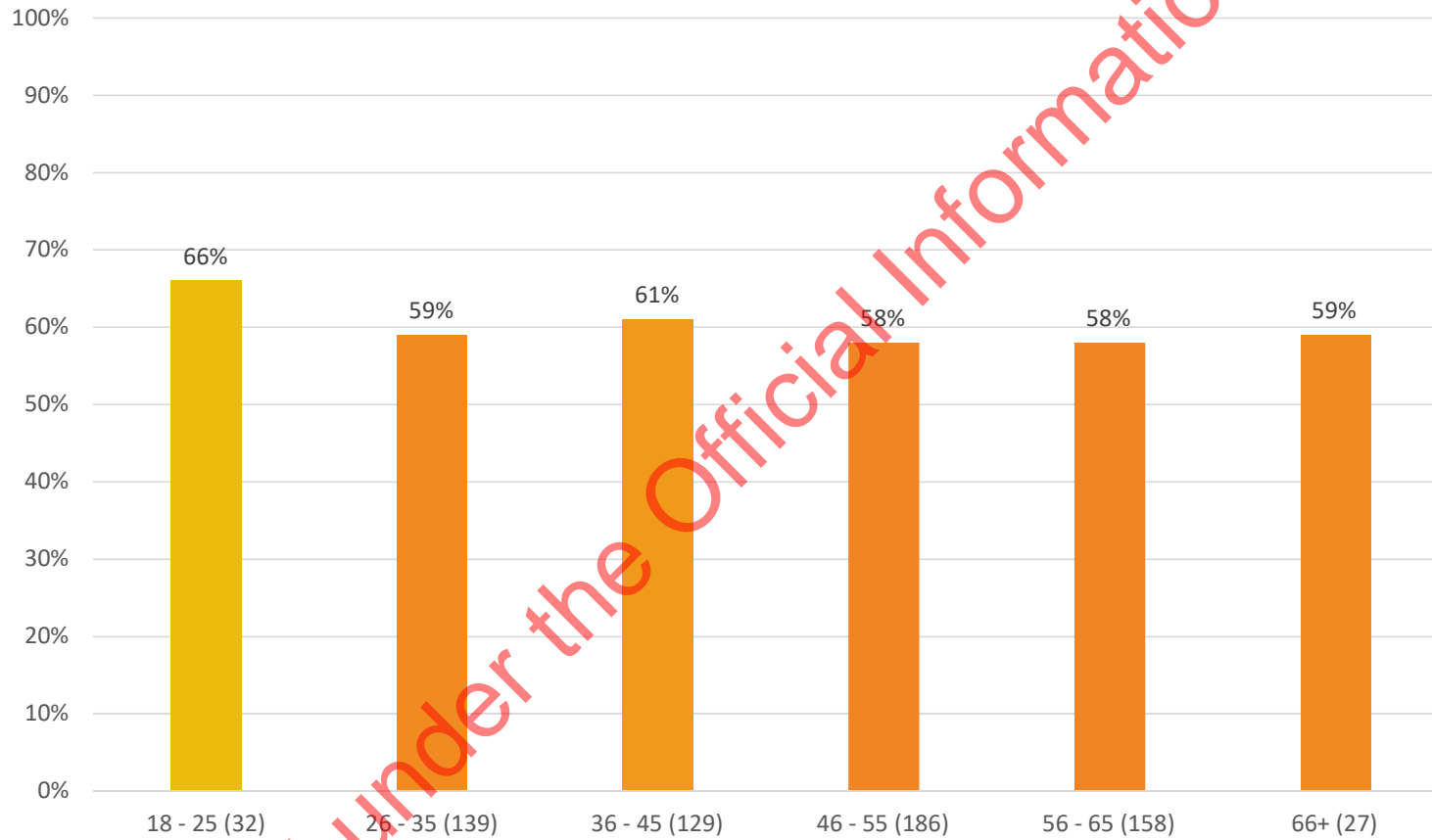


*Number in brackets is the number of respondents in each demographic category



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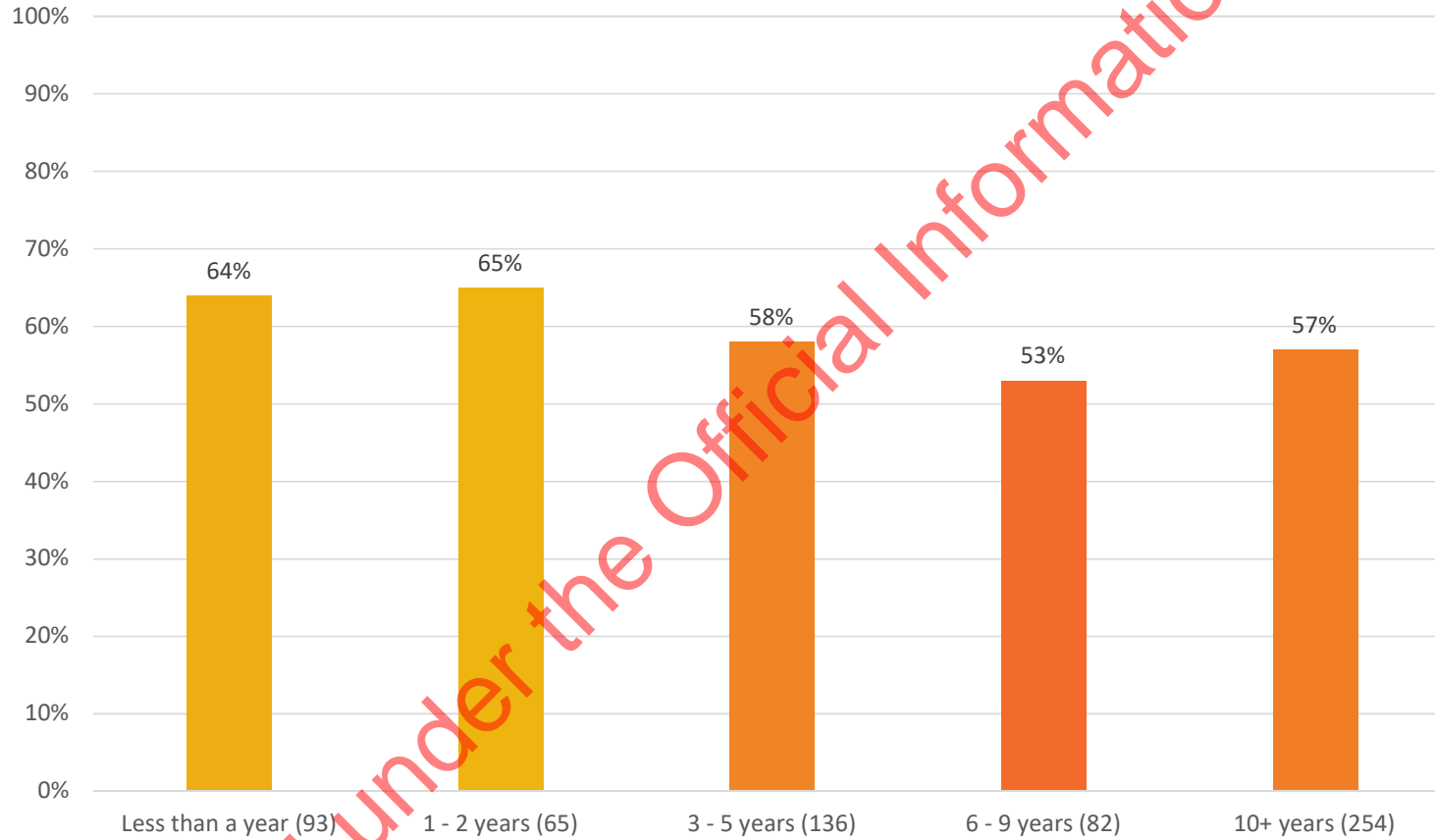
Average Score by Age



*Number in brackets is the number of respondents in each demographic category



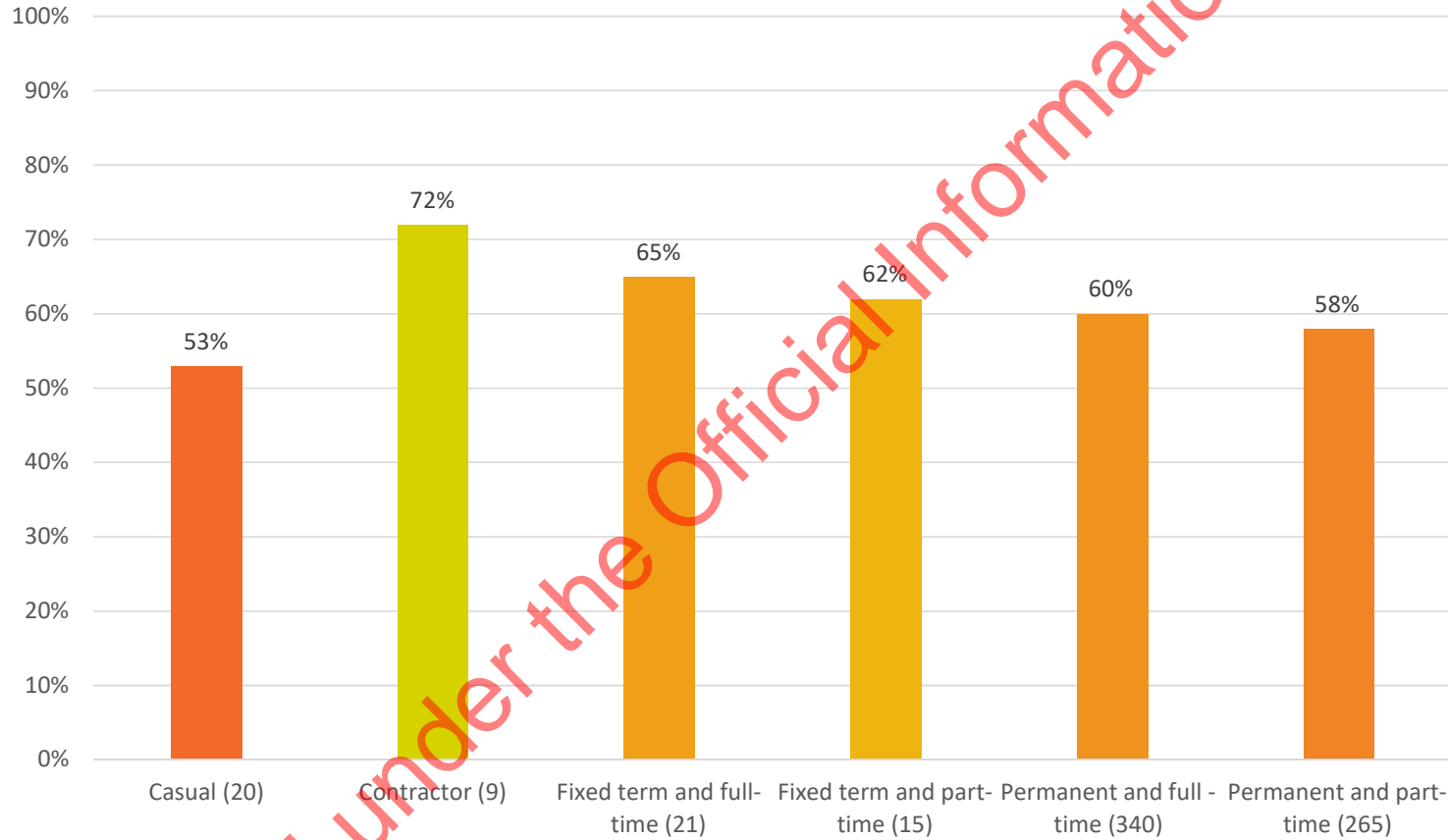
Average Score by Length of Service



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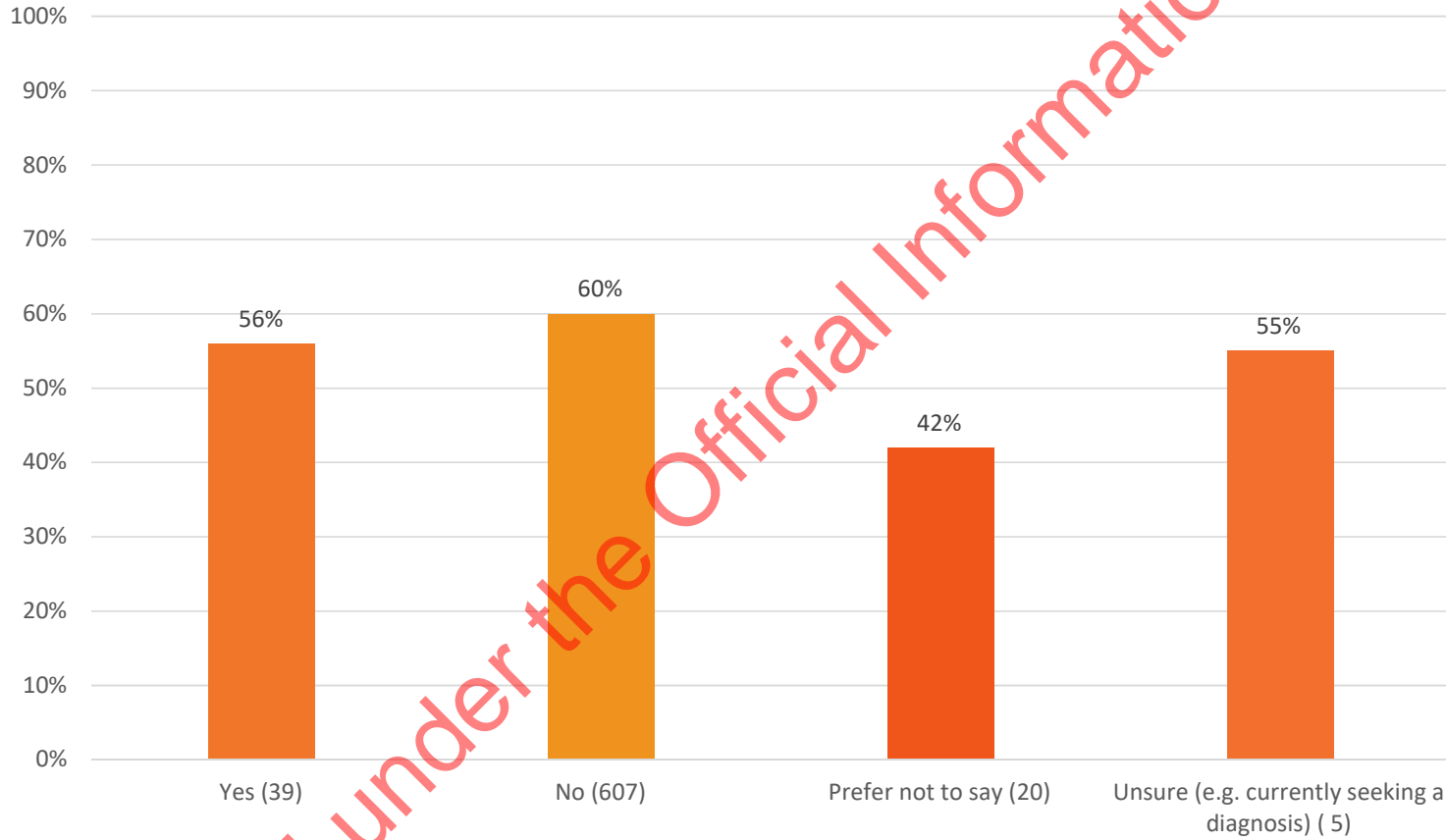
Average Score by Employment Status



*Number in brackets is the number of respondents in each demographic category

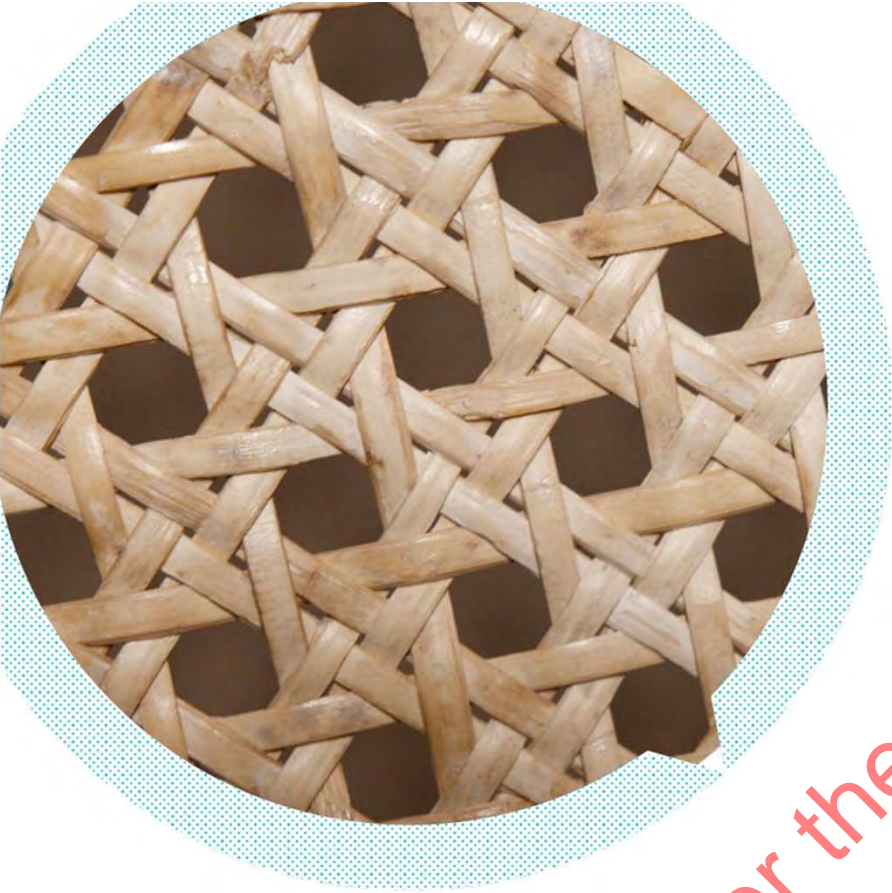


Average Score by Disability Status



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Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

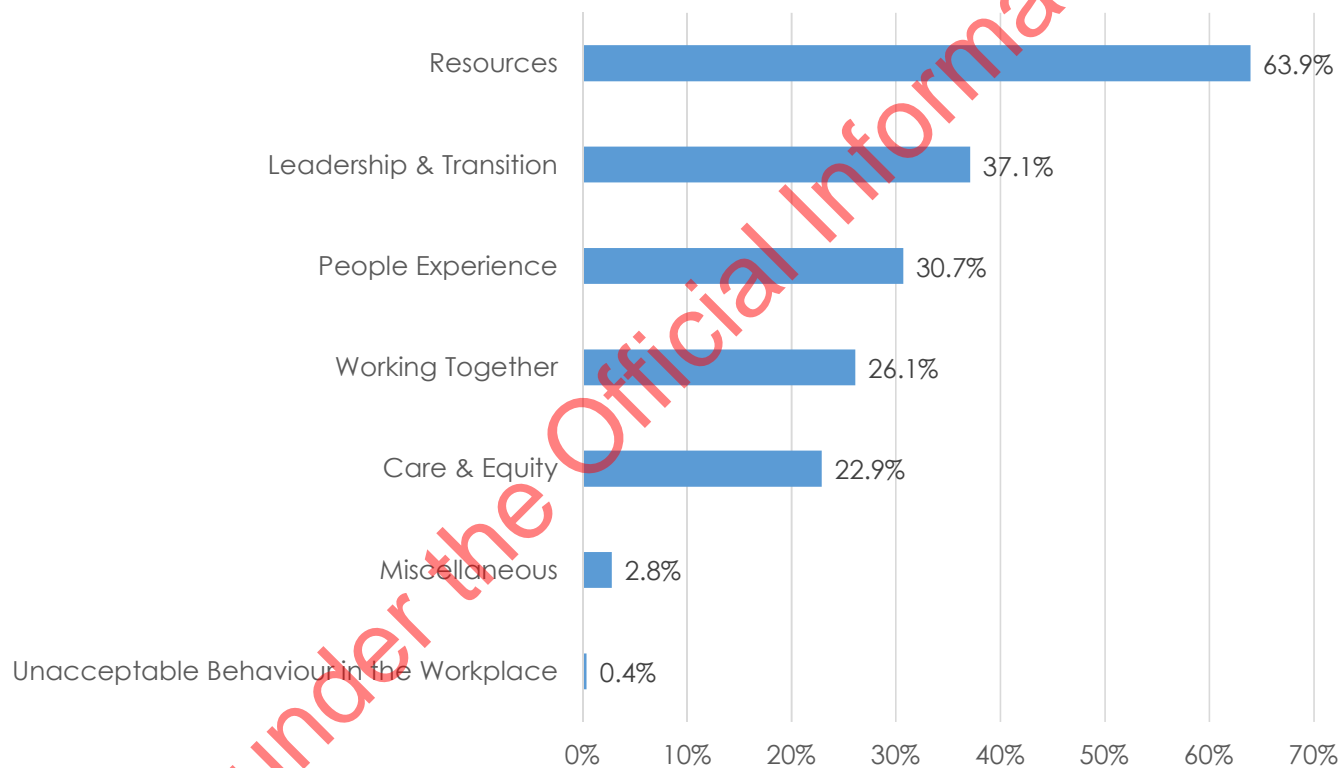
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

75% of respondents left a comment

Overall breakdown of themes



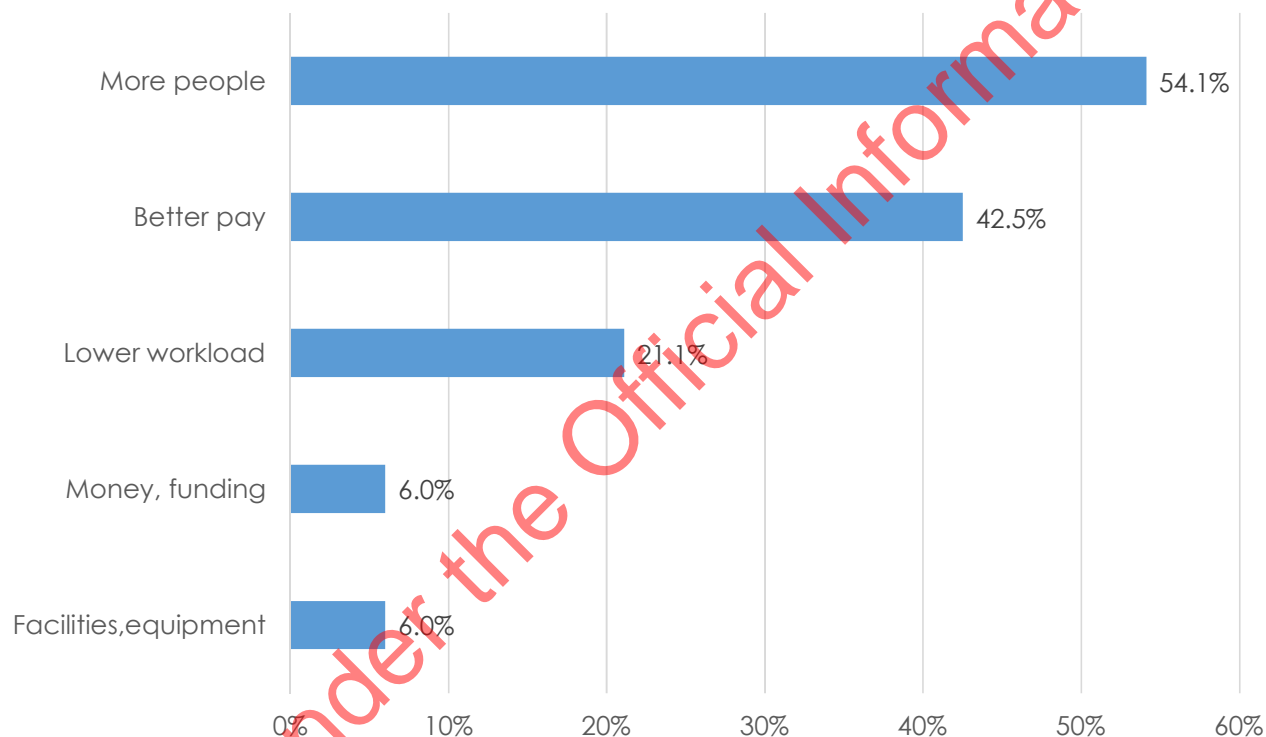
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: Breakdown by sub-theme



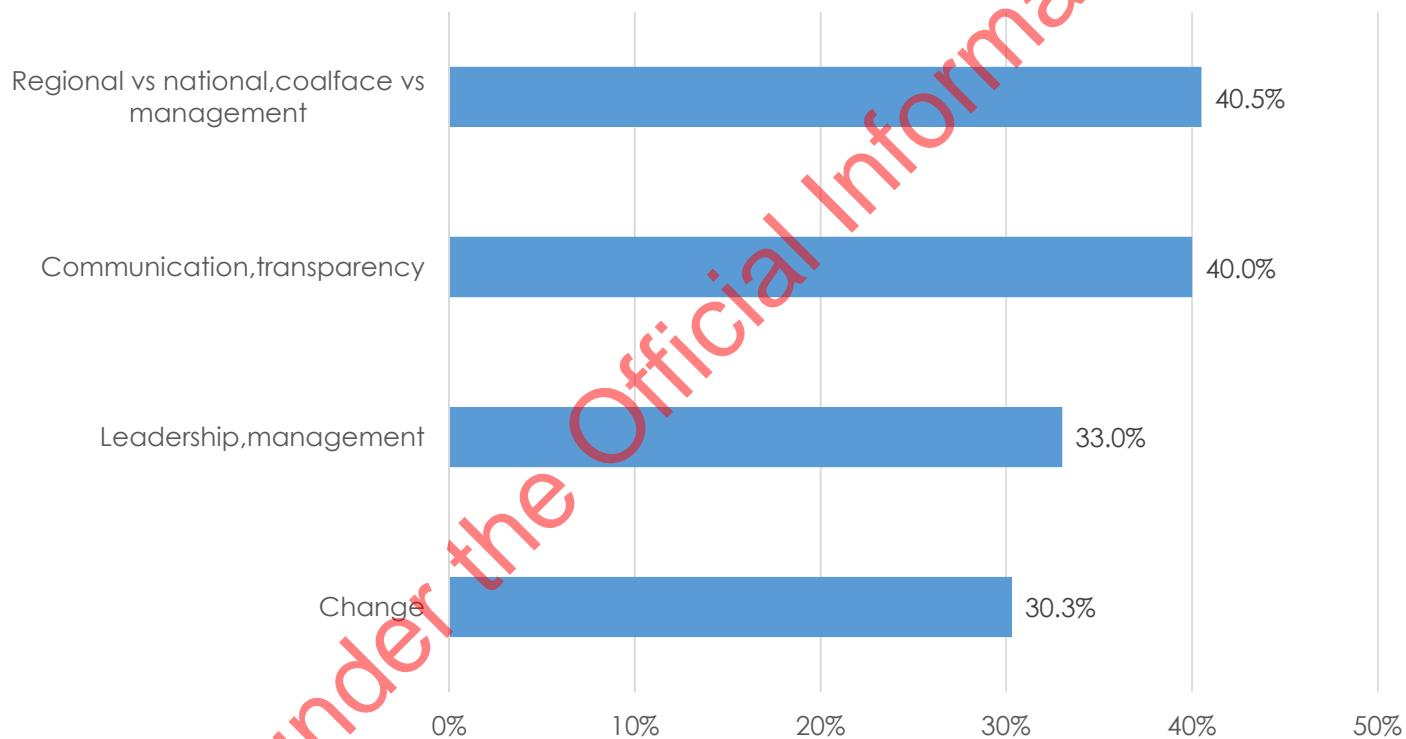
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: Breakdown by sub-theme



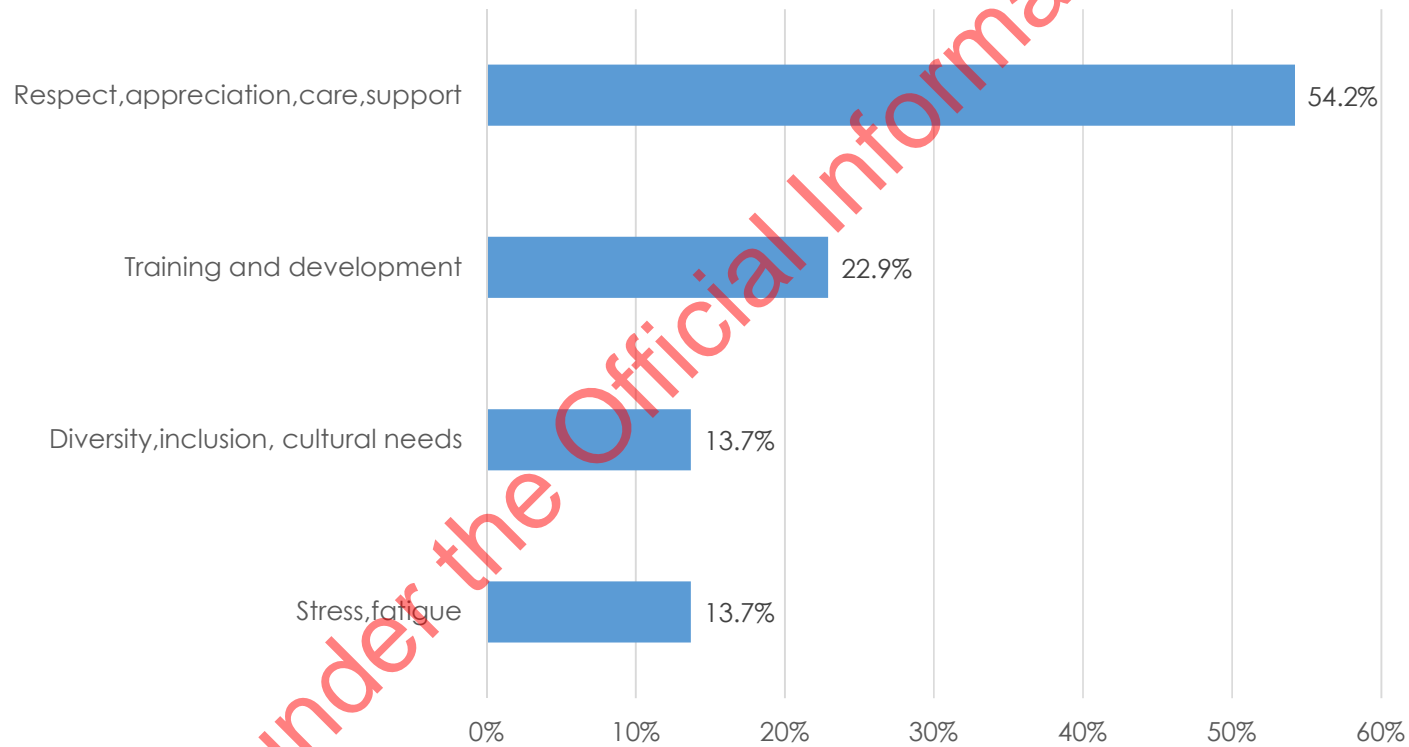
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People experience theme: Breakdown by sub-theme



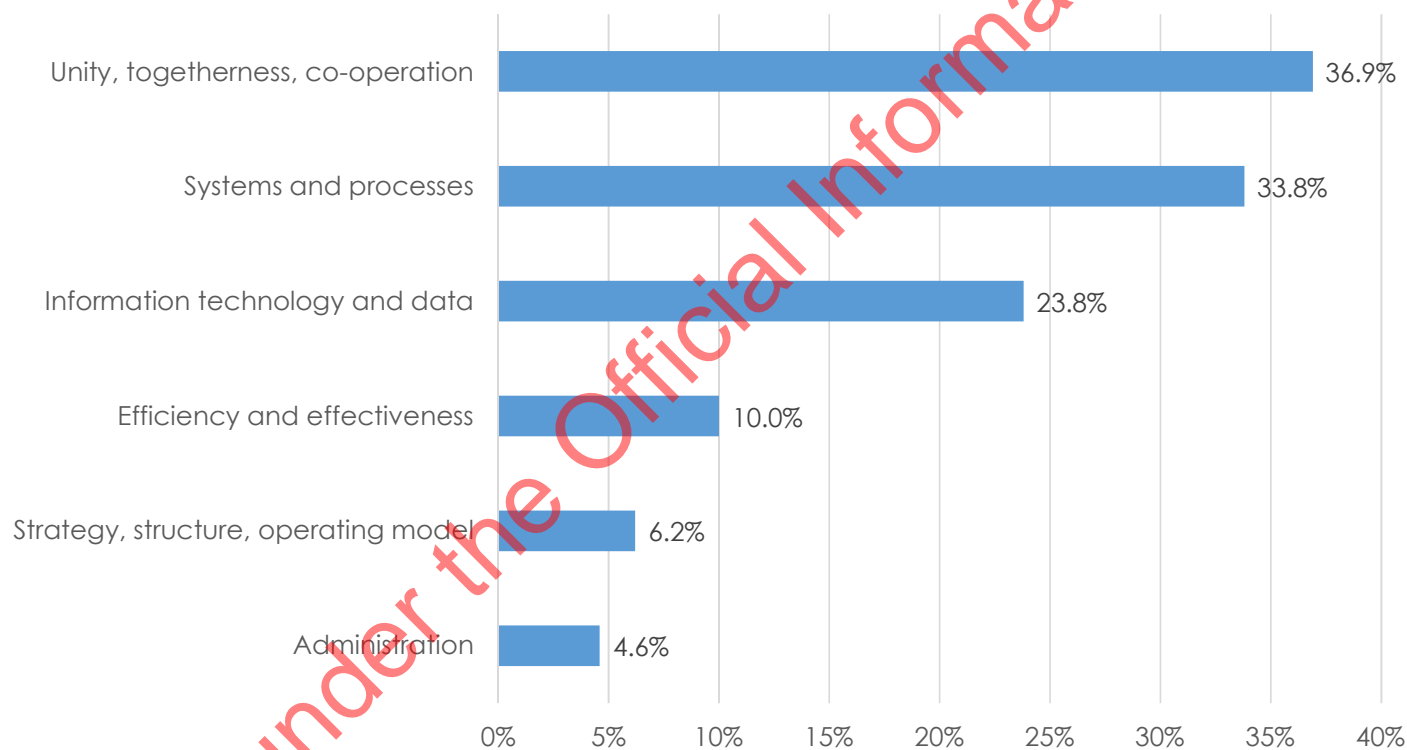
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working together theme: Breakdown by sub-theme



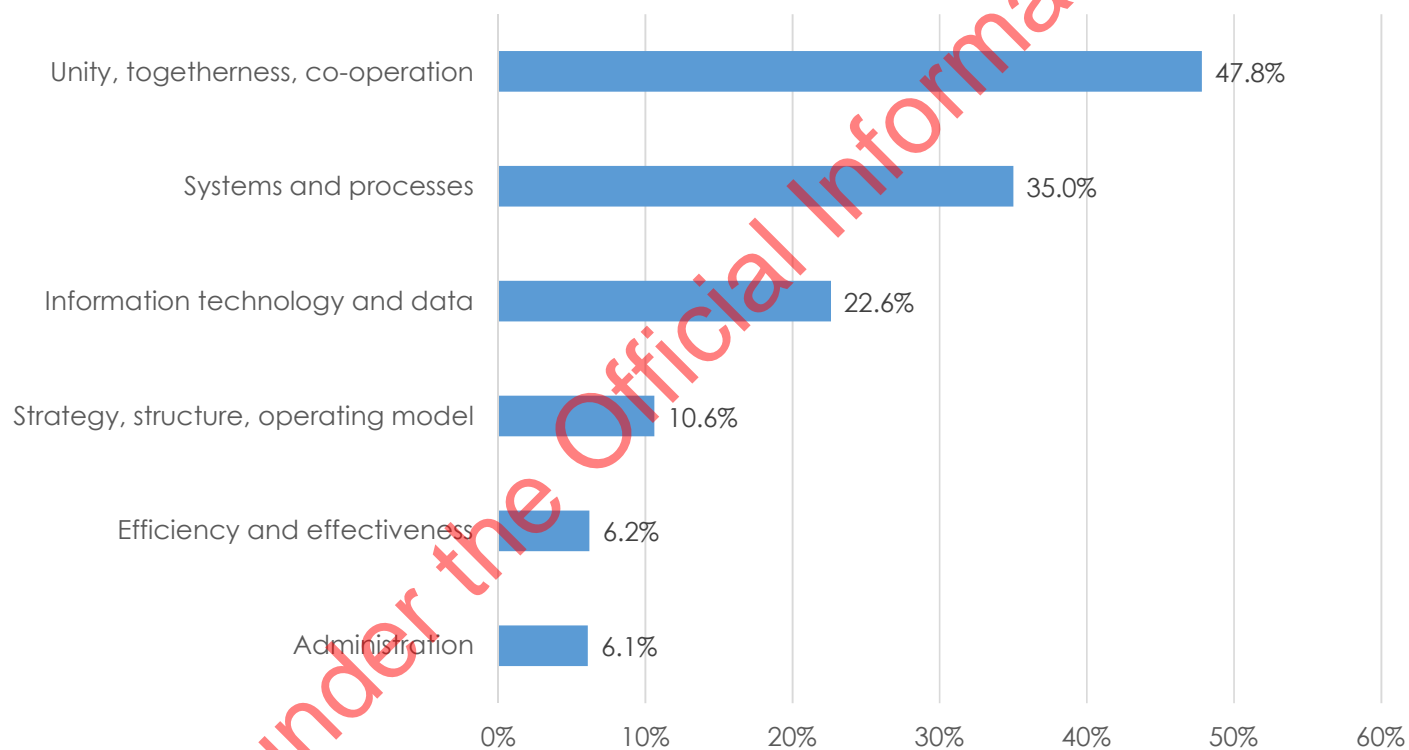
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working together theme: Breakdown by sub-theme



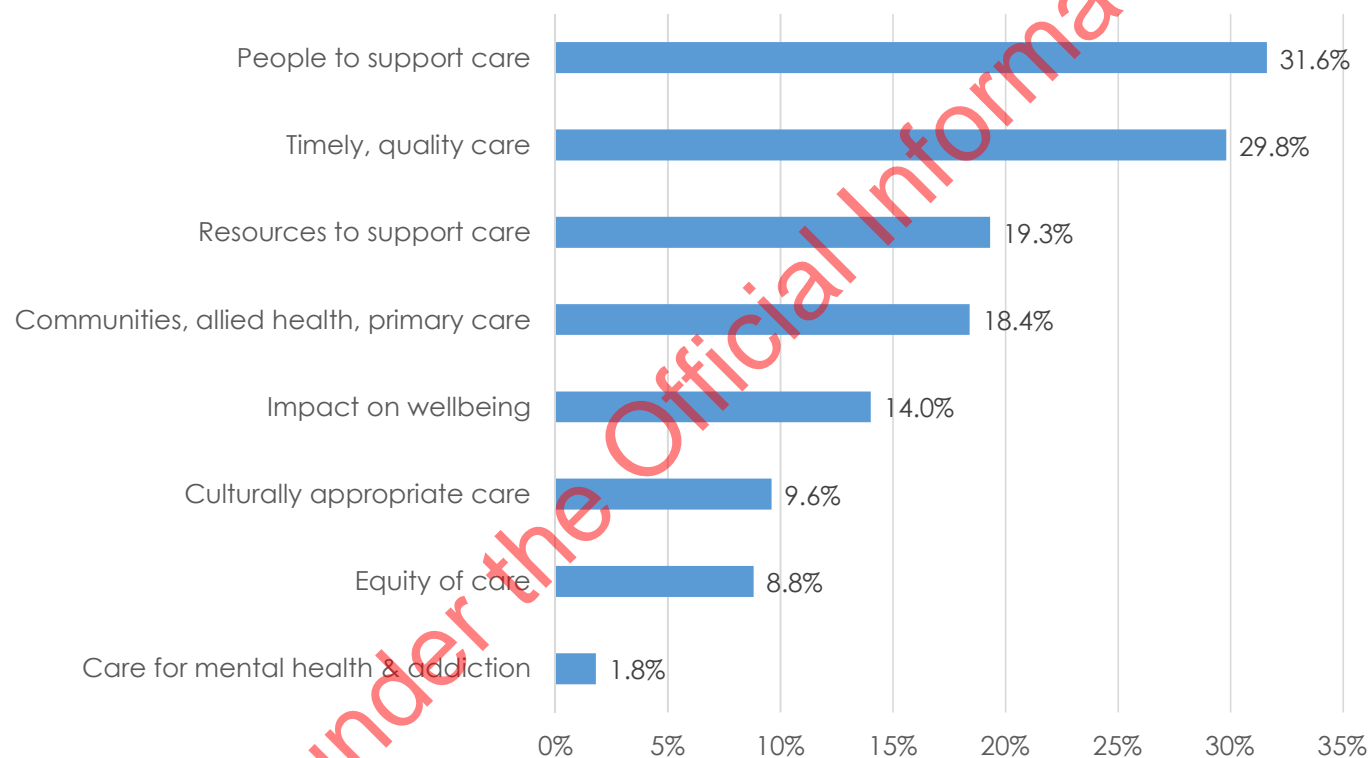
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care & Equity theme: breakdown by sub-theme



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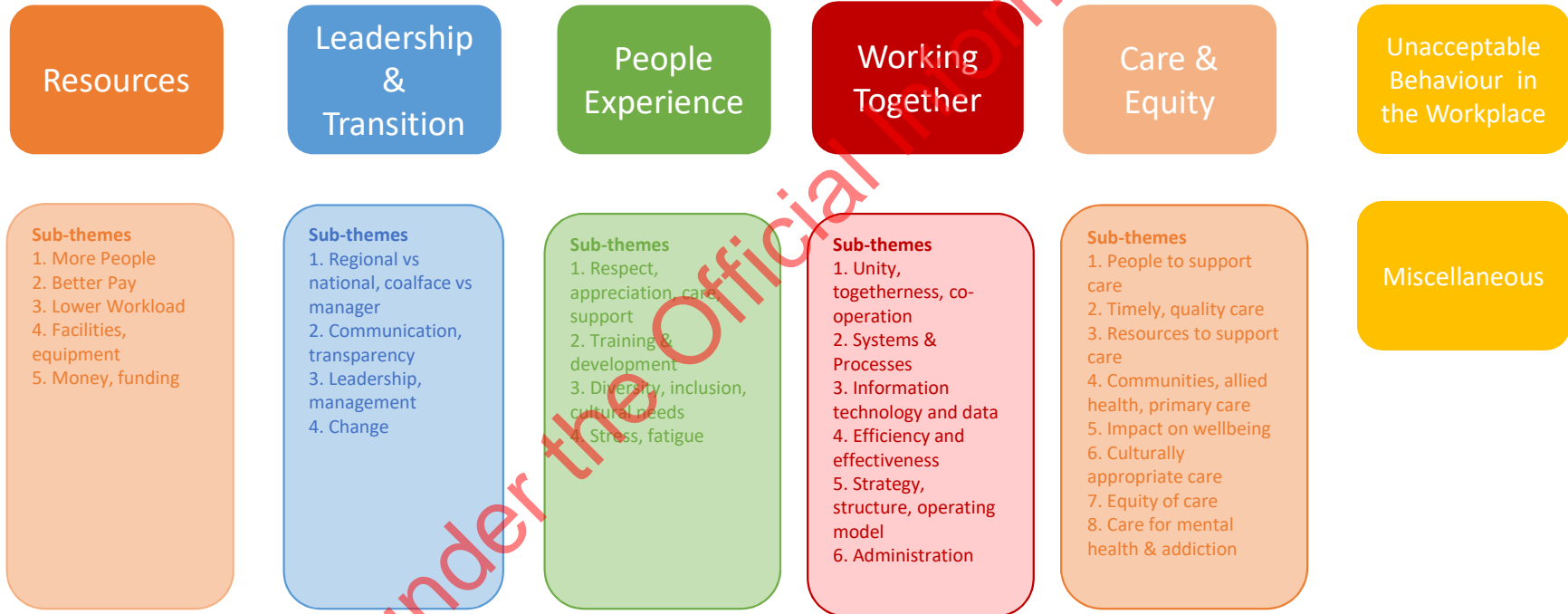


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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:

Other Themes:



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Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey
Lakes

Confidential

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Survey Purpose

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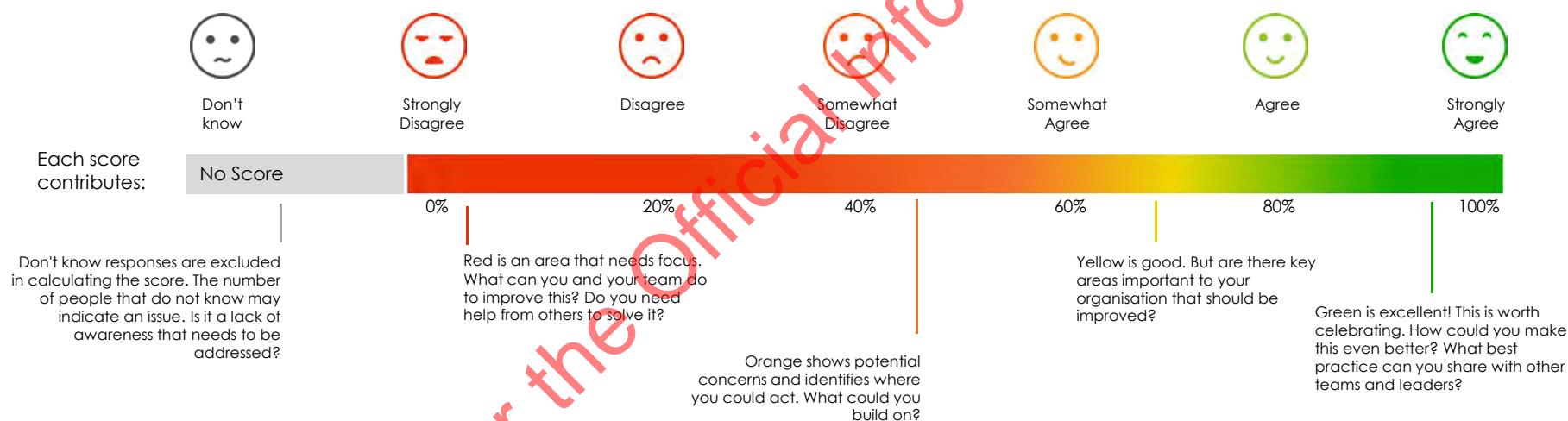
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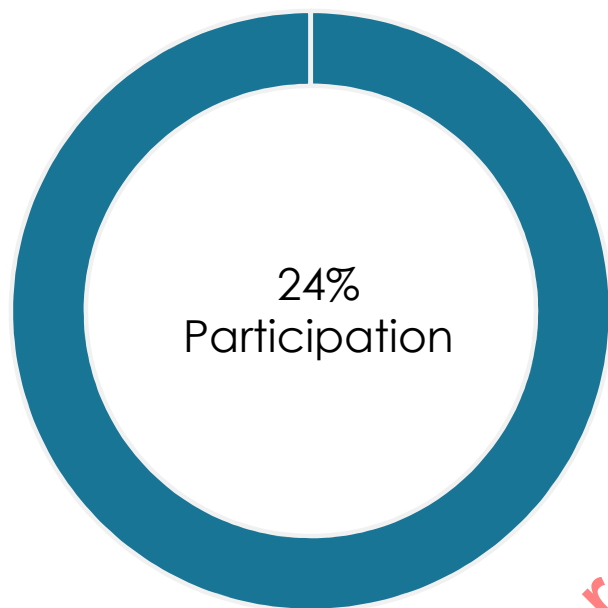
5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%

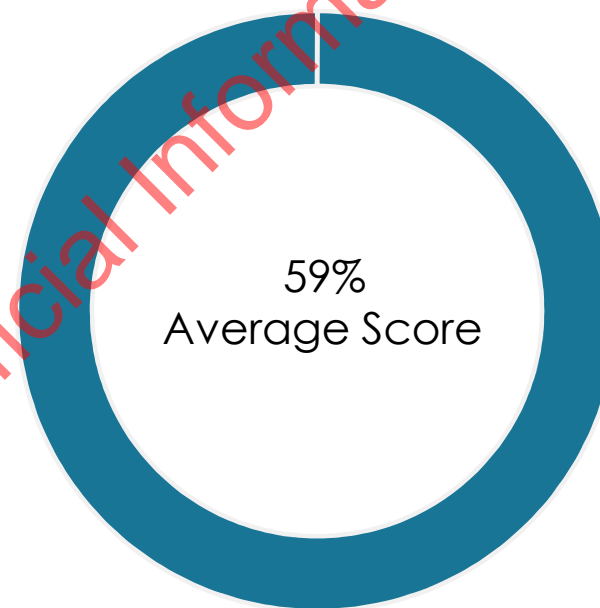


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High Level Metrics



Participation rates help us understand how representative the feedback is.



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Data Grouping Explanations (as defined by Te Whatu Ora)

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Asian	includes Asian, Southeast Asian, Chinese, Indian, Other Asian
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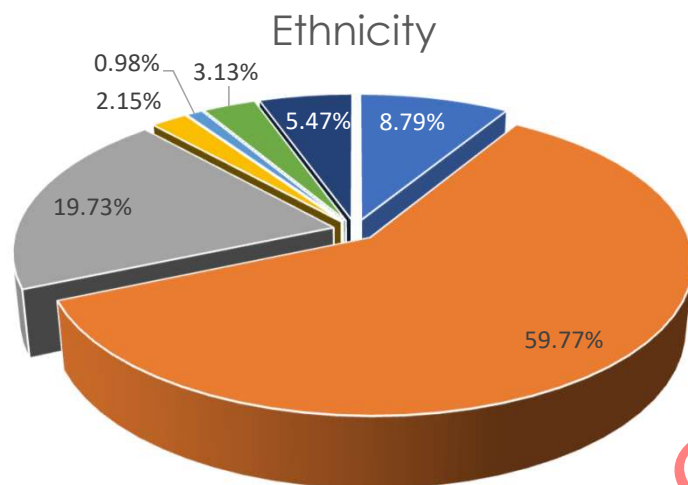
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Profession

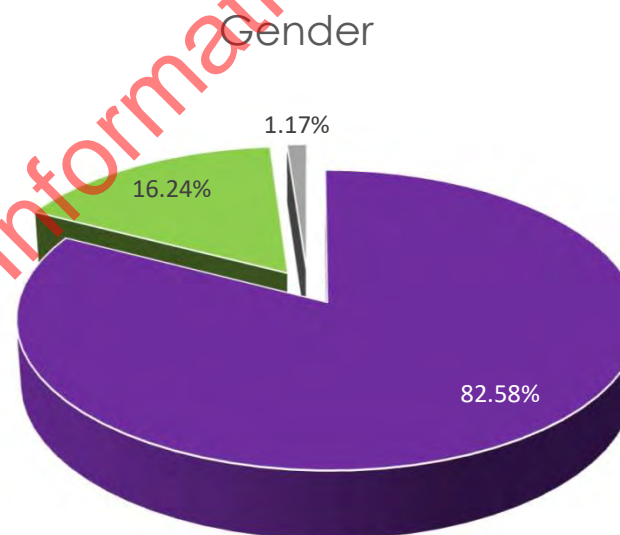
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Breakdown of Respondents

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- Asian (45)
- European (306)
- Māori (101)
- Pacific Peoples (11)
- Middle Eastern/Latin American/African (5)
- Prefer not to say (16)
- Other Ethnicity (28)



- Female (422)
- Male (83)
- Prefer not to say (6)

Number in brackets is the number of respondents in each demographic category

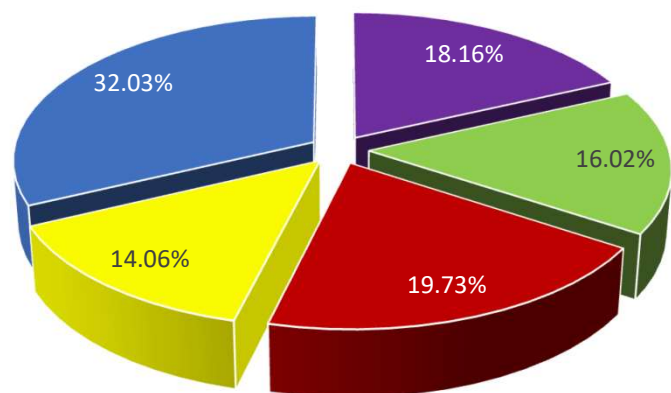
Ngātahitanga Pulse Survey - Lakes



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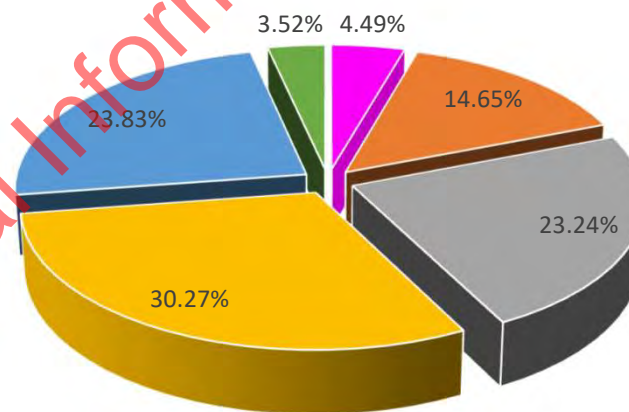
Breakdown of Respondents

Length of Service



- Less than a year (93)
- 1 - 2 years (82)
- 3 - 5 years (101)
- 6 - 9 years (72)
- 10+ years (164)

Age



- 18 - 25 (23)
- 26 - 35 (75)
- 36 - 45 (119)
- 46 - 55 (155)
- 56 - 65 (122)
- 66+ (18)

Number in brackets is the number of respondents in each demographic category

Ngātahitanga Pulse Survey - Lakes



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Question scores

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Average Question Score



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Released under the Official Information Act 1982

Average Question Score



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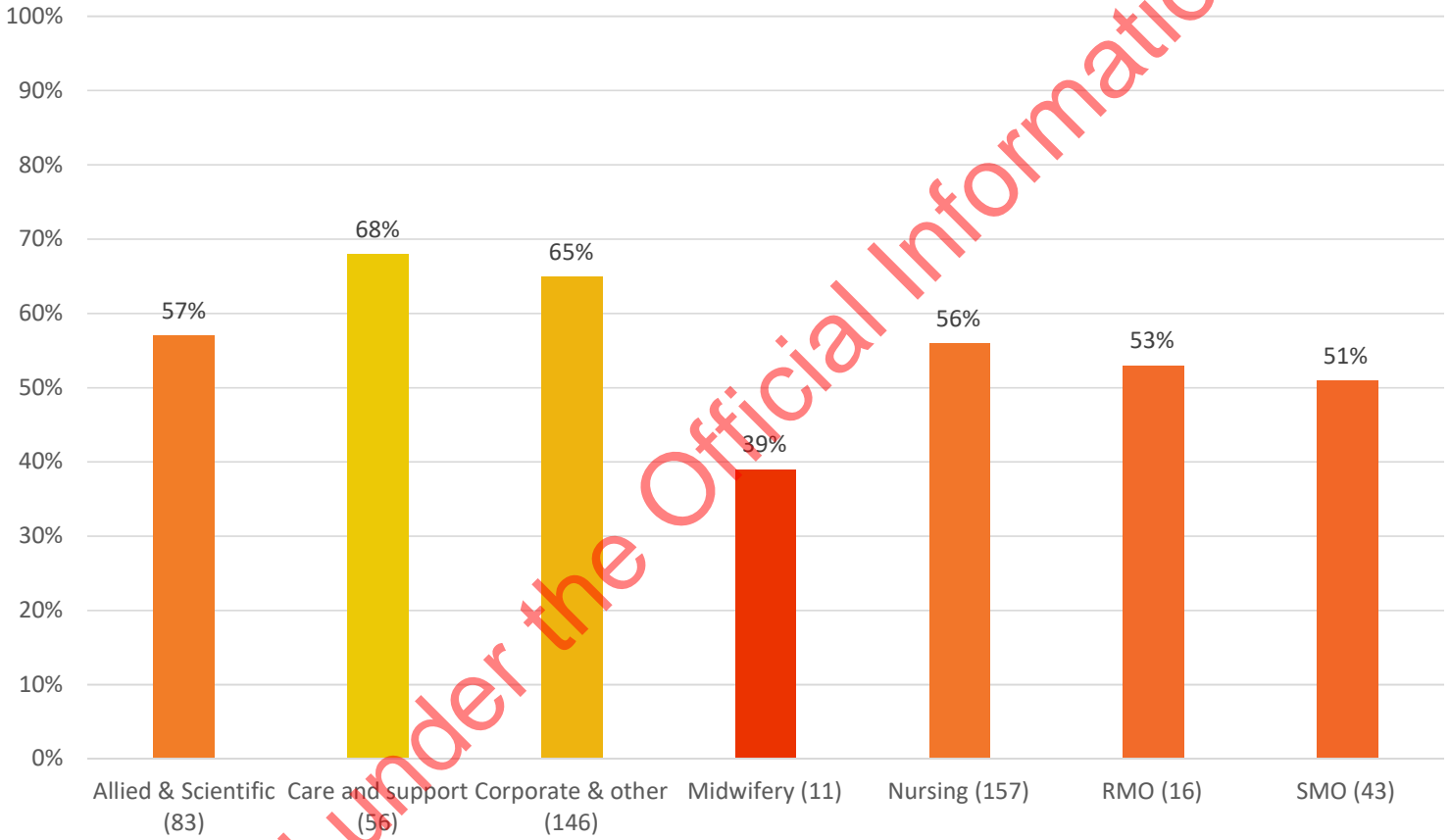




Demographics

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Average Score by Profession

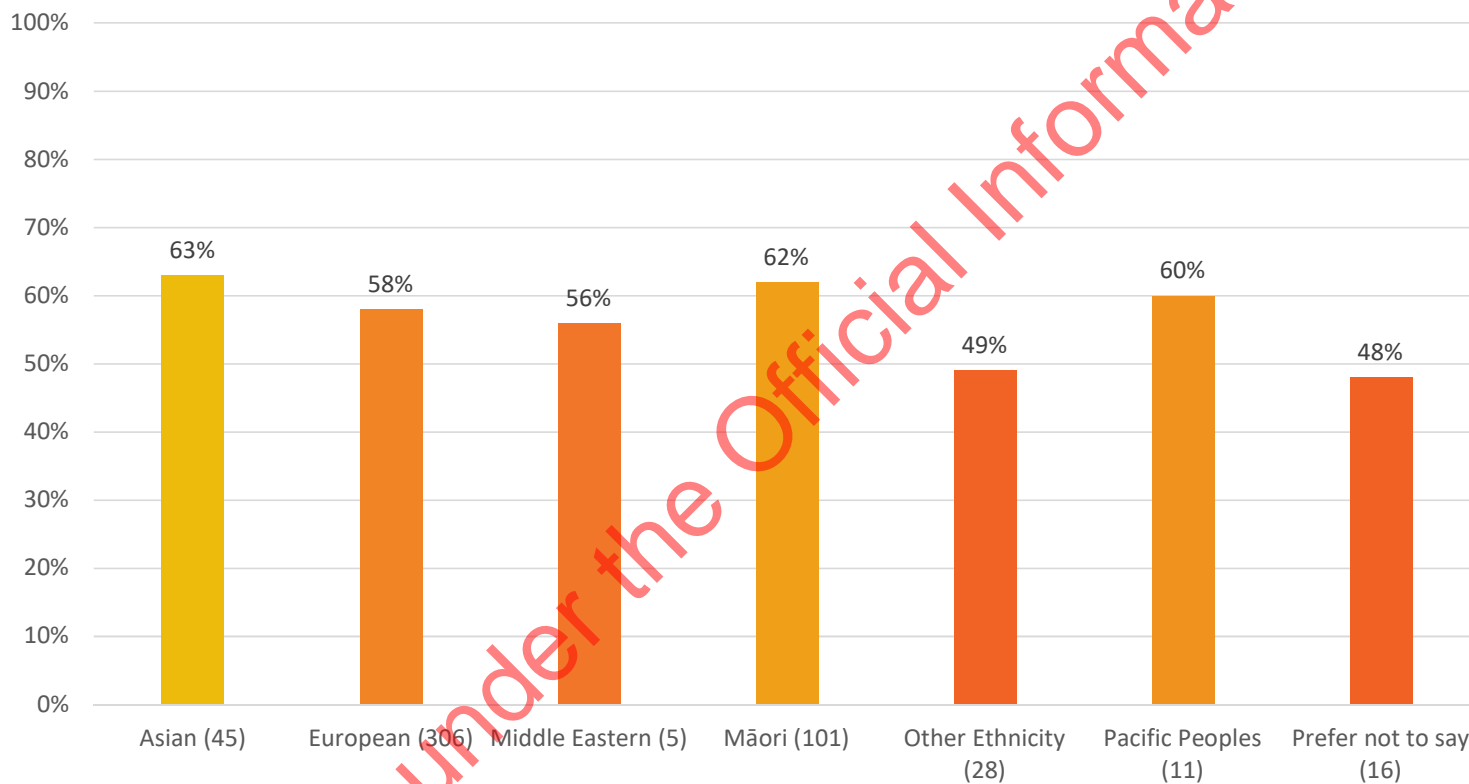


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Average Score by Ethnicity

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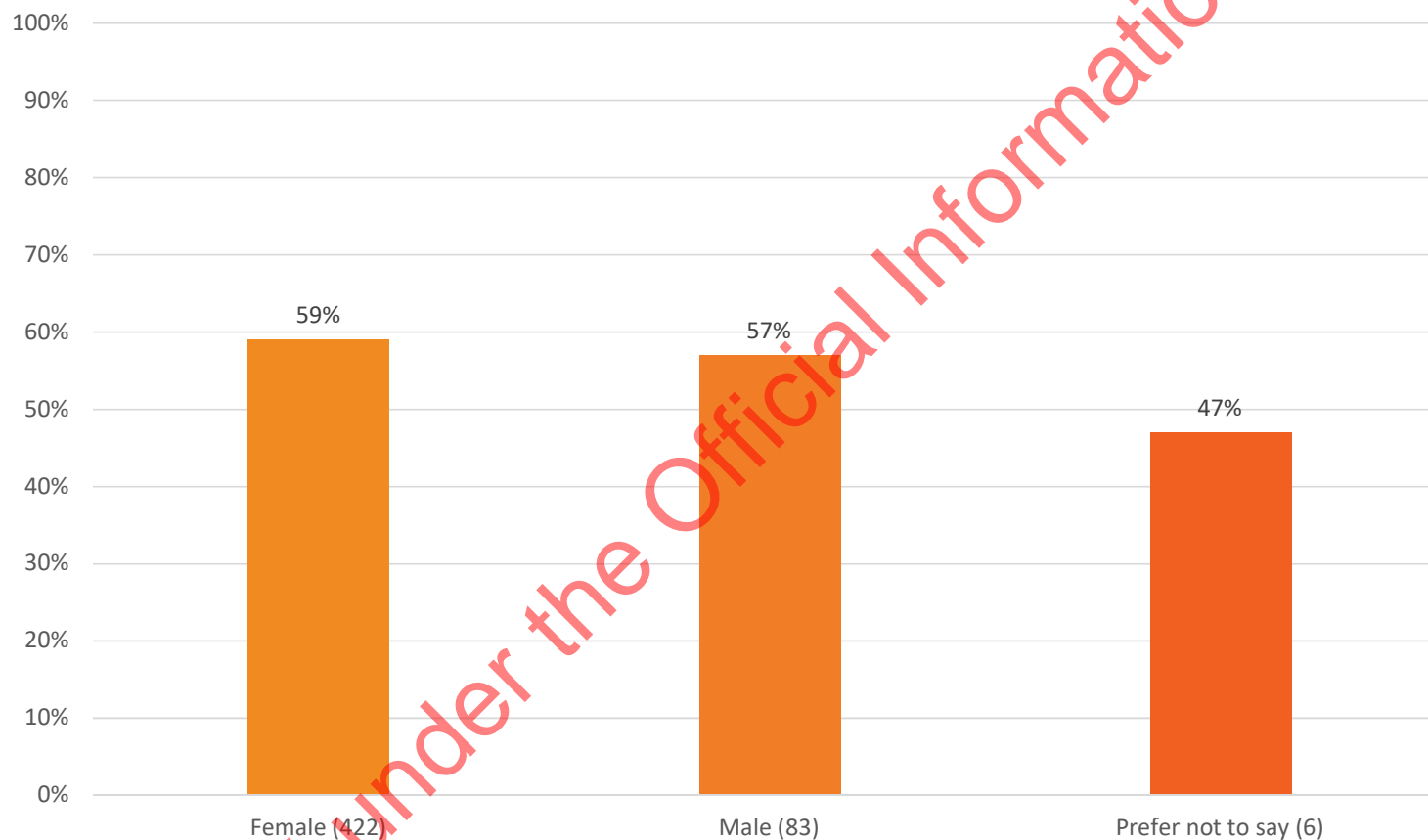


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Released under the Official Information Act 1982

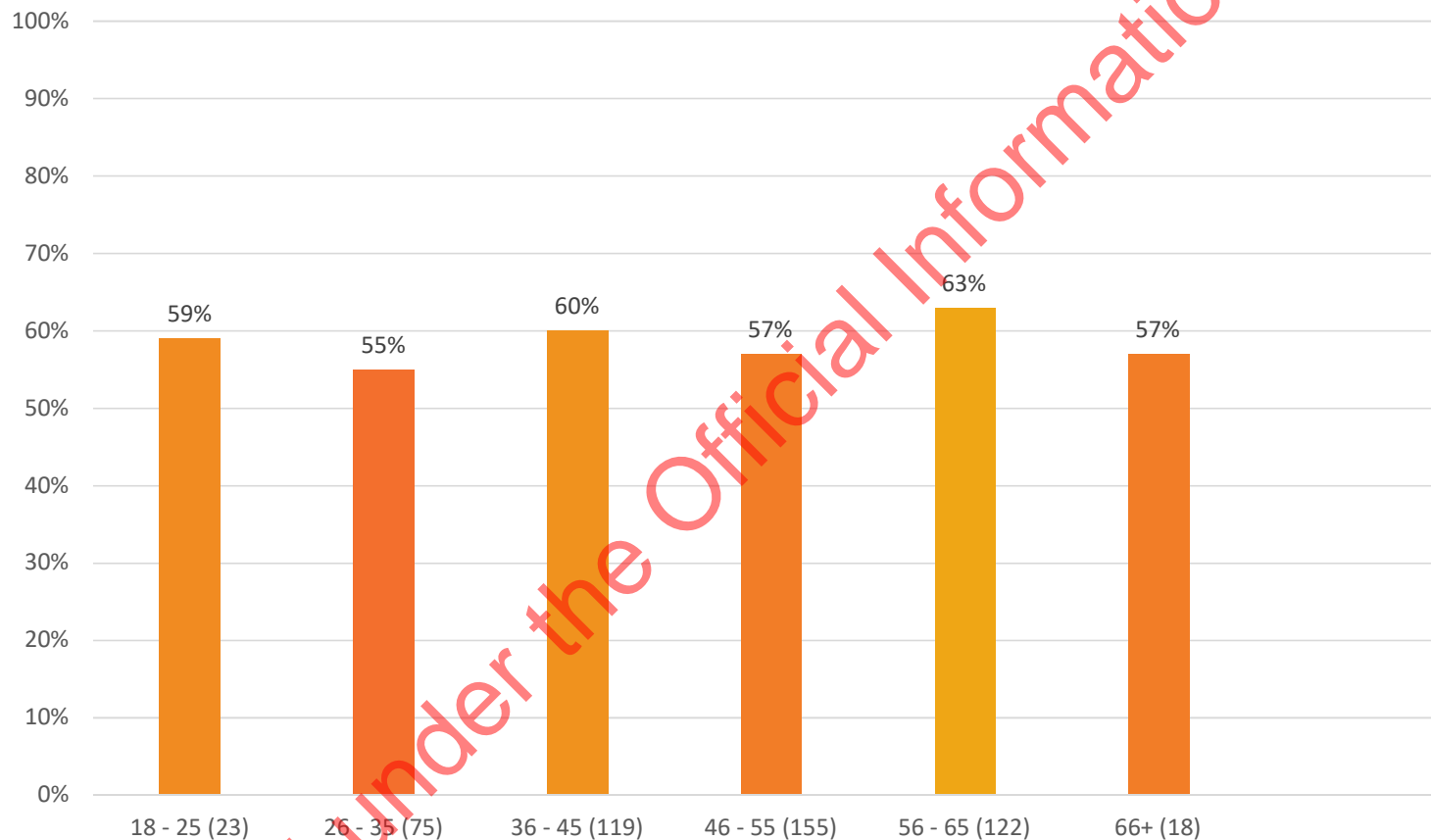
Average Score by Gender



Number in brackets is the number of respondents in each demographic category



Average Score by Age

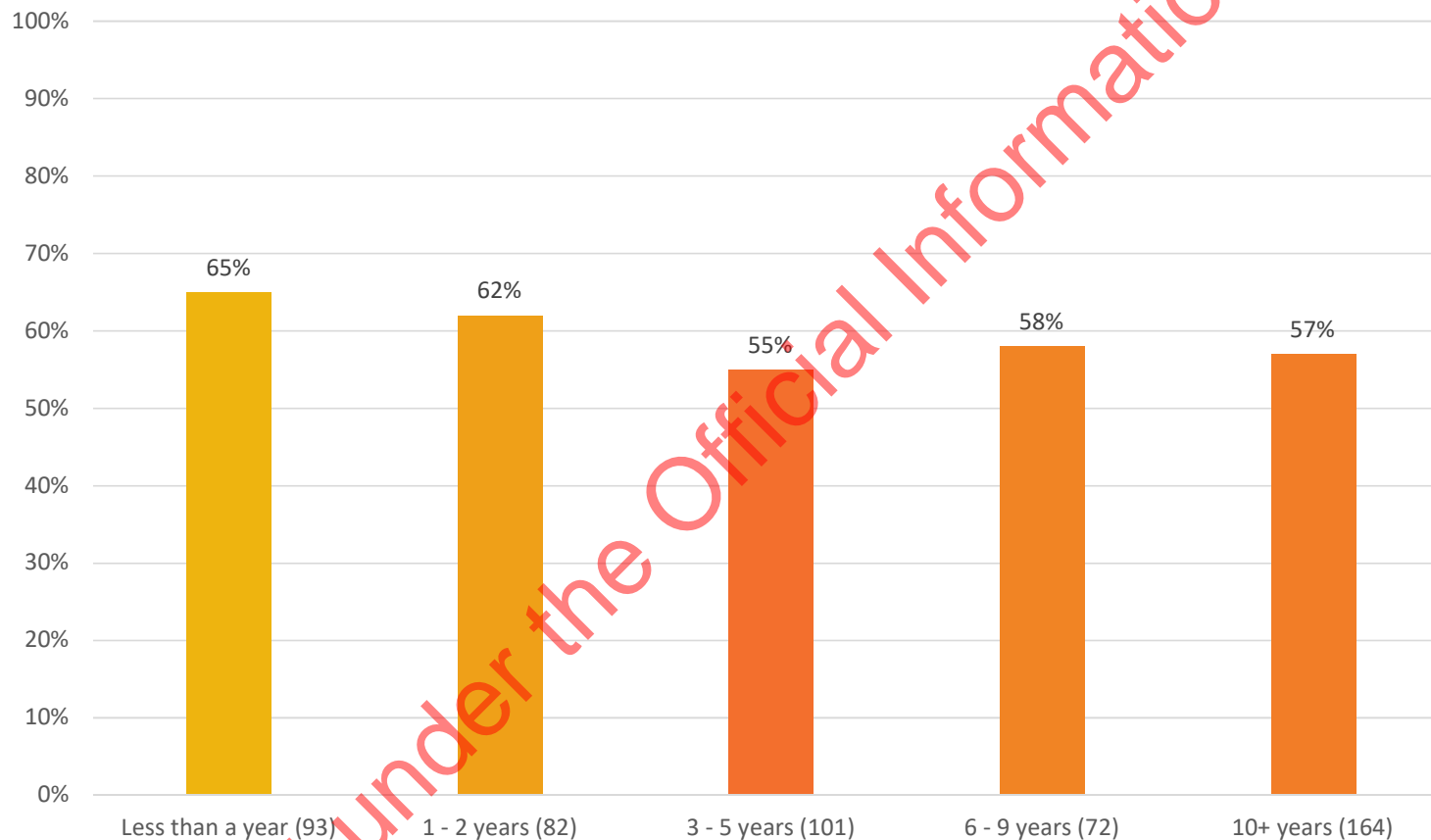


Number in brackets is the number of respondents in each demographic category



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Average Score by Length of Service

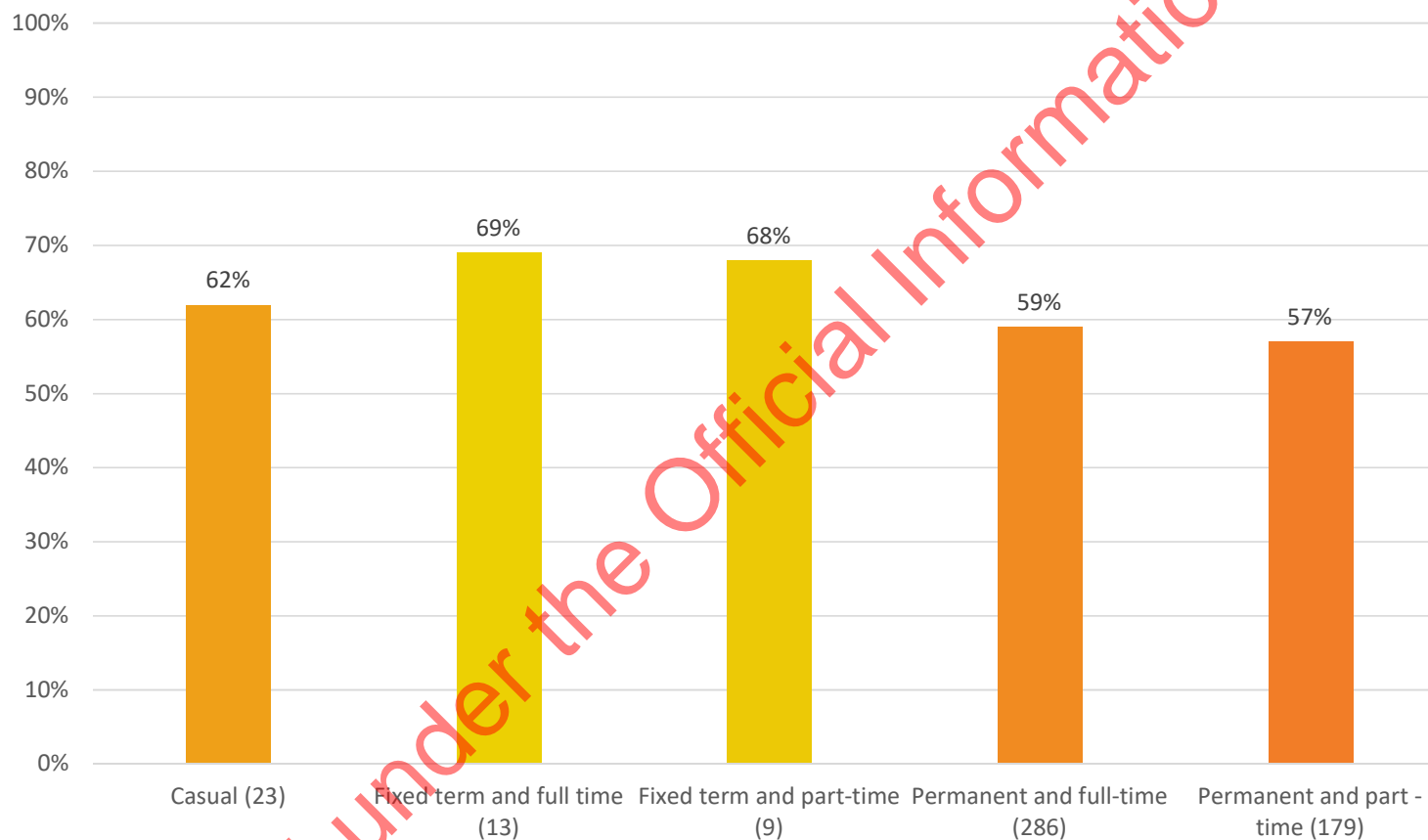


Number in brackets is the number of respondents in each demographic category



Released Under the Official Information Act 1982

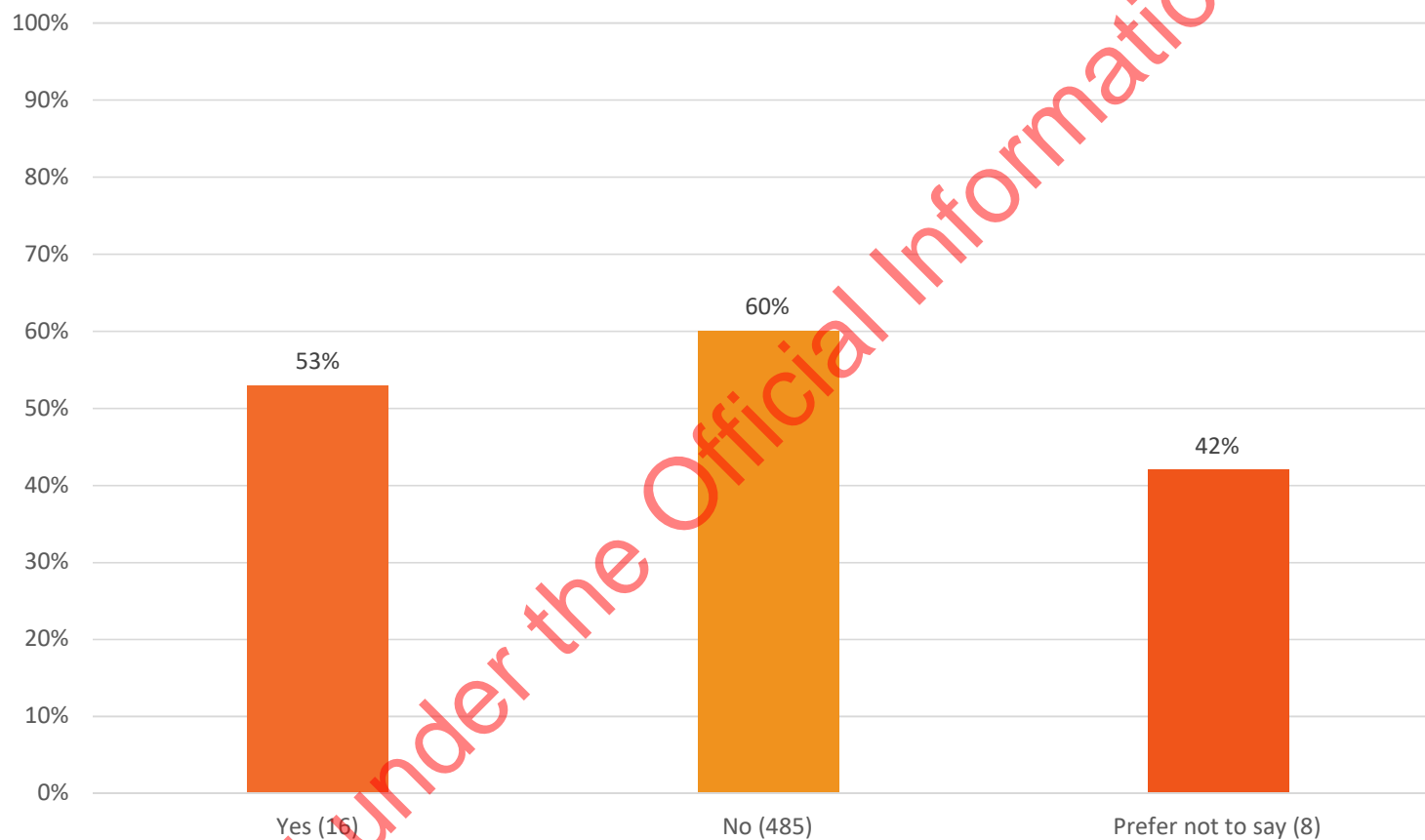
Average Score by Employment Status



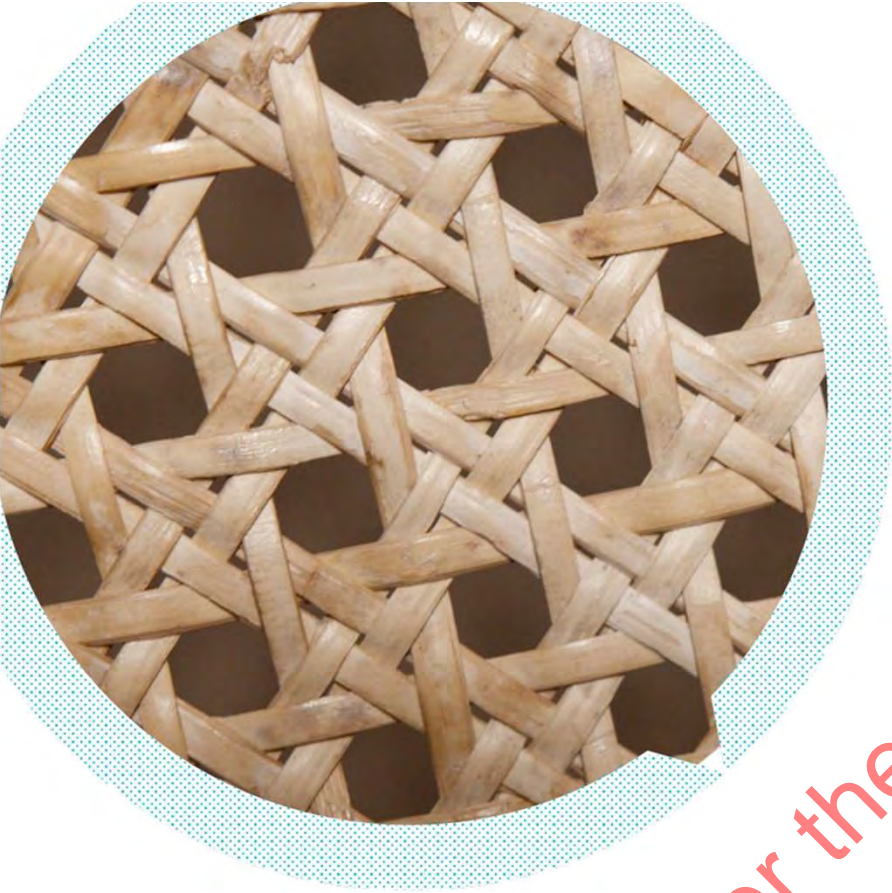
Number in brackets is the number of respondents in each demographic category



Average Score by Disability Status



Number in brackets is the number of respondents in each demographic category



Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

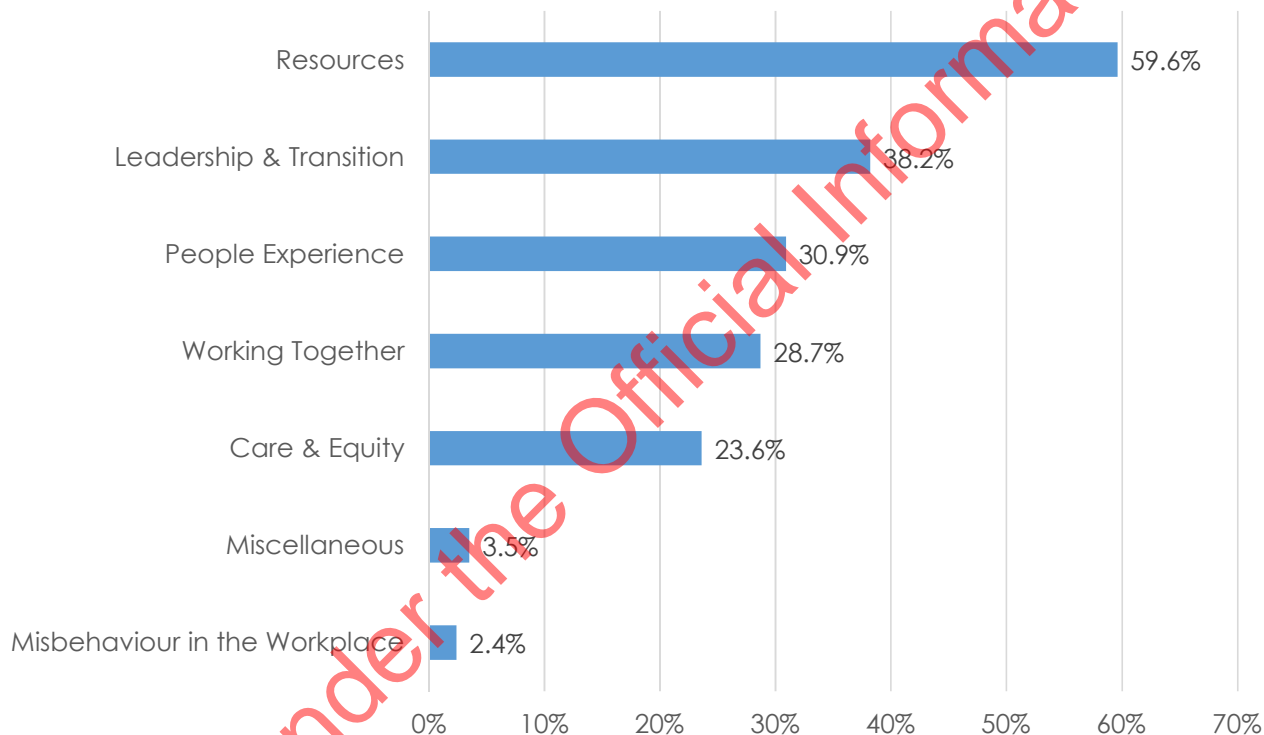
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

73% of respondents left a comment

Overall breakdown of themes

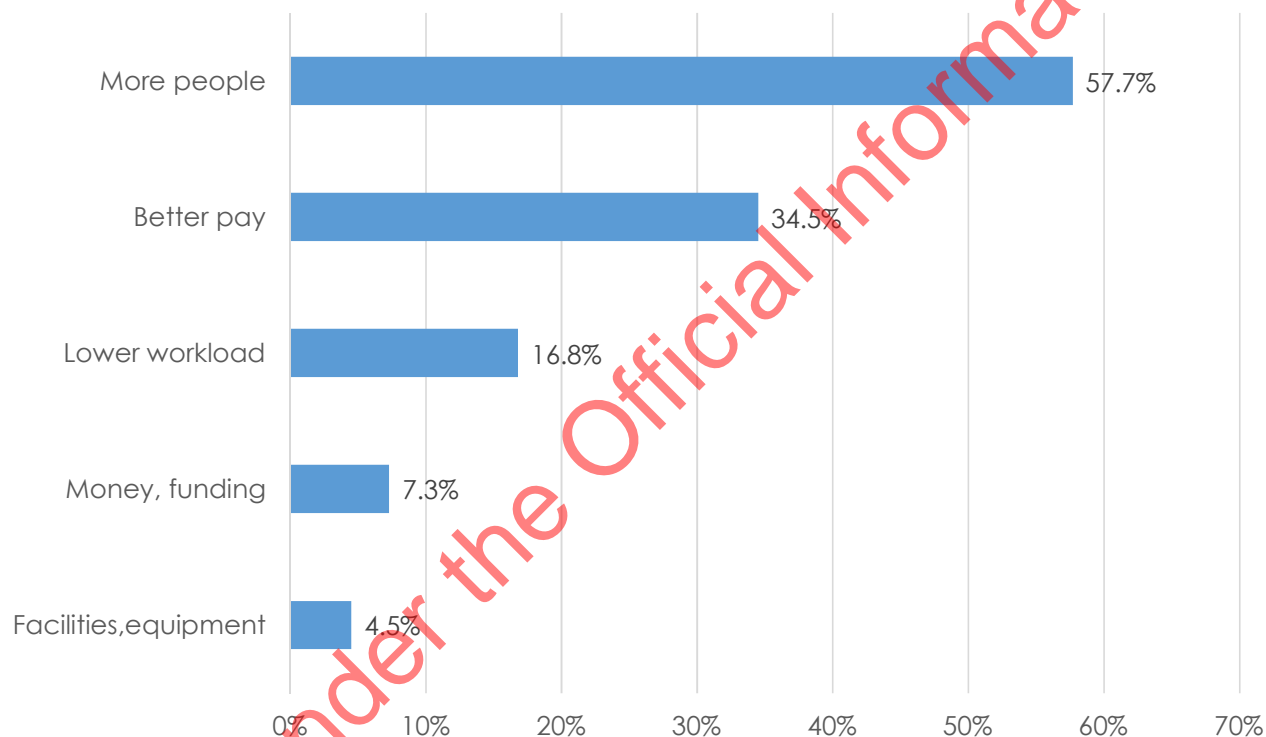


Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: Breakdown by sub-theme



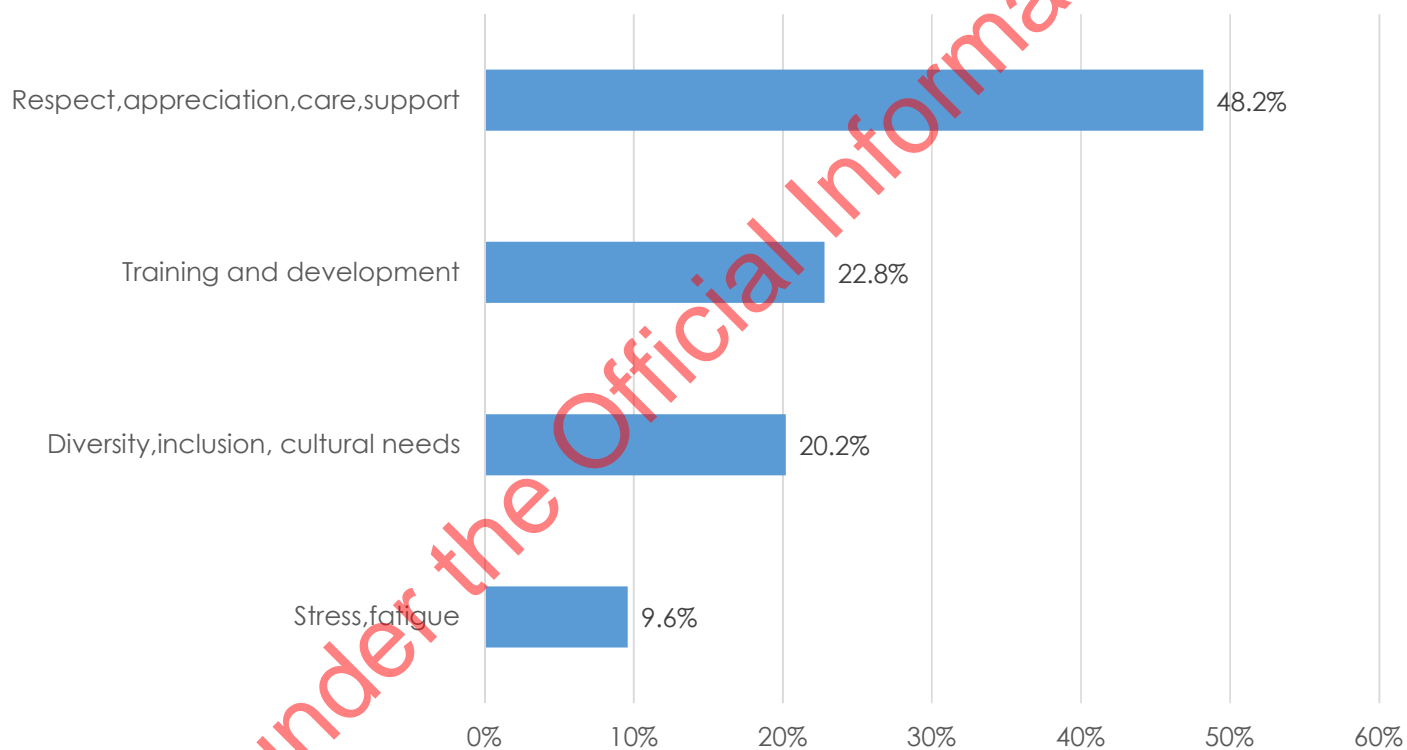
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People experience theme: Breakdown by sub-theme



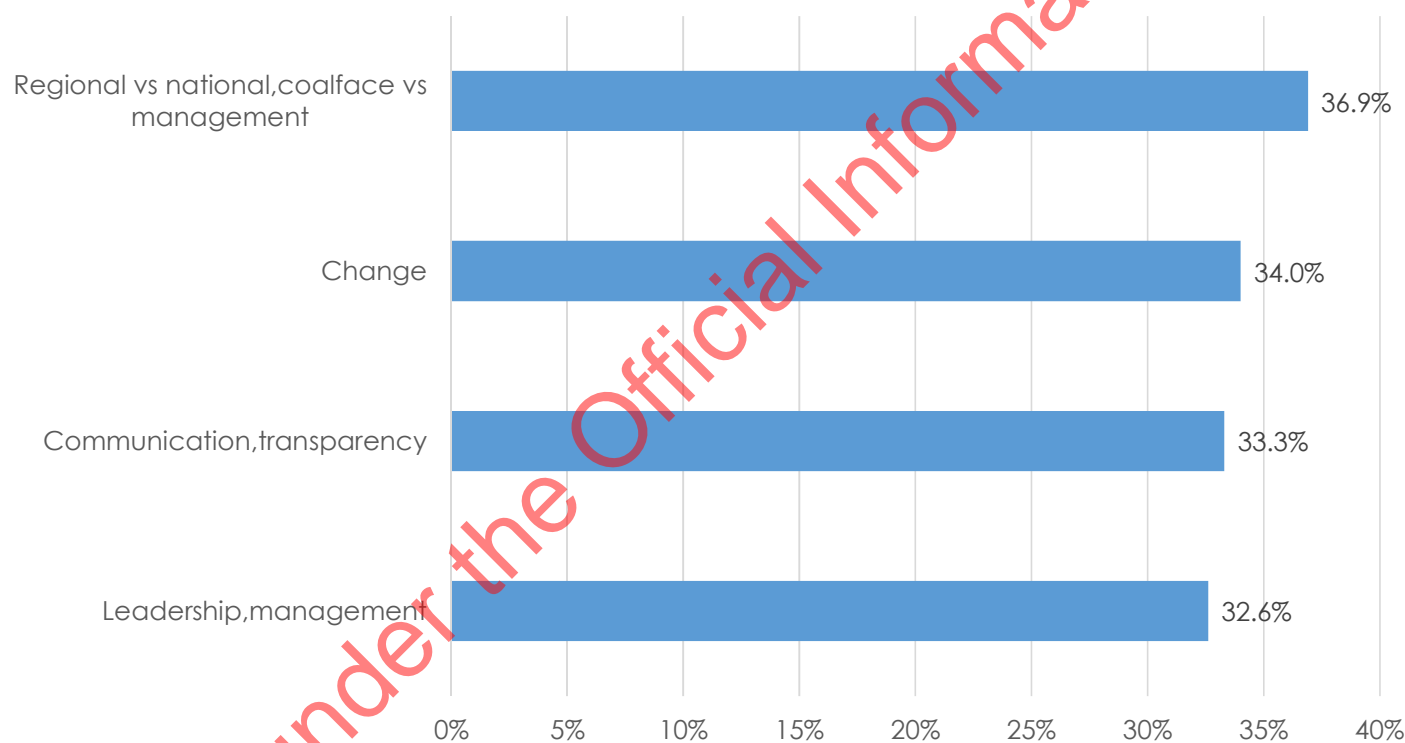
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: Breakdown by sub-theme



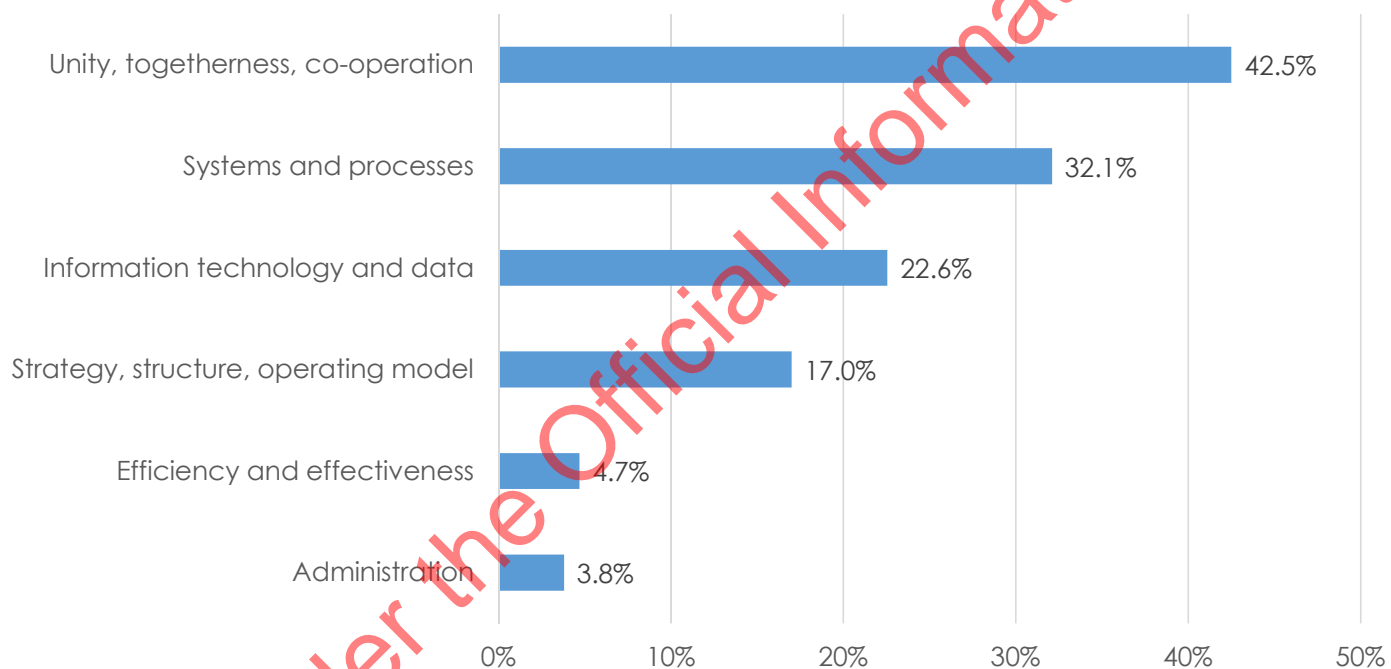
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working Together theme: Breakdown of subthemes



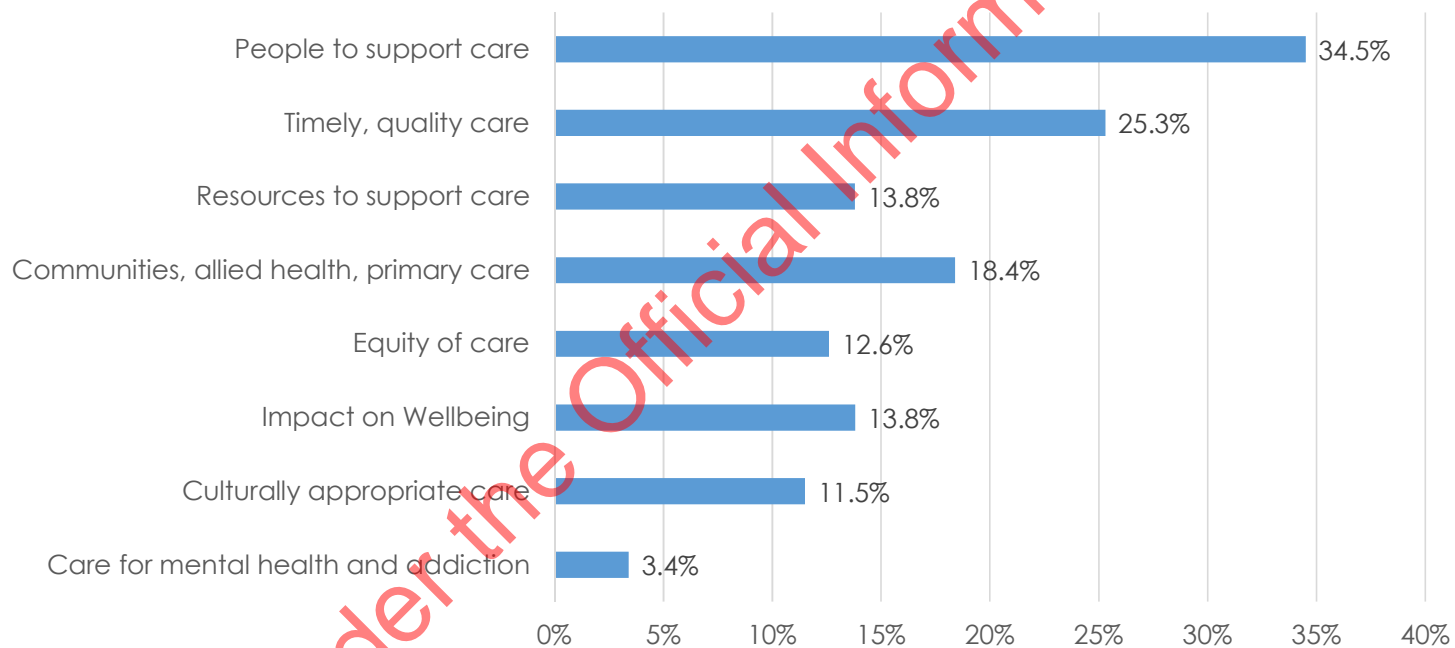
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care and Equity theme: Breakdown of subthemes



Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:

Other Themes:

Resources

Leadership
&
Transition

People
Experience

Working
Together

Care &
Equity

Misbehaviour
in the
Workplace

Sub-themes

1. More People
2. Better Pay
3. Lower Workload
4. Money, funding
5. Facilities, equipment

Sub-themes

1. Regional vs national, coalface vs manager.
2. Communication, transparency
3. Change
4. Leadership, management

Sub-themes

1. Respect, appreciation, care, support
2. Training & development
3. Diversity, inclusion, cultural needs
4. Stress, fatigue

Sub-themes

1. Unity, togetherness, cooperation
2. Systems and processes
3. Information, technology and data
4. Strategy, structure, operating model
5. Efficiency and effectiveness
6. Administration

Sub-themes

1. People to support care
2. Timely, quality care
3. Resources to support care
4. Communities, allied health, primary care
5. Equity of care
6. Impact on Wellbeing
7. Culturally appropriate care
8. Care for mental health and addiction

Miscellaneous

Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey
Nelson Marlborough

Confidential

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Survey Purpose

The Te Whatu Ora Ngātahitanga – Pulse Survey survey was set up to ask Te Whatu Ora staff what is working well and what is not working well across the New Zealand health system and ask what is going well/not well with the change and transformation process thus identifying short term and longer term improvement actions.

The survey's goal of listening to the voices of our people helps shape meaningful improvements for our kaimahi, communities, patients and whānau.

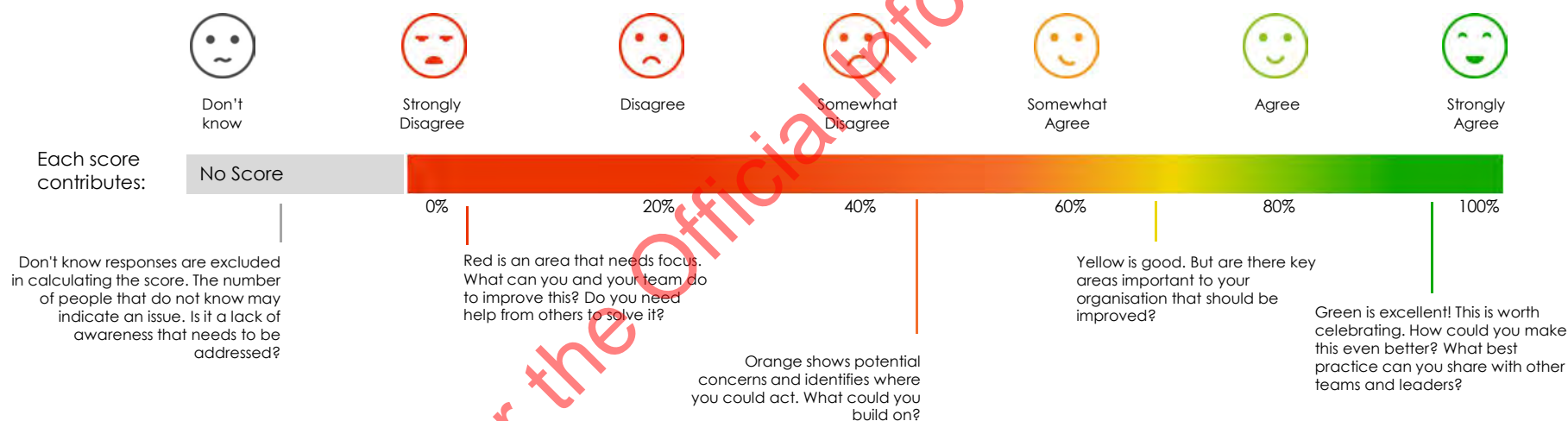
It is not about validating what we already know but is about listening and taking action.

Responses will build on what we're already hearing and will help create a full and accurate picture of where we are and what we need to do.

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Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored.



Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

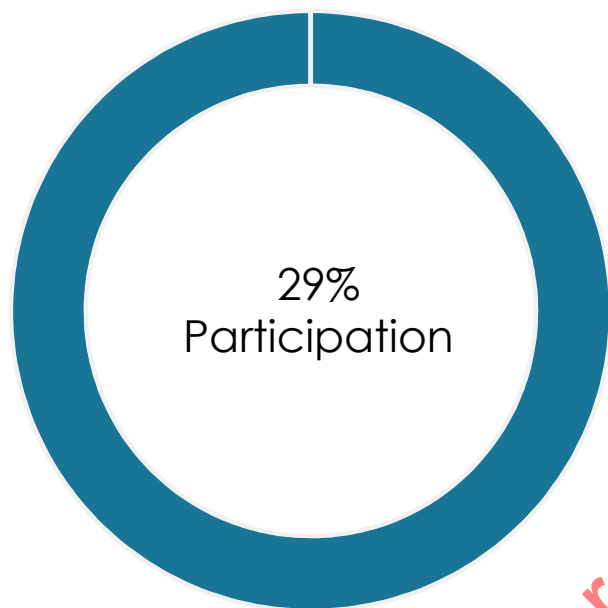
5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%

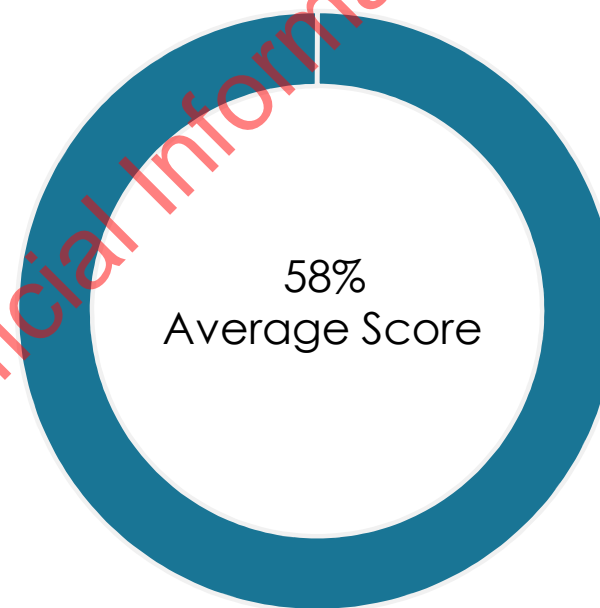


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High Level Metrics



Participation rates help us understand how representative the feedback is.



The average score is calculated by summing the scores for each of the likert scale questions and dividing by the 16 questions.

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Data Grouping Explanations (as defined by Te Whatu Ora)

Ethnicities

Asian	includes Asian, Southeast Asian, Chinese, Indian, Other Asian
European	includes European and New Zealand European
Middle Eastern	includes Middle Eastern, Latin American, African
Pacific Peoples	Includes Samoan, Cook Islands, Tongan, Niuean, Fijian, Other Pacific Peoples
Other Ethnicity	Includes others not included in the above

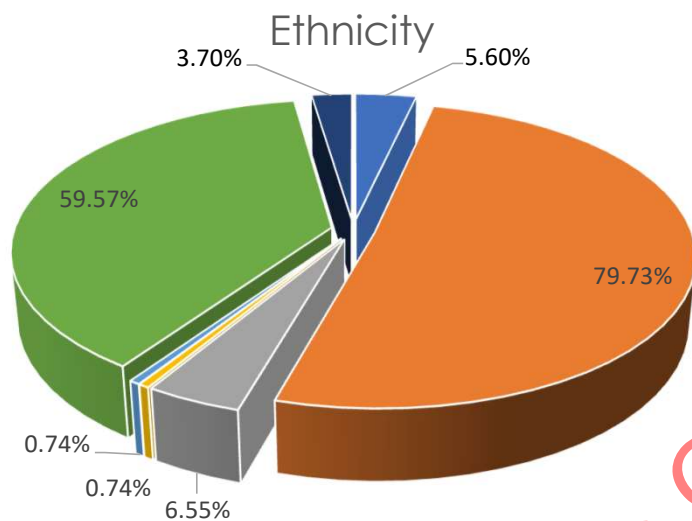
Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.

Profession

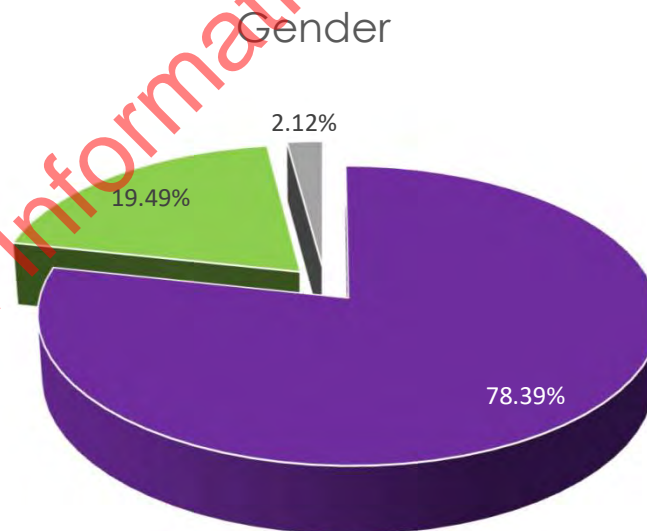
Care and Support	includes cleaners, HCA, orderlies, security
Corporate and other	includes management
Nursing	excluding HCAs

Breakdown of Respondents

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



- Asian (53)
- European (755)
- Māori (62)
- Pacific Peoples (7)
- Middle Eastern/Latin American/African (7)
- Prefer not to say (28)
- Other Ethnicity (35)



- Female (740)
- Male (184)
- Prefer not to say (20)

Number in brackets is the number of respondents in each demographic category

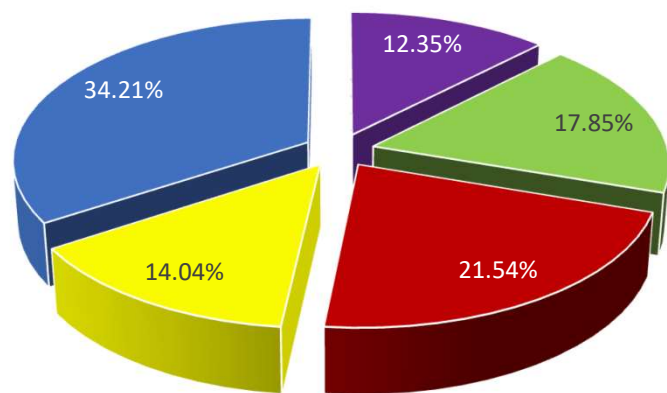
Ngātahitanga Pulse Survey - Nelson Marlborough



Released Under the Official Information Act 1982

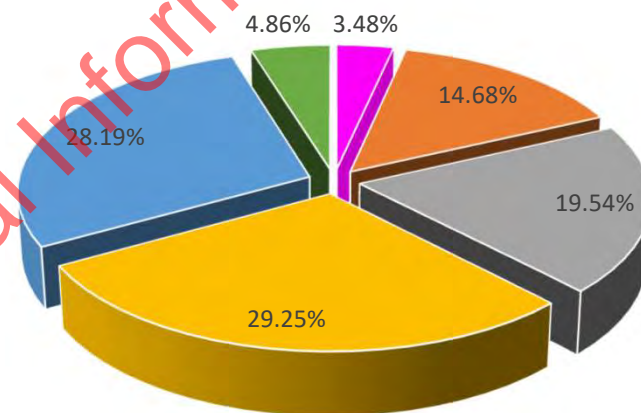
Breakdown of Respondents

Length of Service



- Less than a year (117)
- 1 - 2 years (169)
- 3 - 5 years (204)
- 6 - 9 years (133)
- 10+ years (324)

Age



- 18 - 25 (33)
- 26 - 35 (139)
- 36 - 45 (185)
- 46 - 55 (277)
- 56 - 65 (267)
- 66+ (46)

Number in brackets is the number of respondents in each demographic category

Ngātahitanga Pulse Survey - Nelson Marlborough



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Question scores

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Average Question Score



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



Released under the Official Information Act 1982

Average Question Score



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



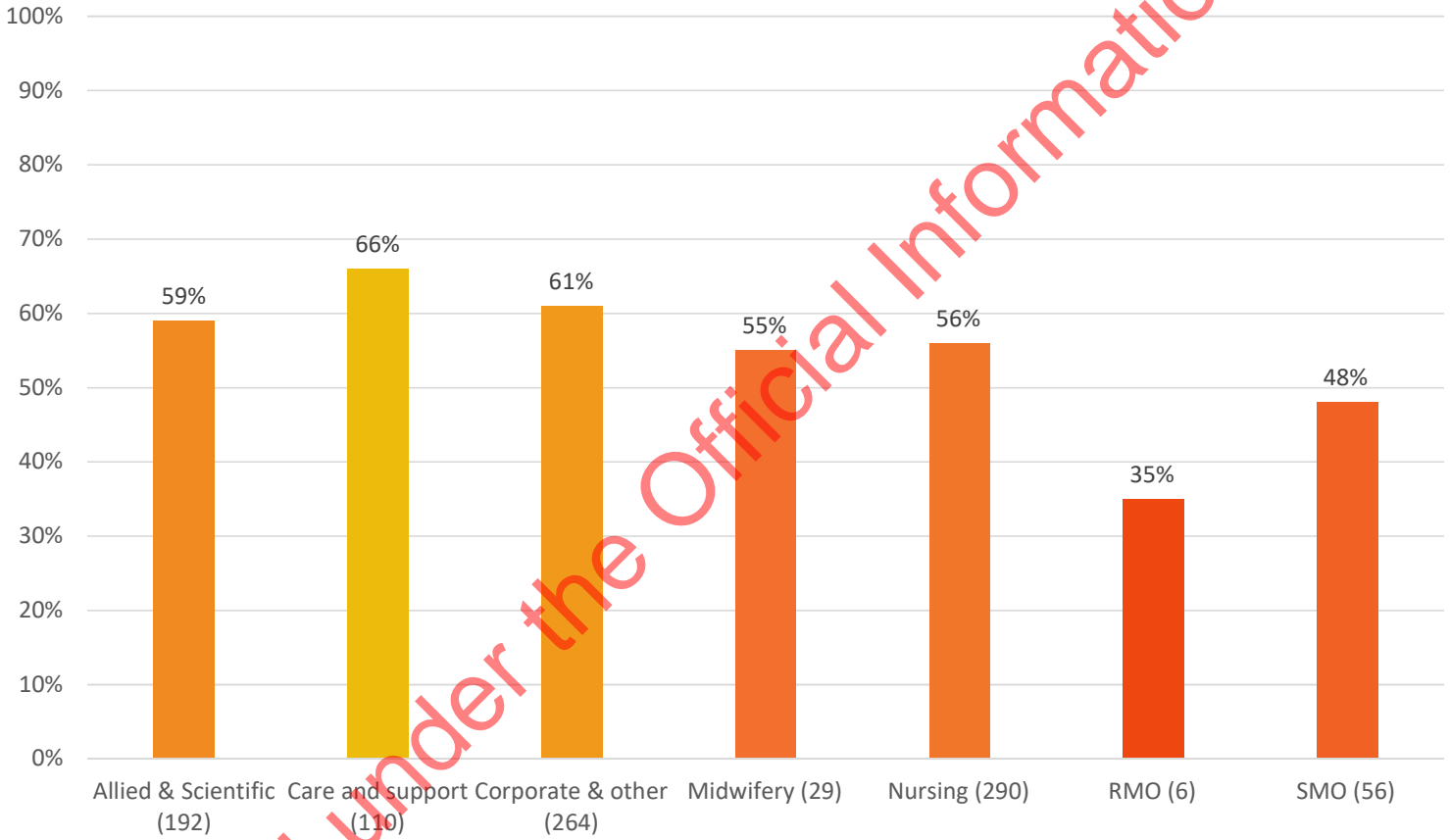


Demographics

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Average Score by Profession



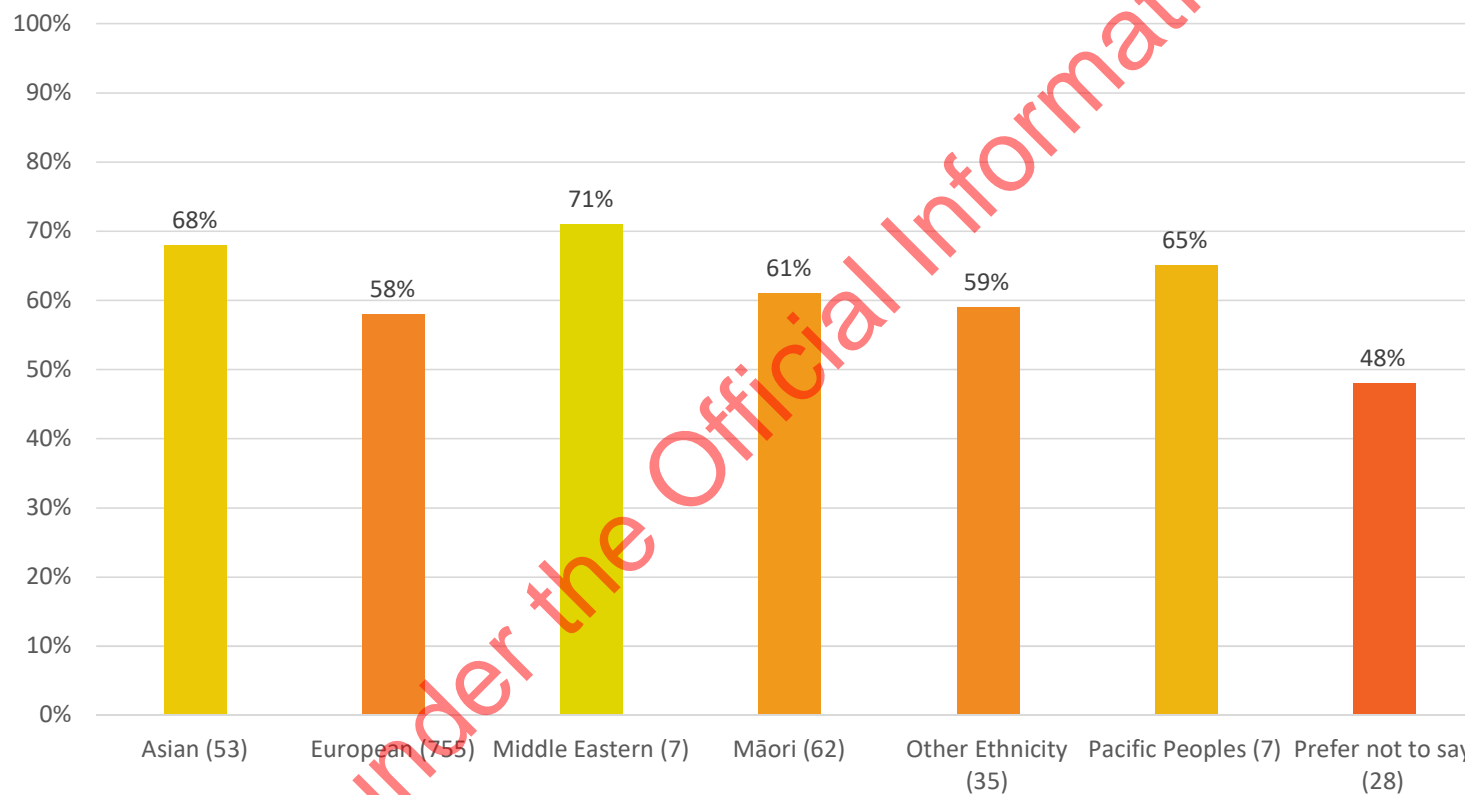
Number in brackets is the number of respondents in each demographic category



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Average Score by Ethnicity

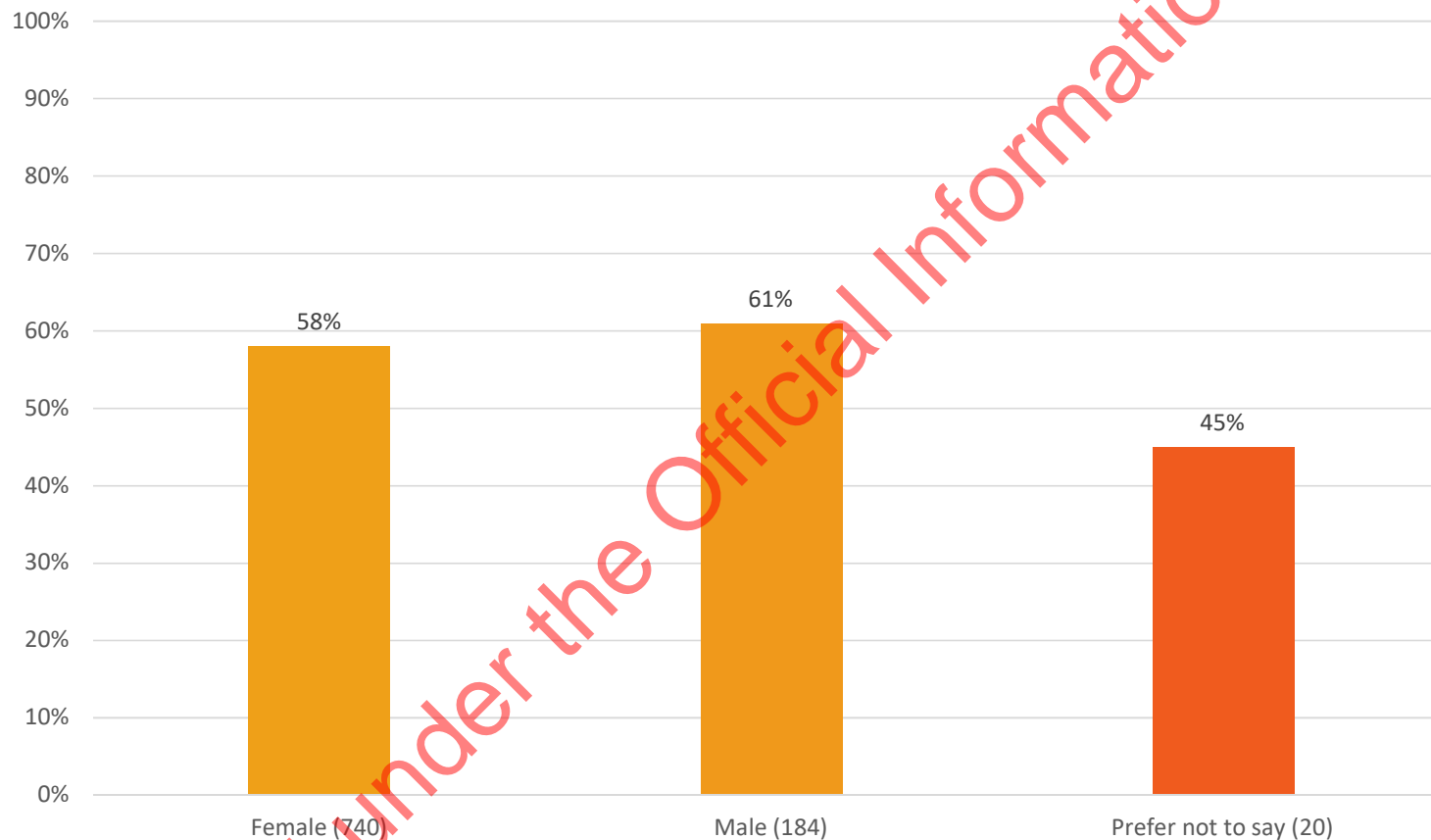
Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



Number in brackets is the number of respondents in each demographic category



Average Score by Gender

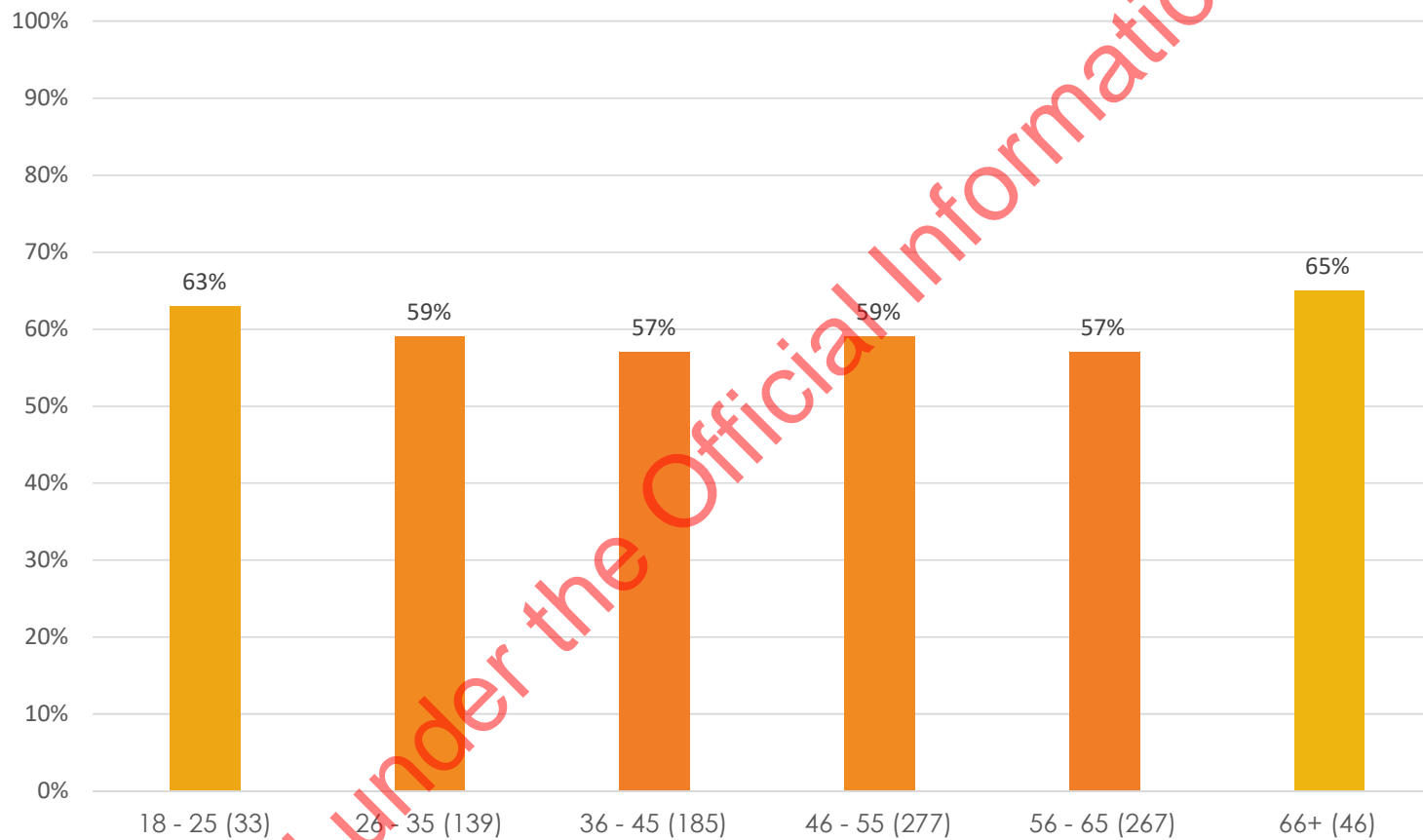


Number in brackets is the number of respondents in each demographic category



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Average Score by Age

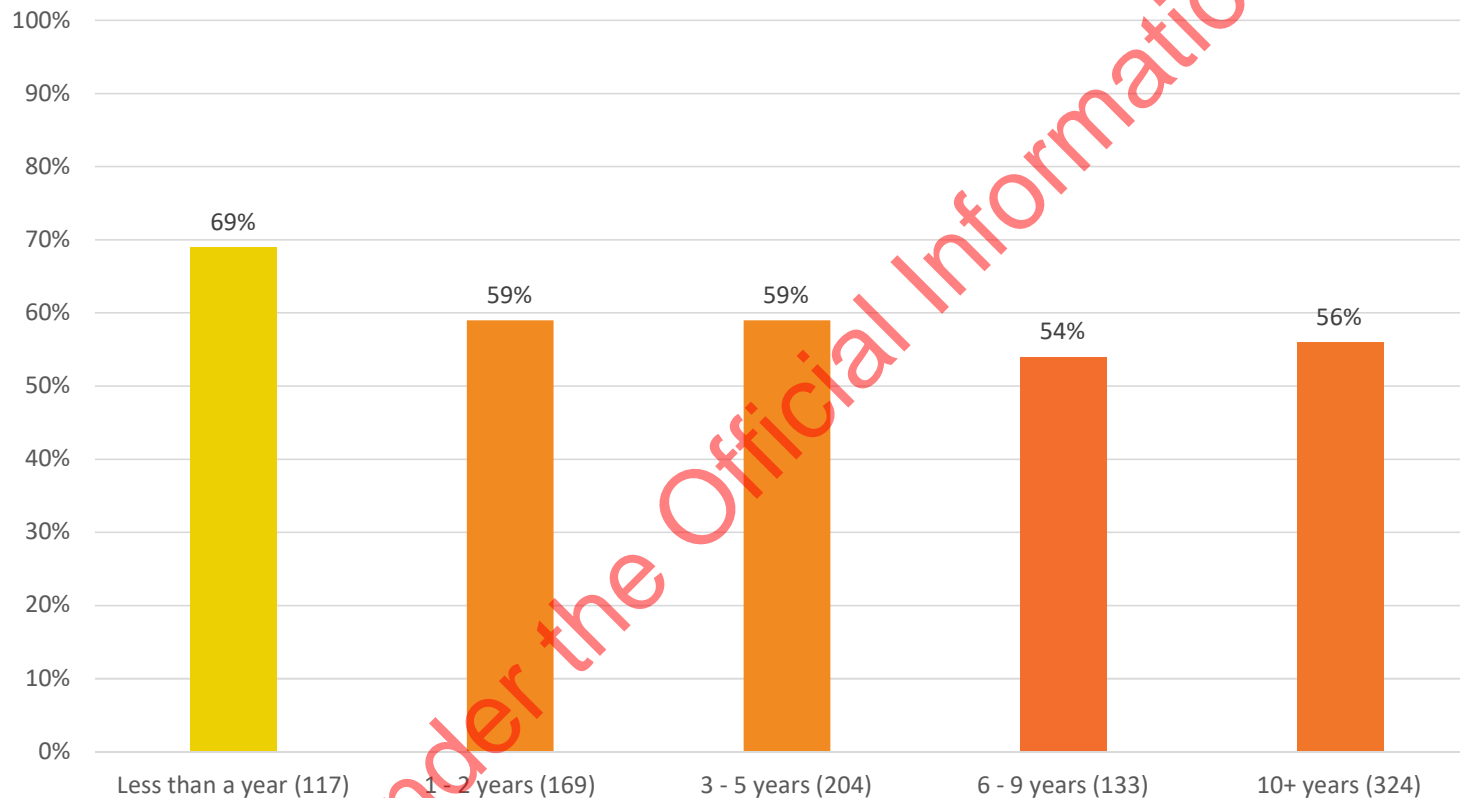


Number in brackets is the number of respondents in each demographic category



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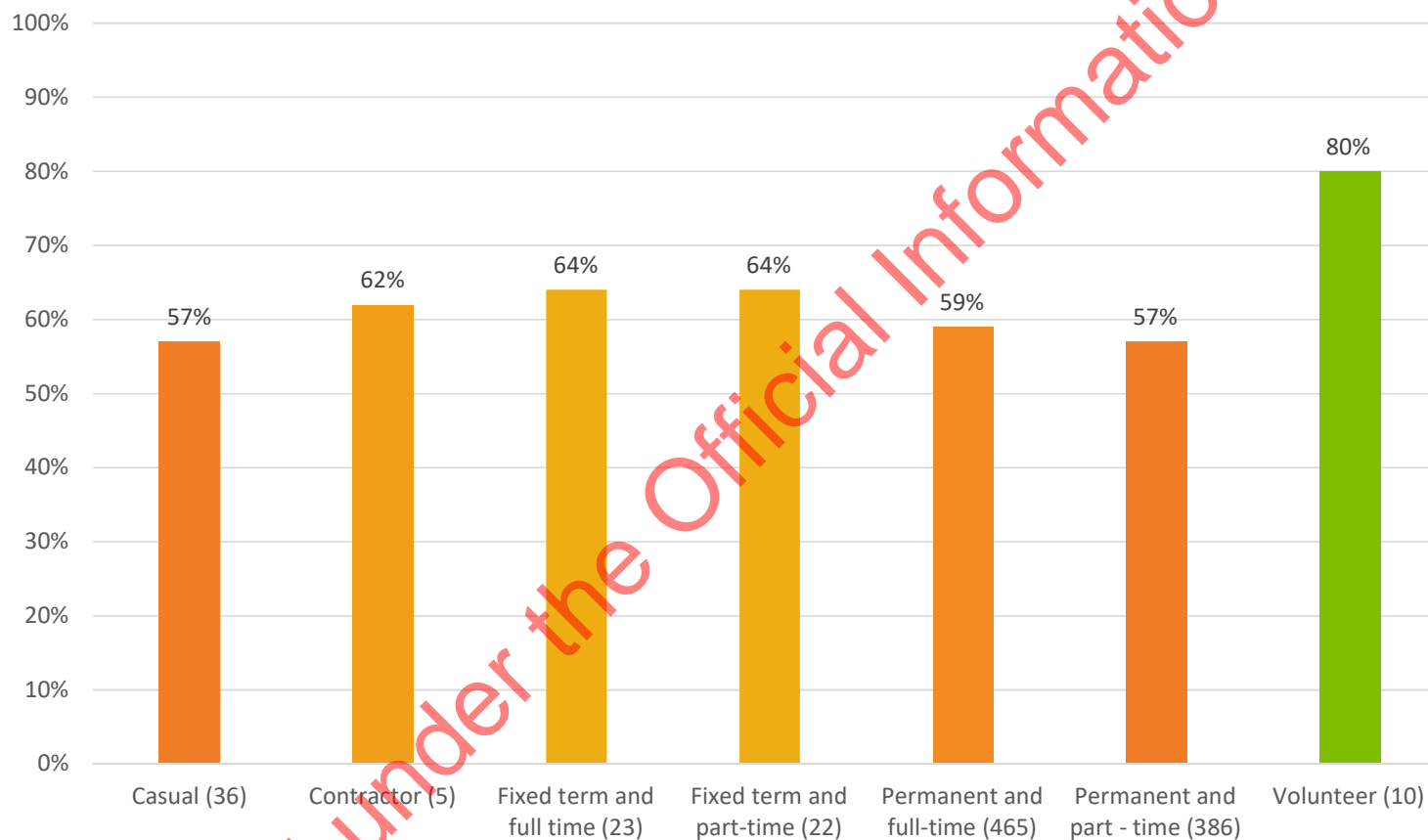
Average Score by Length of Service



Number in brackets is the number of respondents in each demographic category



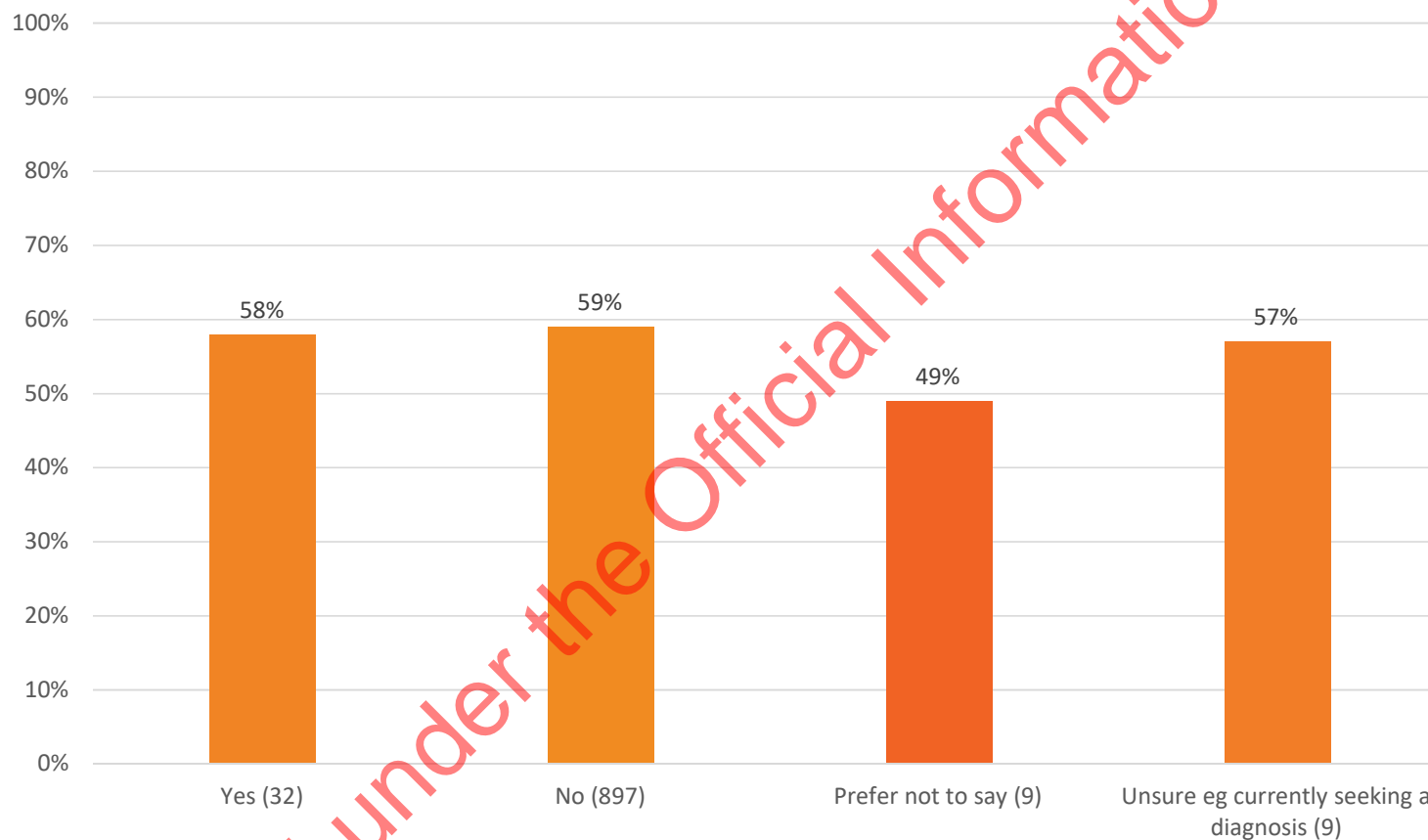
Average Score by Employment Status



Number in brackets is the number of respondents in each demographic category



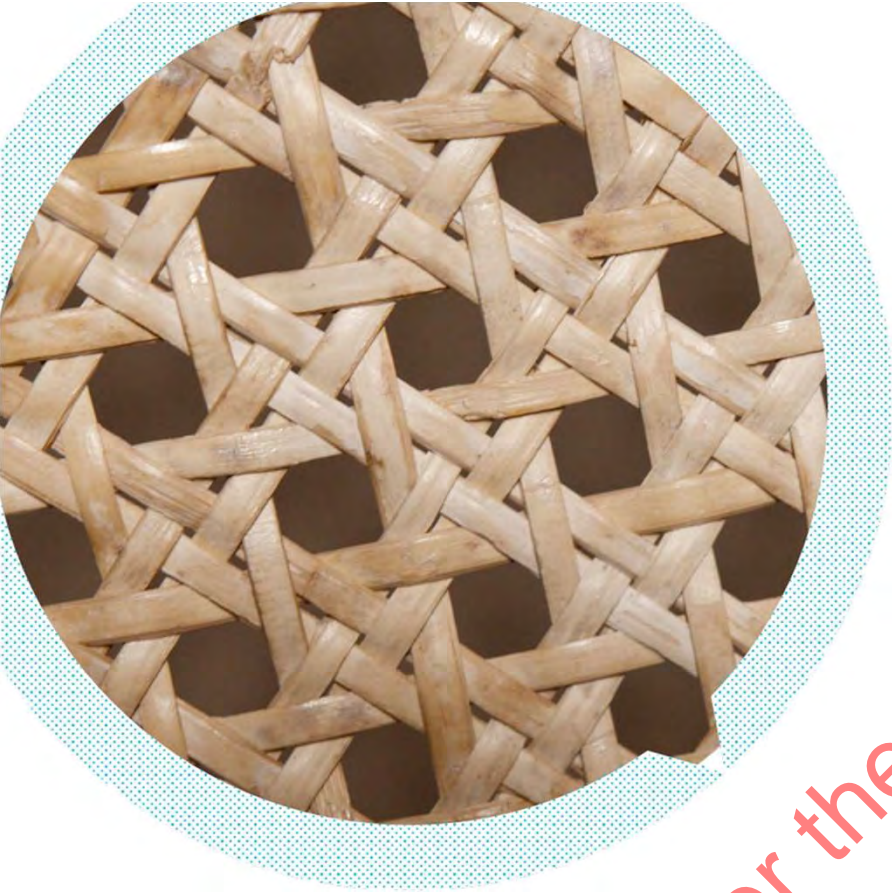
Average Score by Disability Status



Number in brackets is the number of respondents in each demographic category



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Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

This independent analysis of the free text responses was designed to ensure that we can quickly and efficiently gather the key themes and insights from our people in order to ensure we take the right actions.

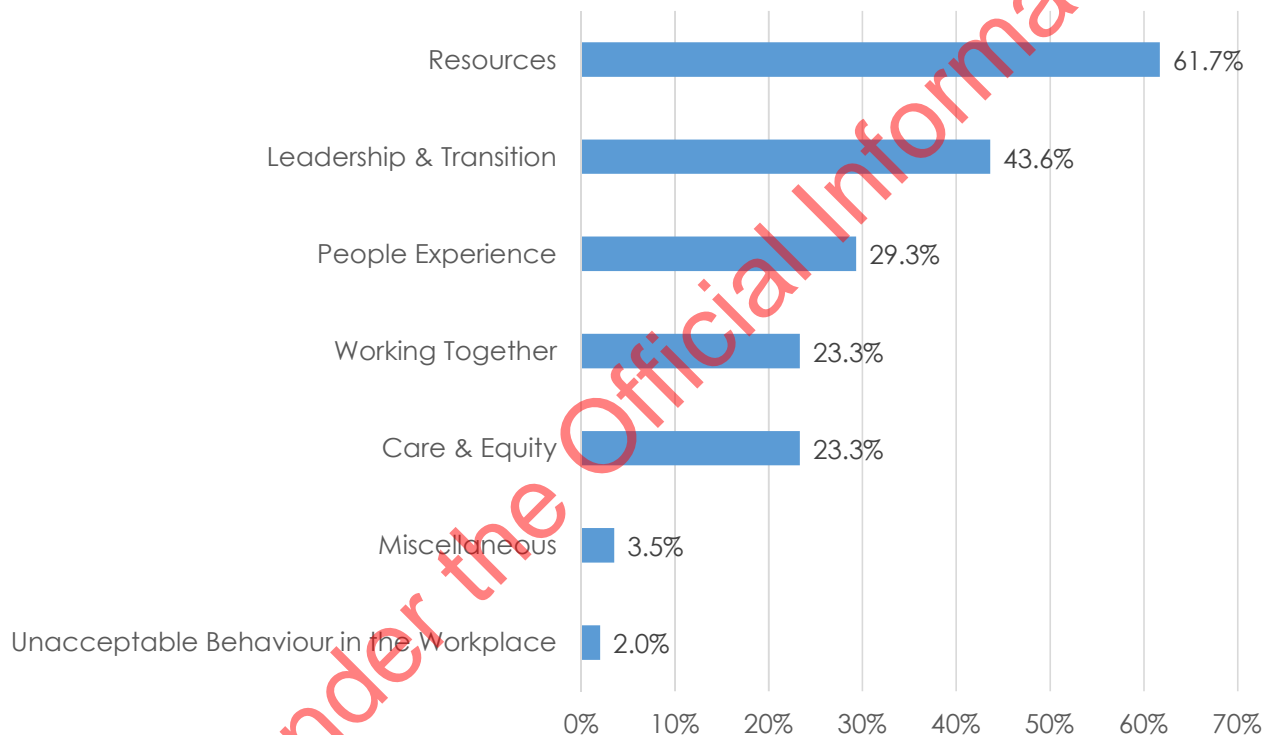
The comments have been grouped by theme in order to give a good sense of the weight of sentiment regarding where people see the greatest opportunities for us to make improvements. This qualitative analysis complements the quantitative analysis of the questions scores to provide us with deeper insights to inform positive action.

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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

76% of respondents left a comment

Overall breakdown of themes



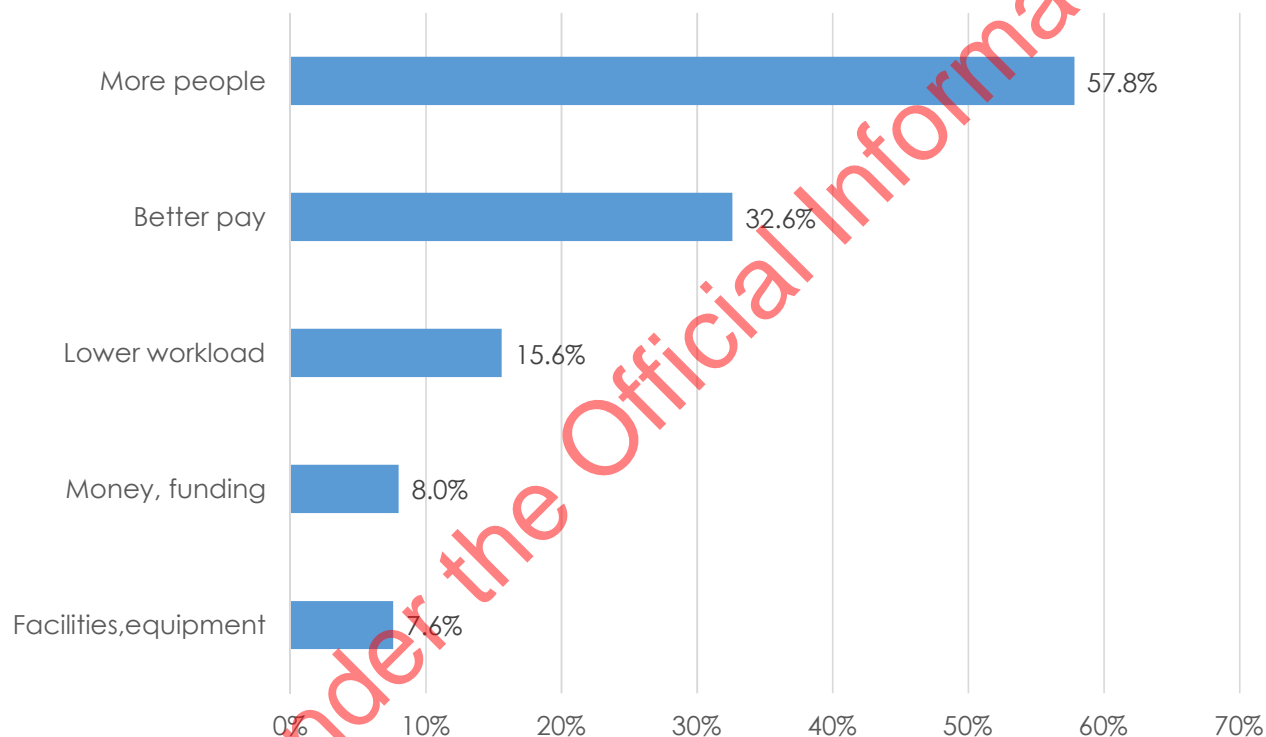
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: Breakdown by sub-theme



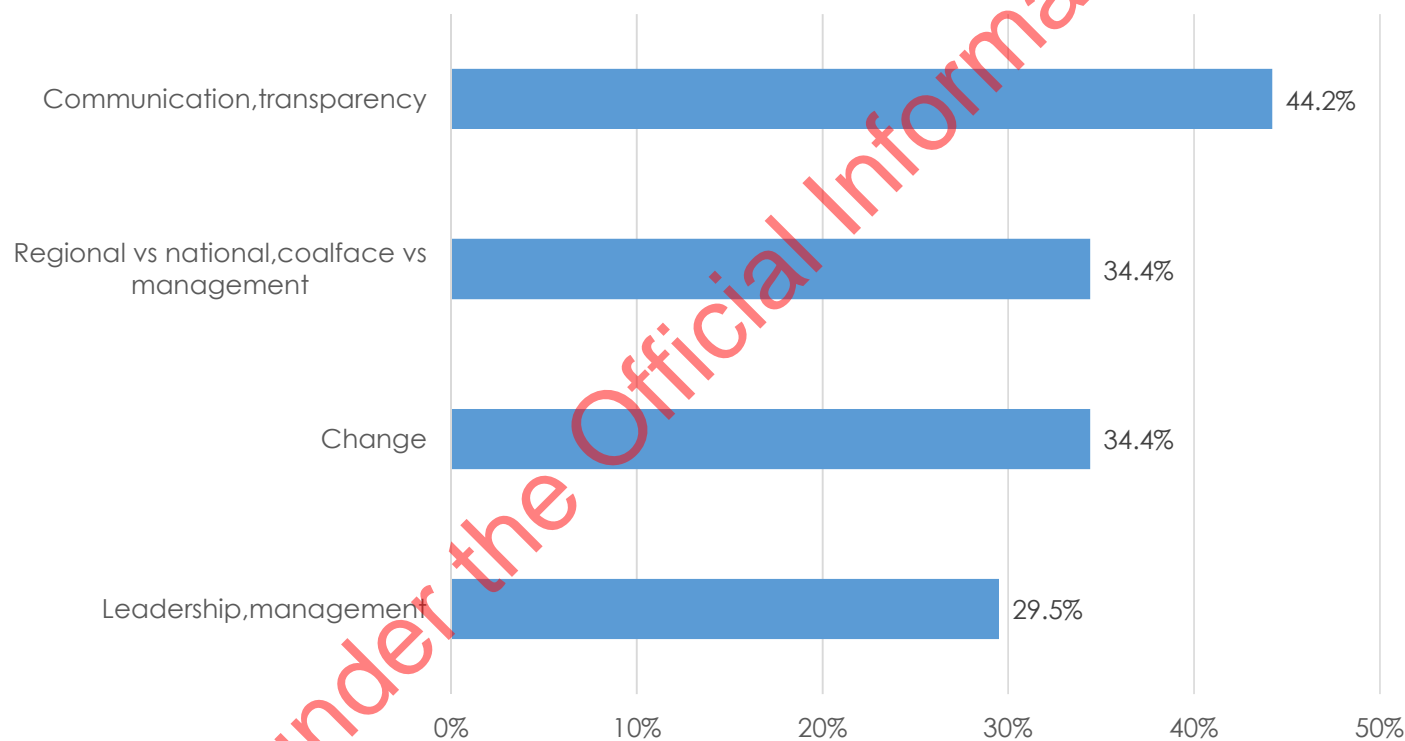
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: Breakdown by sub-theme



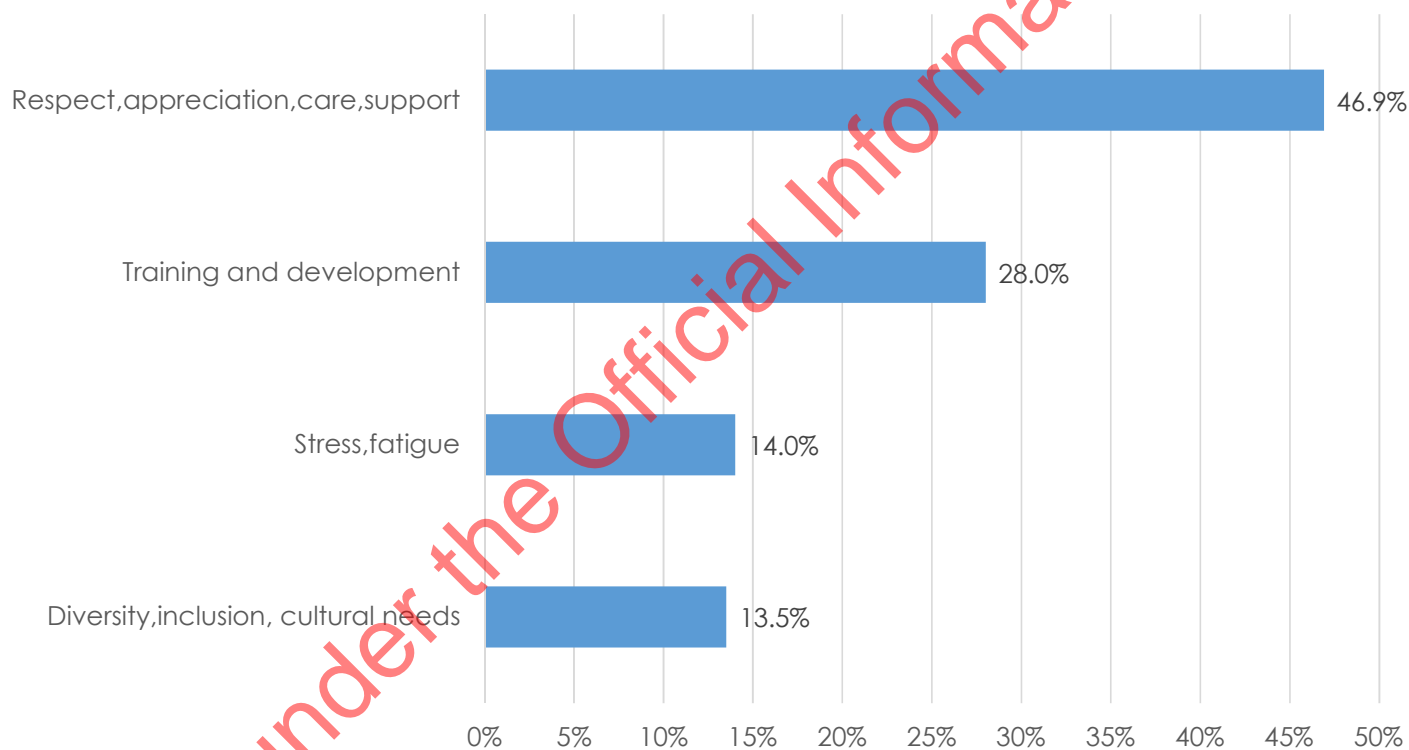
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People experience theme: Breakdown by sub-theme



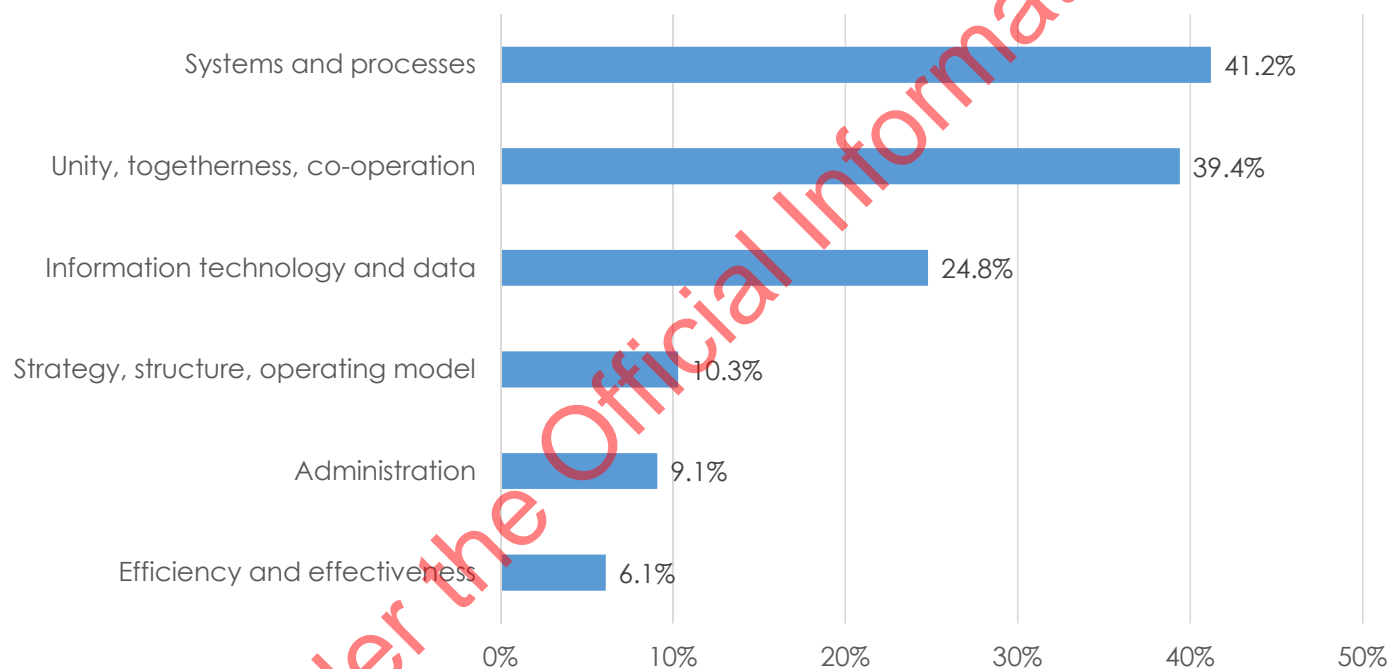
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working Together theme: Breakdown of subthemes



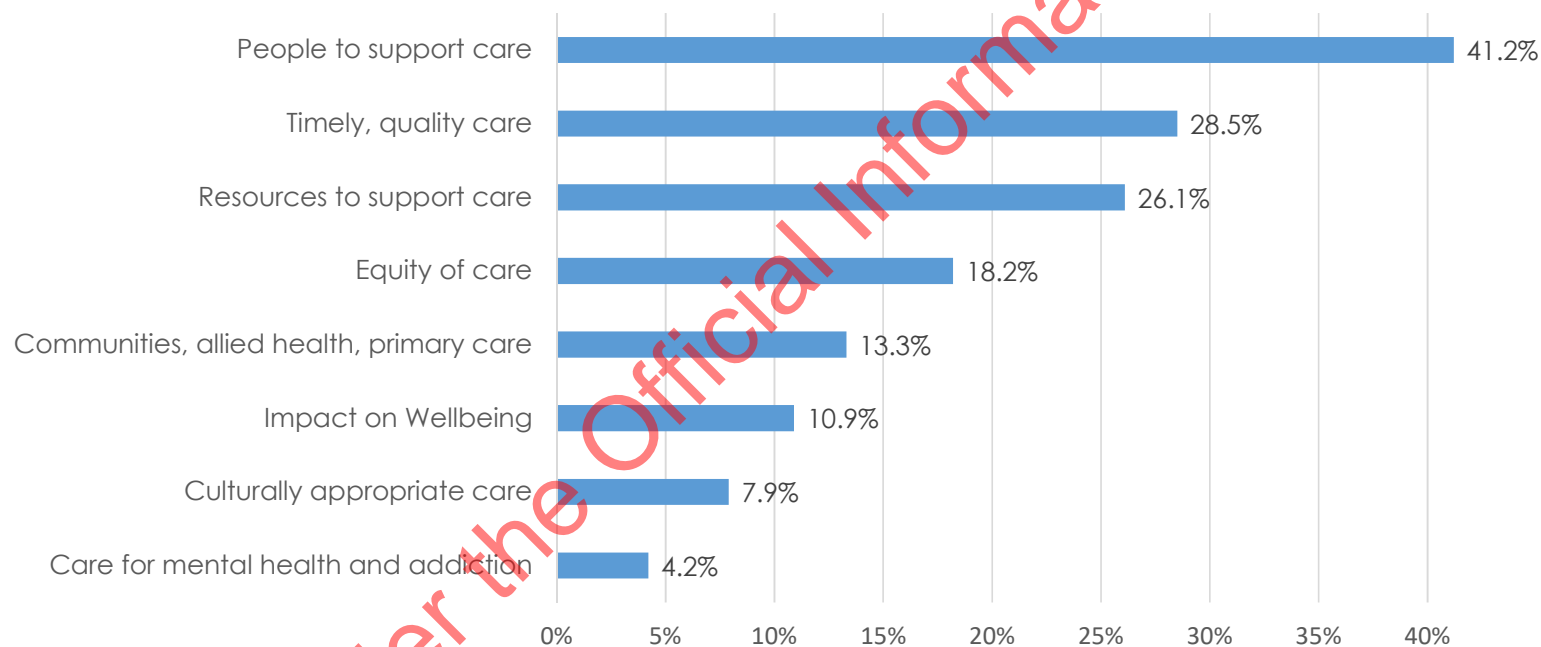
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care and Equity theme: Breakdown of subthemes



Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.

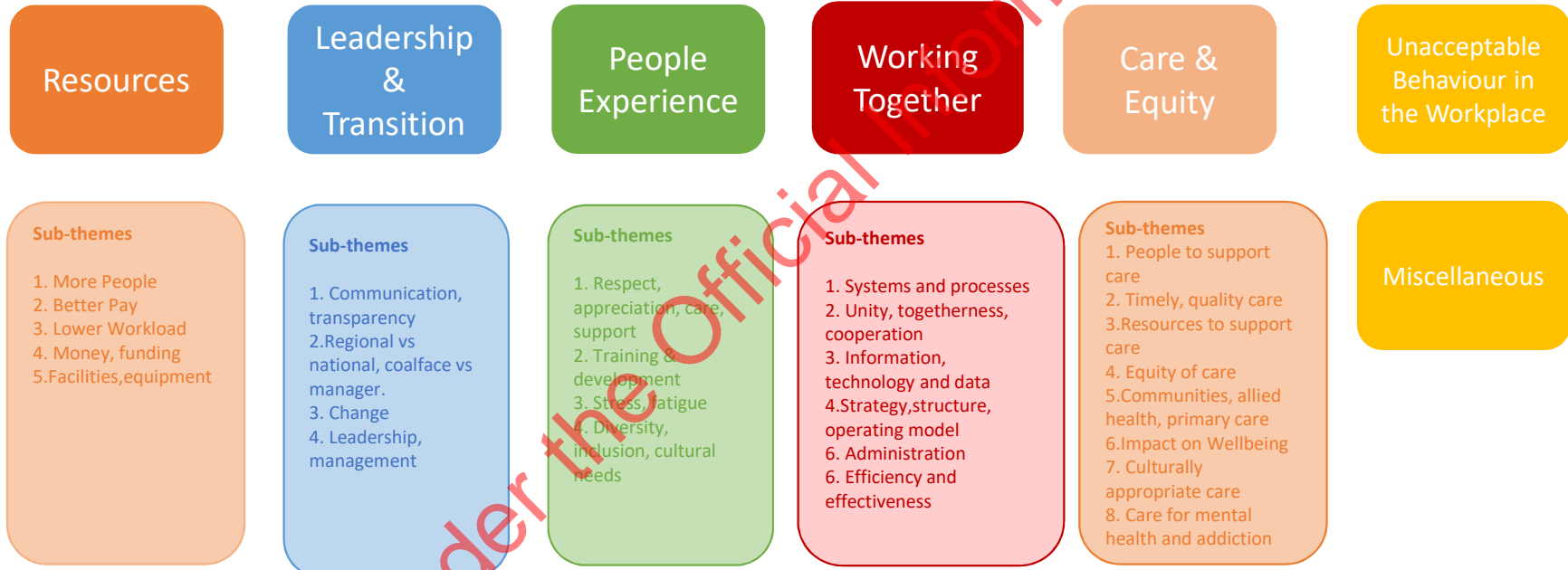


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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:

Other Themes:



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Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey -
Northern Regional Alliance

Confidential

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Survey Purpose

The Te Whatu Ora Ngātahitanga – Pulse Survey survey was set up to ask Te Whatu Ora staff what is working well and what is not working well across the New Zealand health system and ask what is going well/not well with the change and transformation process thus identifying short term and longer term improvement actions.

The survey's goal of listening to the voices of our people helps shape meaningful improvements for our kaimahi, communities, patients and whānau).

It is not about validating what we already know but is about listening and taking action.

Responses will build on what we're already hearing and will help create a full and accurate picture of where we are and what we need to do.

Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored



Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

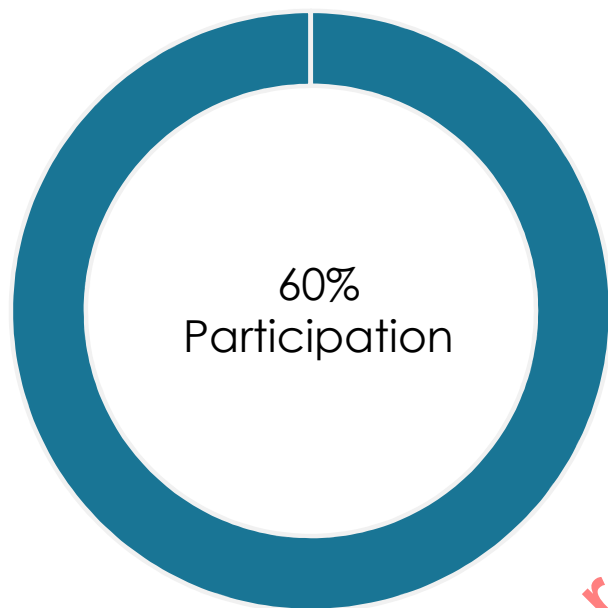
5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%

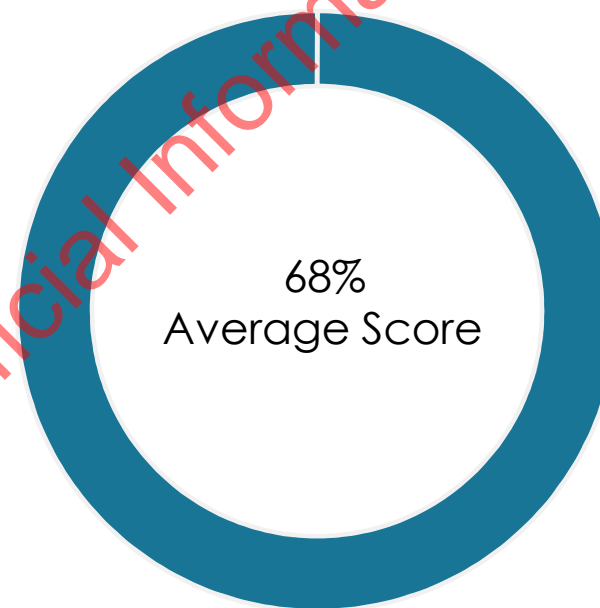


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Data Grouping Explanations (as defined by Te Whatu Ora)

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Other Ethnicity	Includes others not included in the above

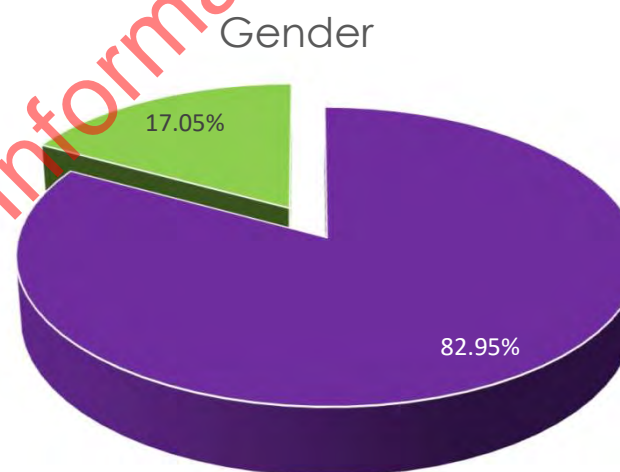
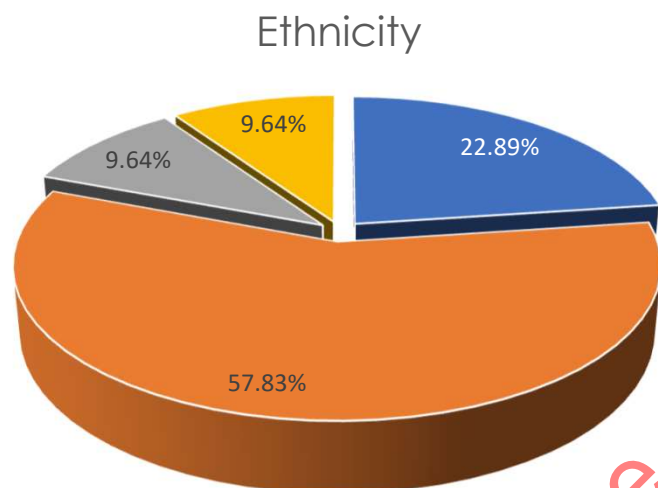
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Profession

Care and Support	includes cleaners, HCA, orderlies, security
Corporate and other	includes management
Nursing	excluding HCAs

Breakdown of Respondents

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

■ Asian (19)

■ European (48)

■ Māori (8)

■ Pacific Peoples (8)

■ Female (73)

■ Male (15)

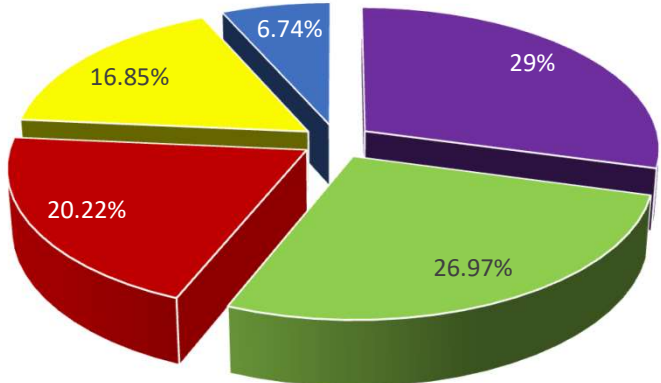
*Number in brackets is the number of respondents in each demographic category

Ngātahitanga Pulse Survey - Northern Regional Alliance



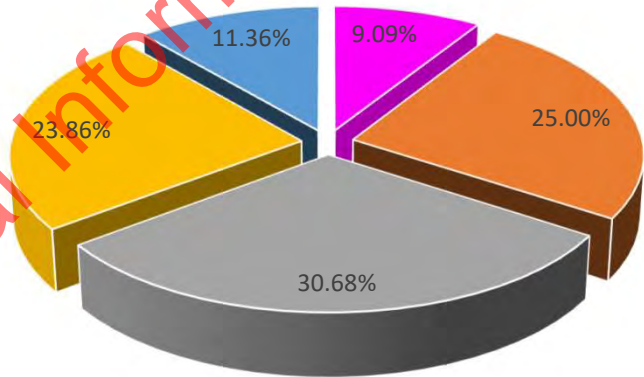
Breakdown of Respondents

Length of Service



- Less than a year (26)
- 1 - 2 years (24)
- 3 - 5 years (18)
- 6 - 9 years (15)
- 10+ years (6)

Age



- 18 - 25 (8)
- 26 - 35 (22)
- 36 - 45 (27)
- 46 - 55 (21)
- 56 - 65 (10)

To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

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Question scores

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Average Question Score by Category

Custom - 1/2



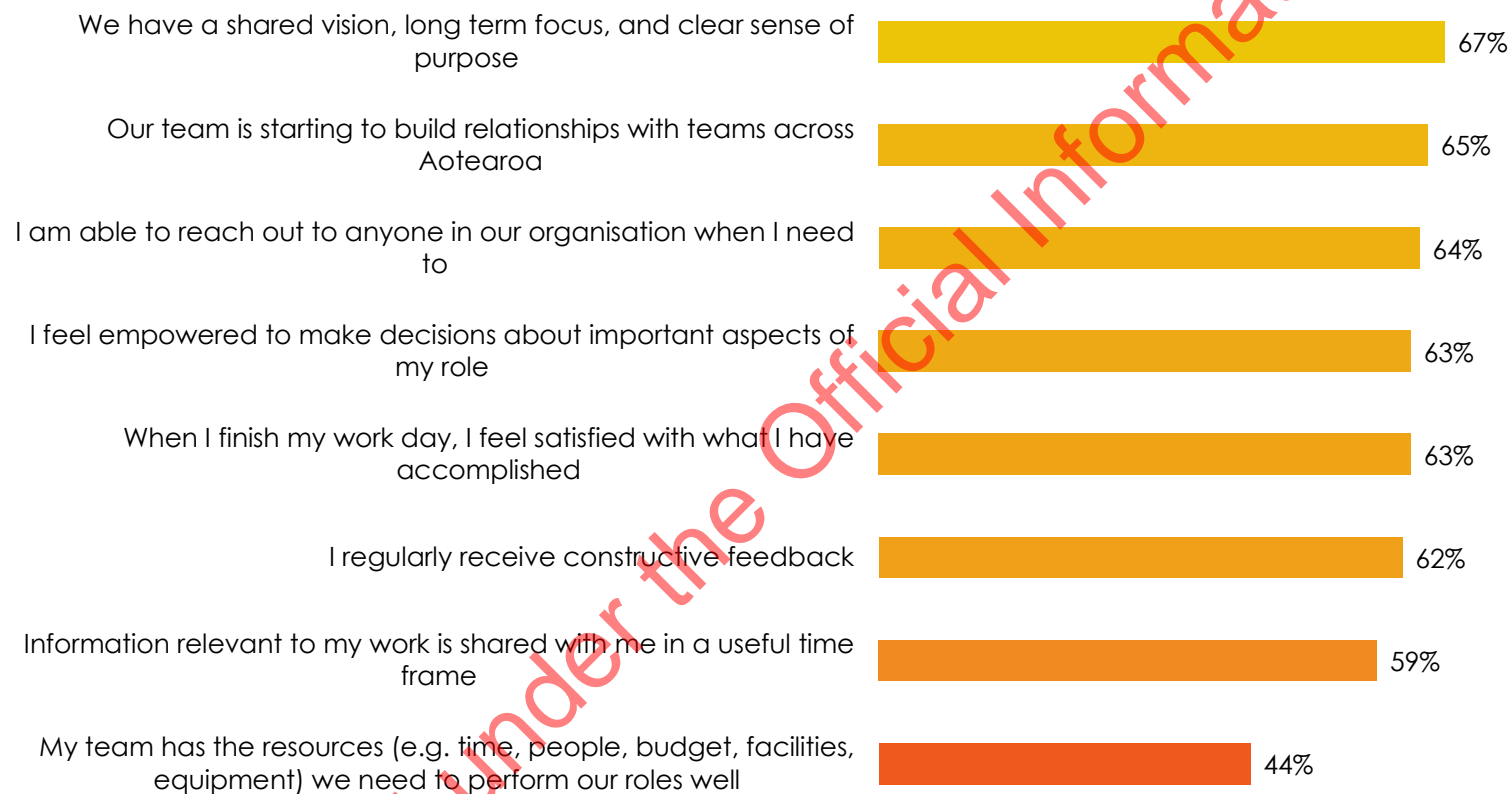
This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



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Average Question Score by Category

Custom - 2/2



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



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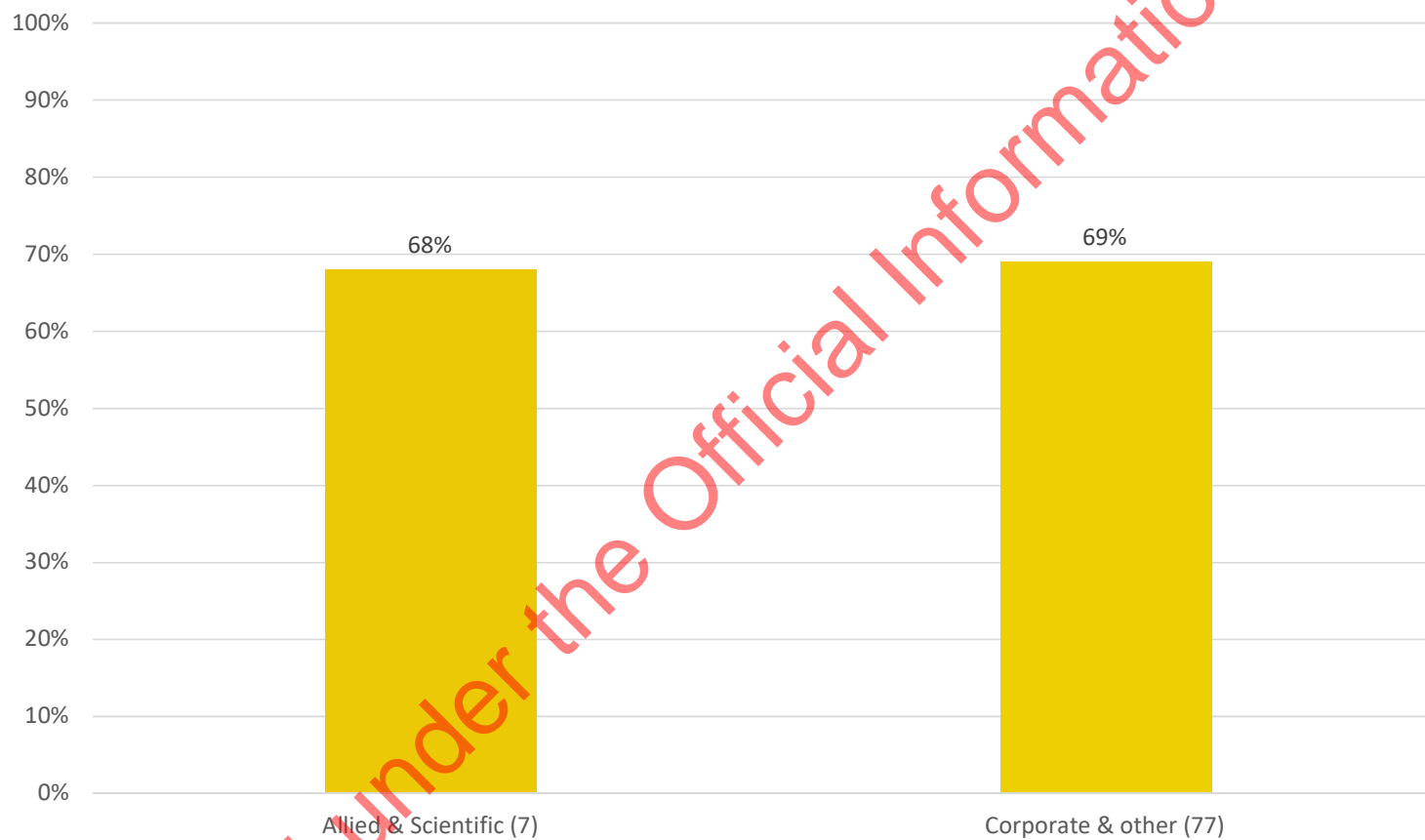
Demographics

To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

NB: The Disability Status demographic is not shown as only one demographic exceeded the five participant threshold.

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Average Score by Profession



*Number in brackets is the number of respondents in each demographic category



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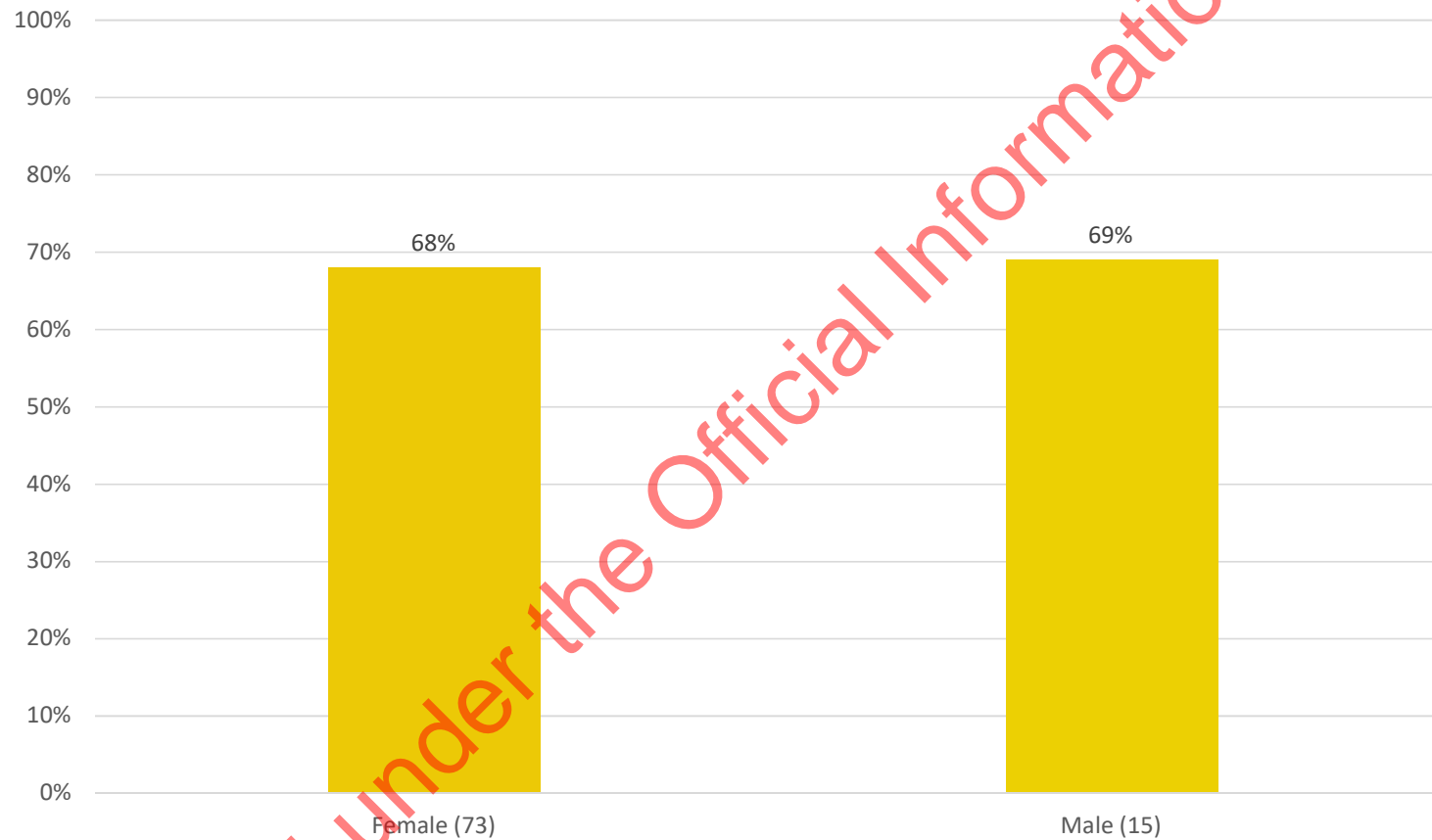
Average Score by Ethnicity

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



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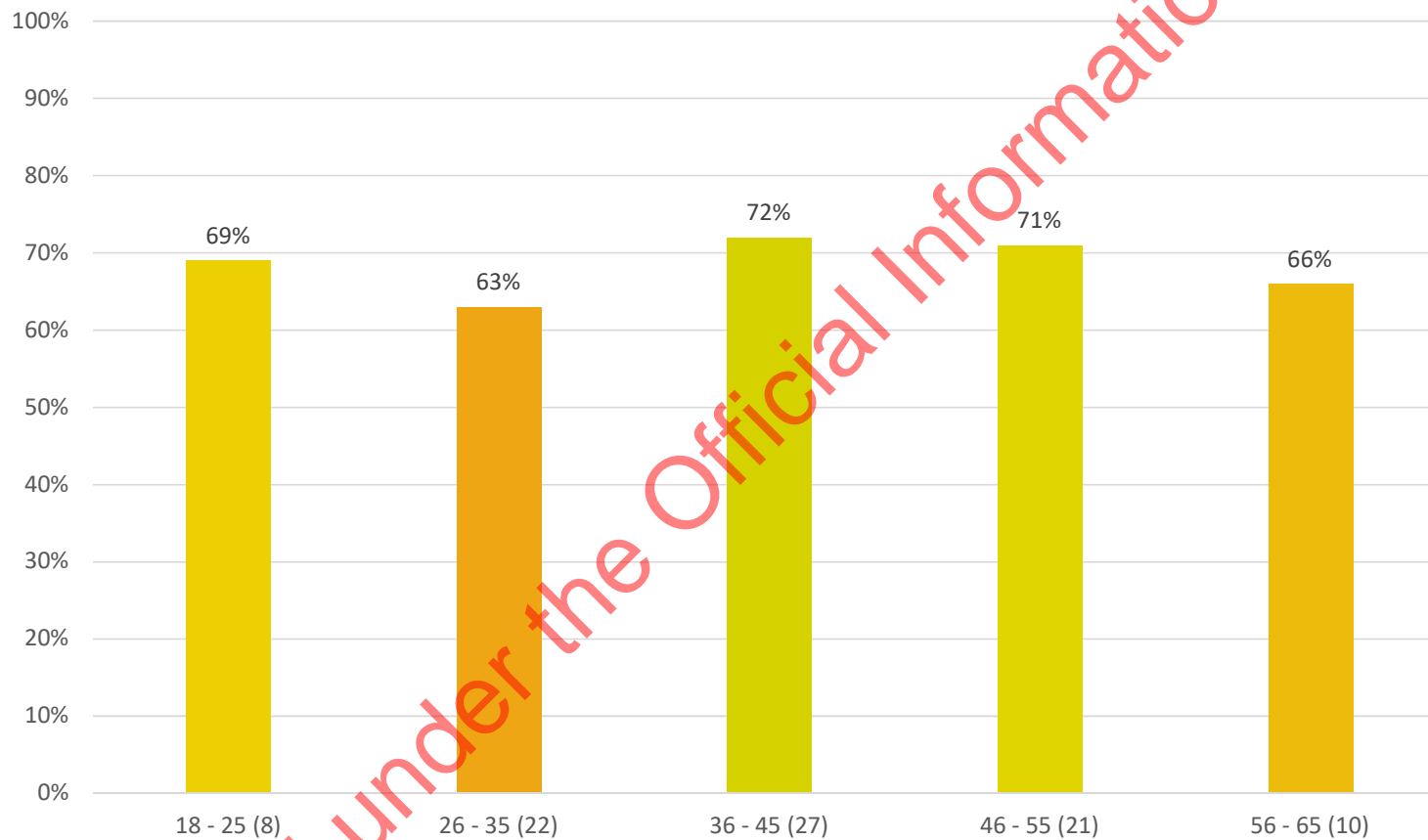
Average Score by Gender



*Number in brackets is the number of respondents in each demographic category



Average Score by Age

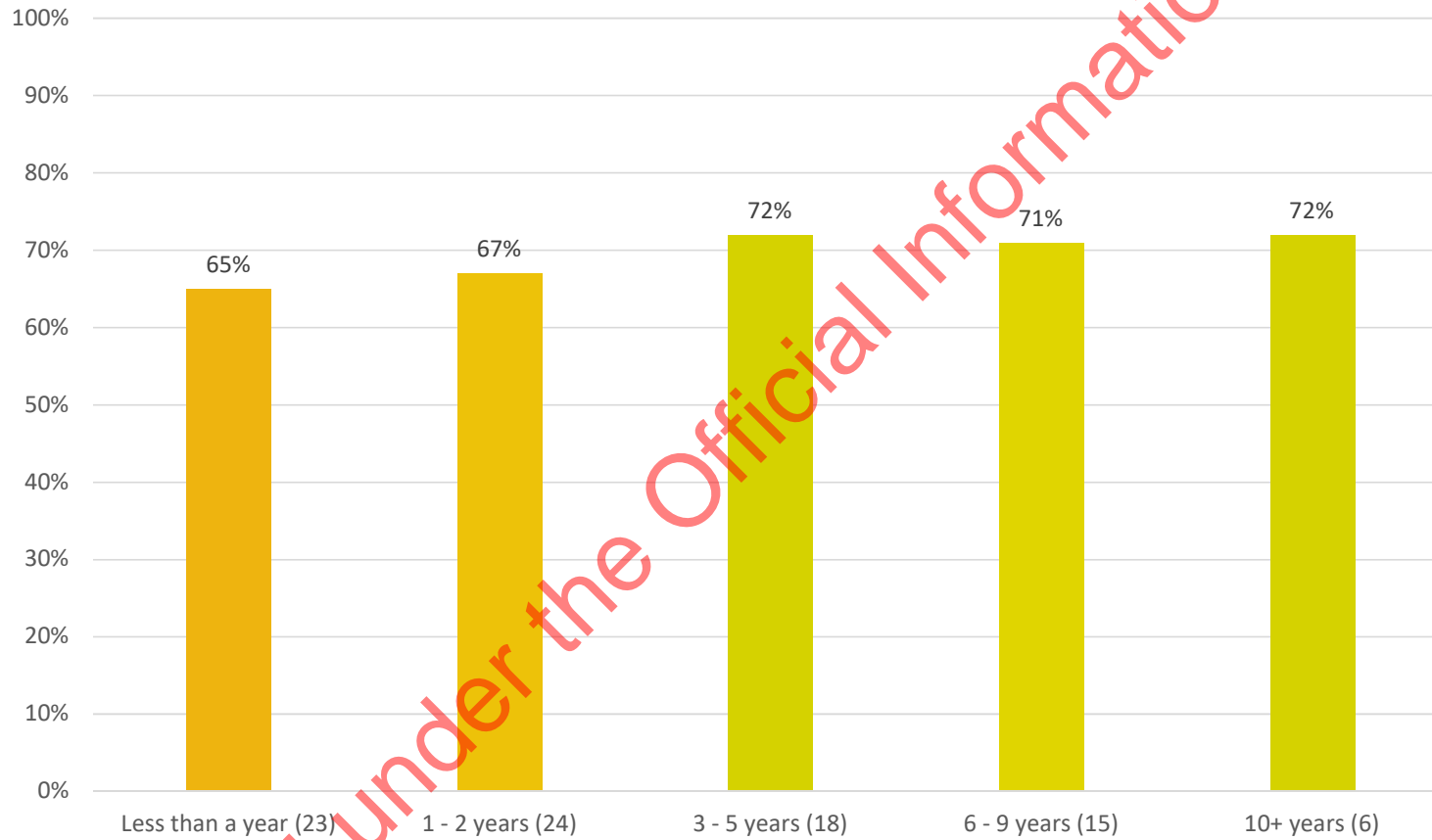


*Number in brackets is the number of respondents in each demographic category



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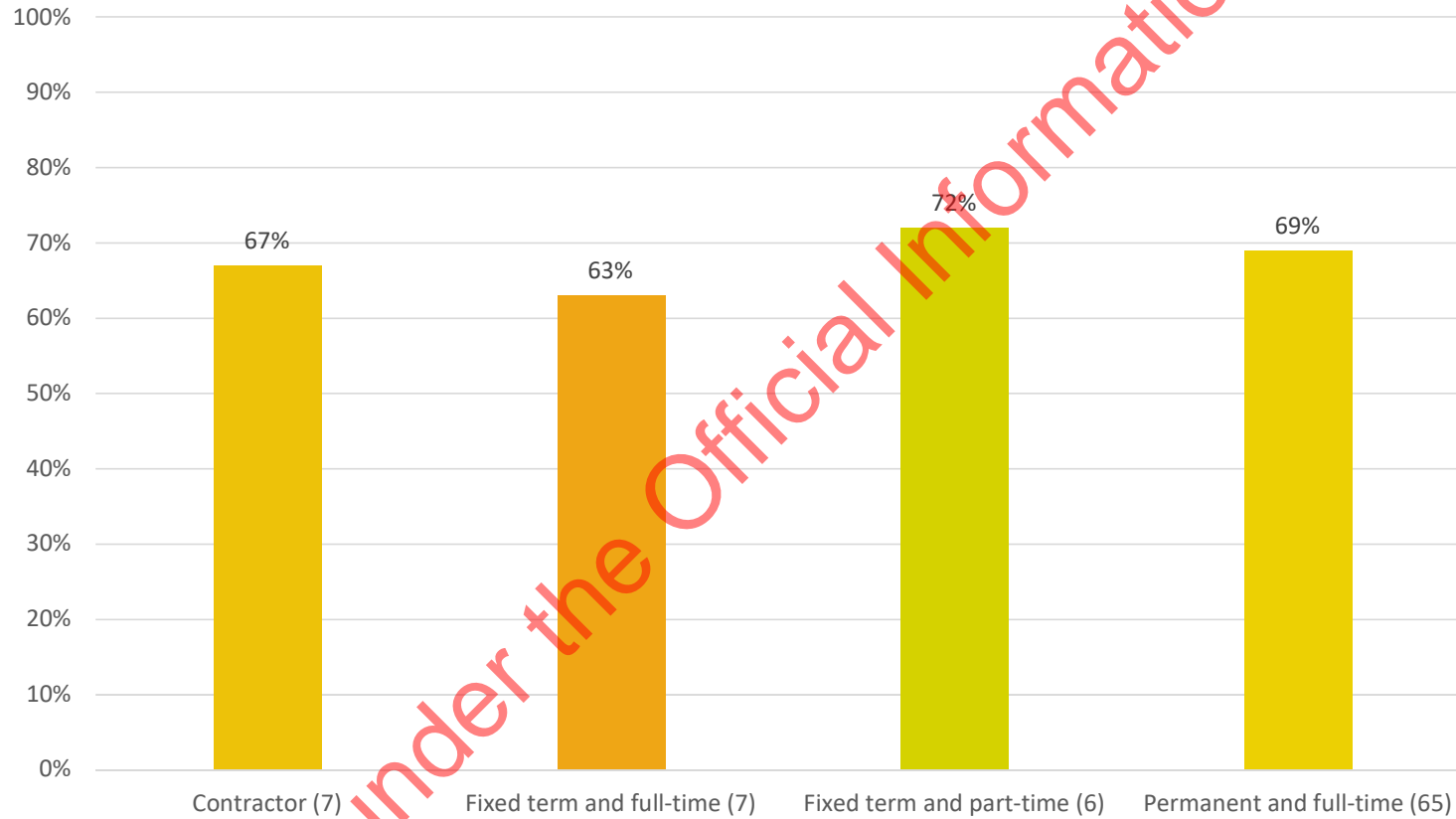
Average Score by Length of Service



*Number in brackets is the number of respondents in each demographic category

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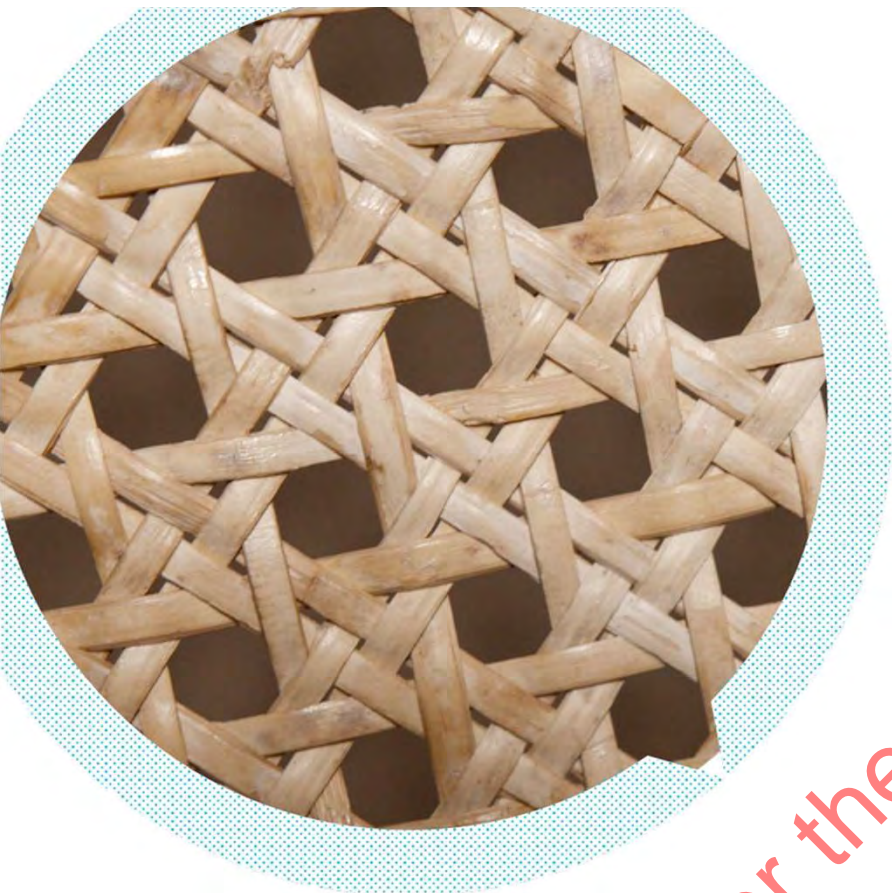
Average Score by Employment Status



*Number in brackets is the number of respondents in each demographic category

Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

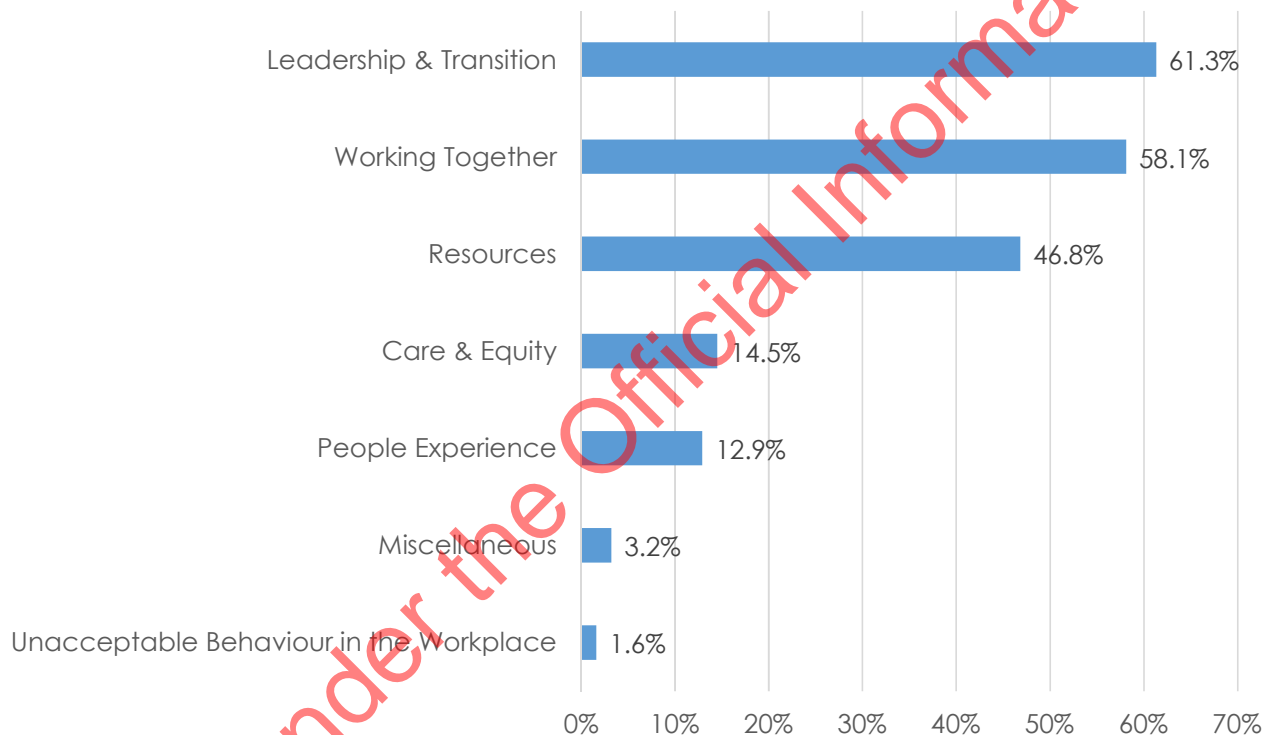
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

70% of respondents left a comment

Overall breakdown of themes



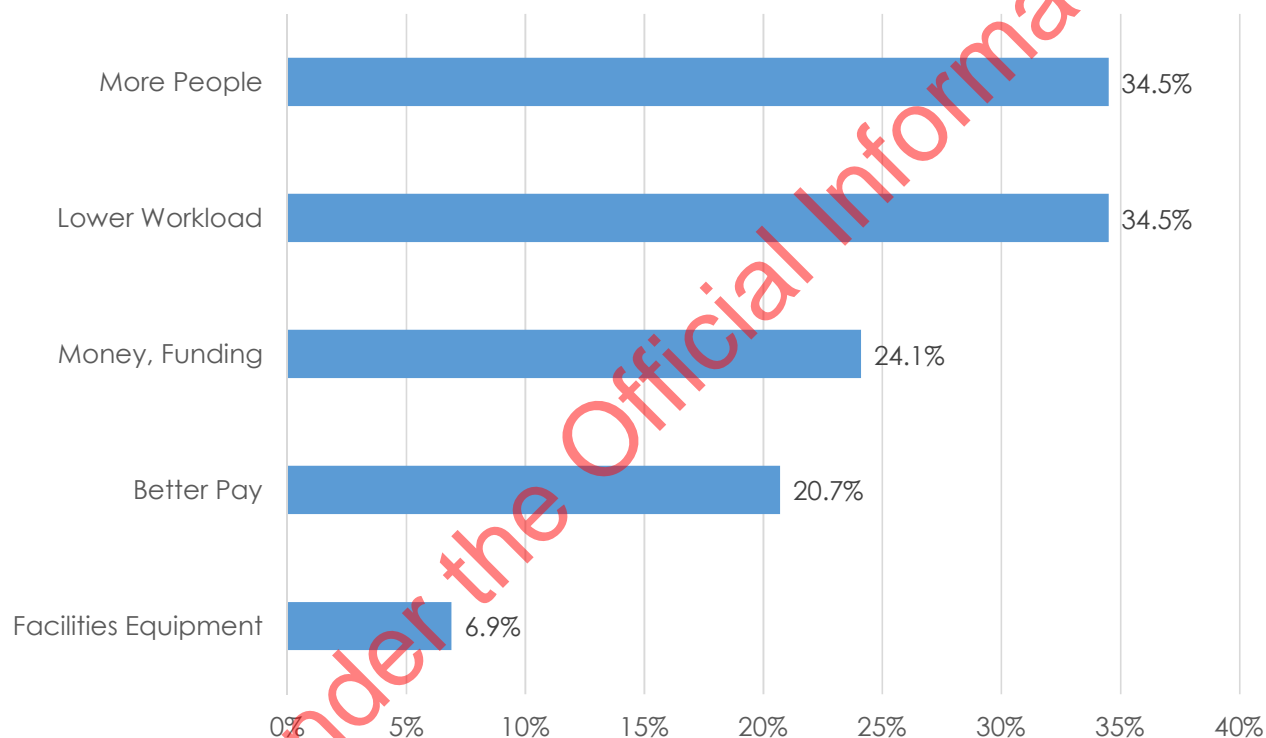
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: Breakdown by sub-theme



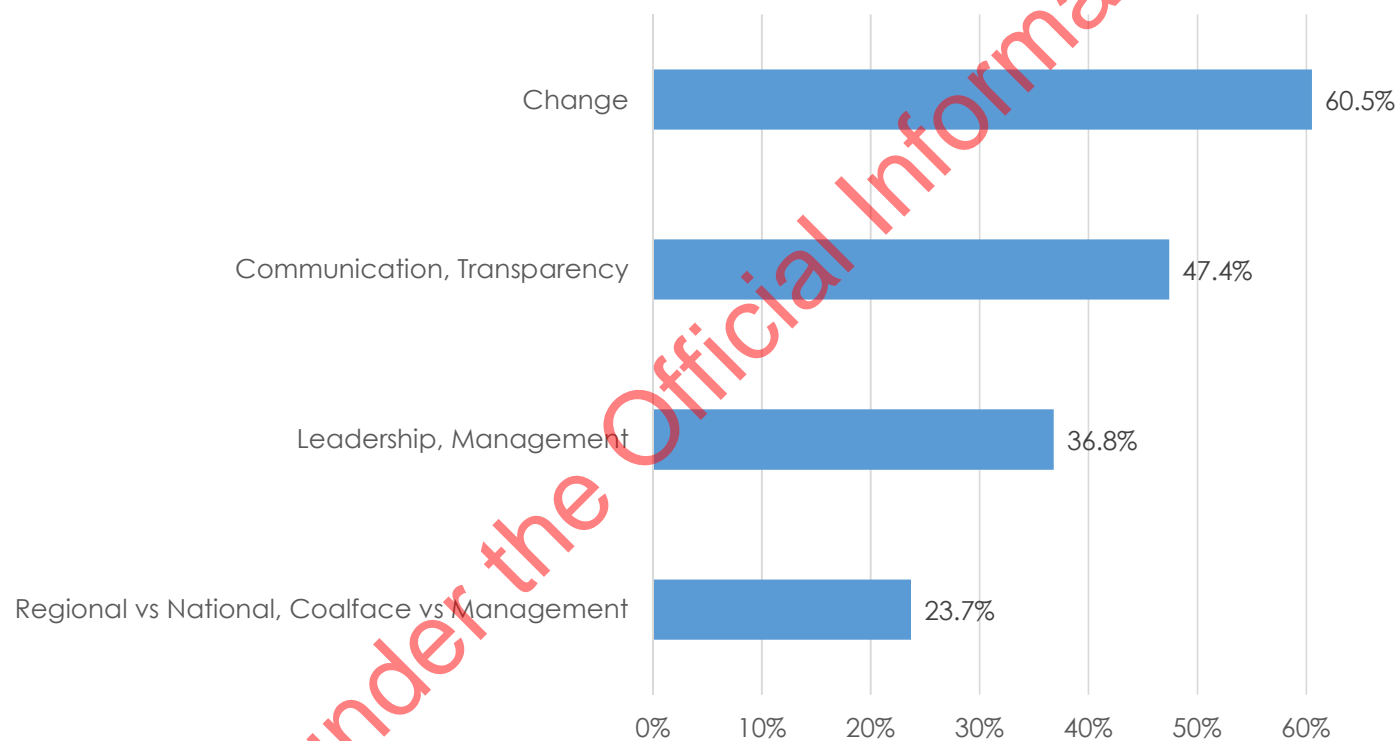
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: Breakdown by sub-theme



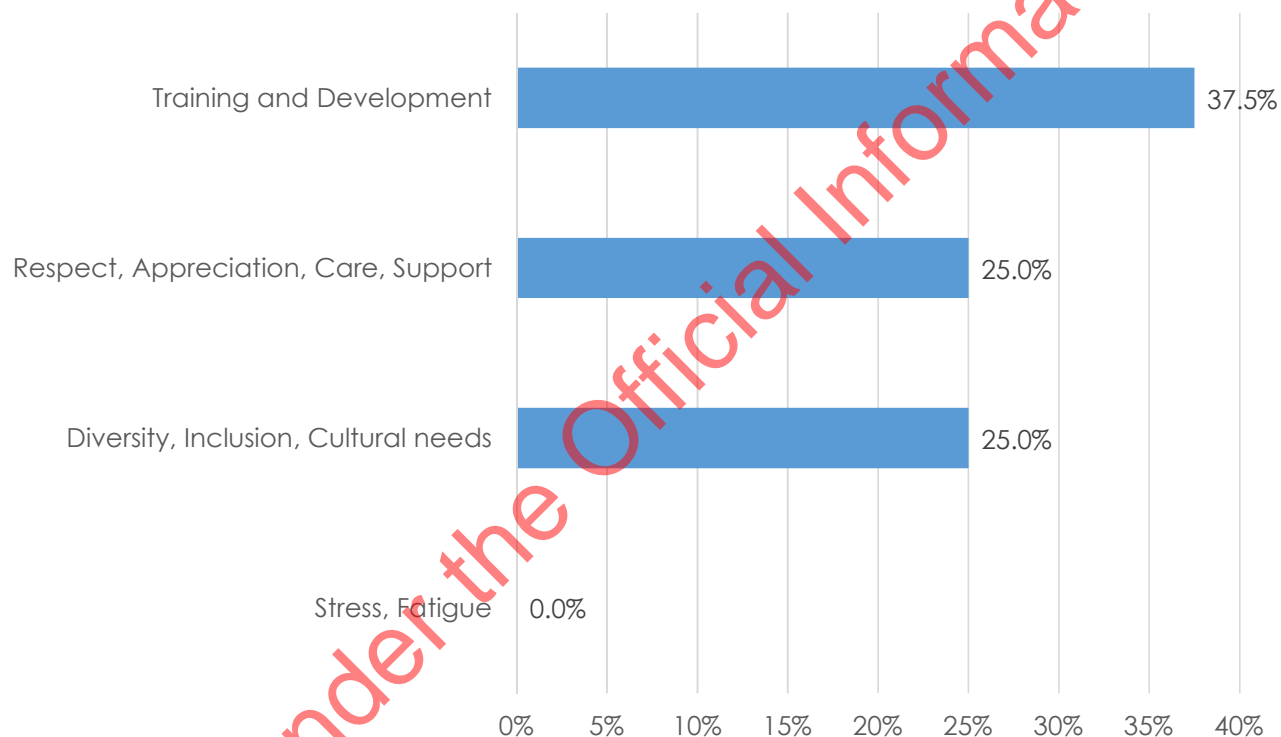
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People Experience theme: Breakdown by sub-theme



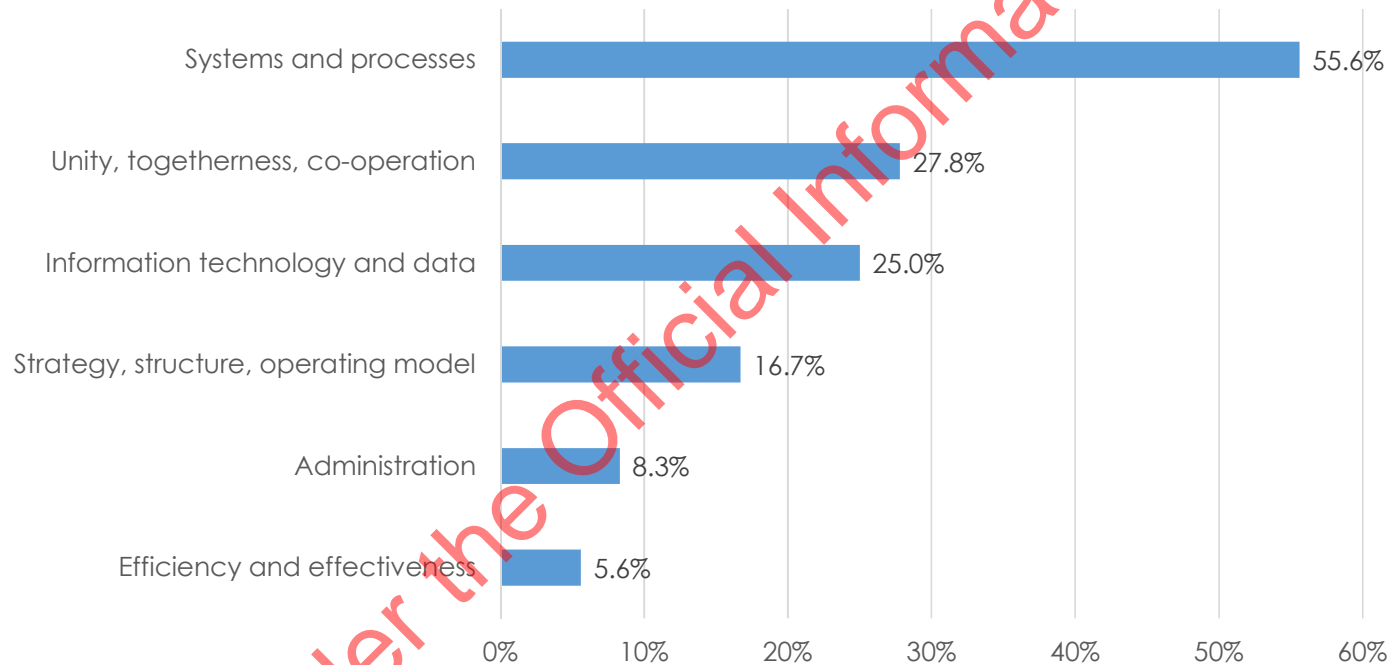
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working Together theme: Breakdown of subthemes



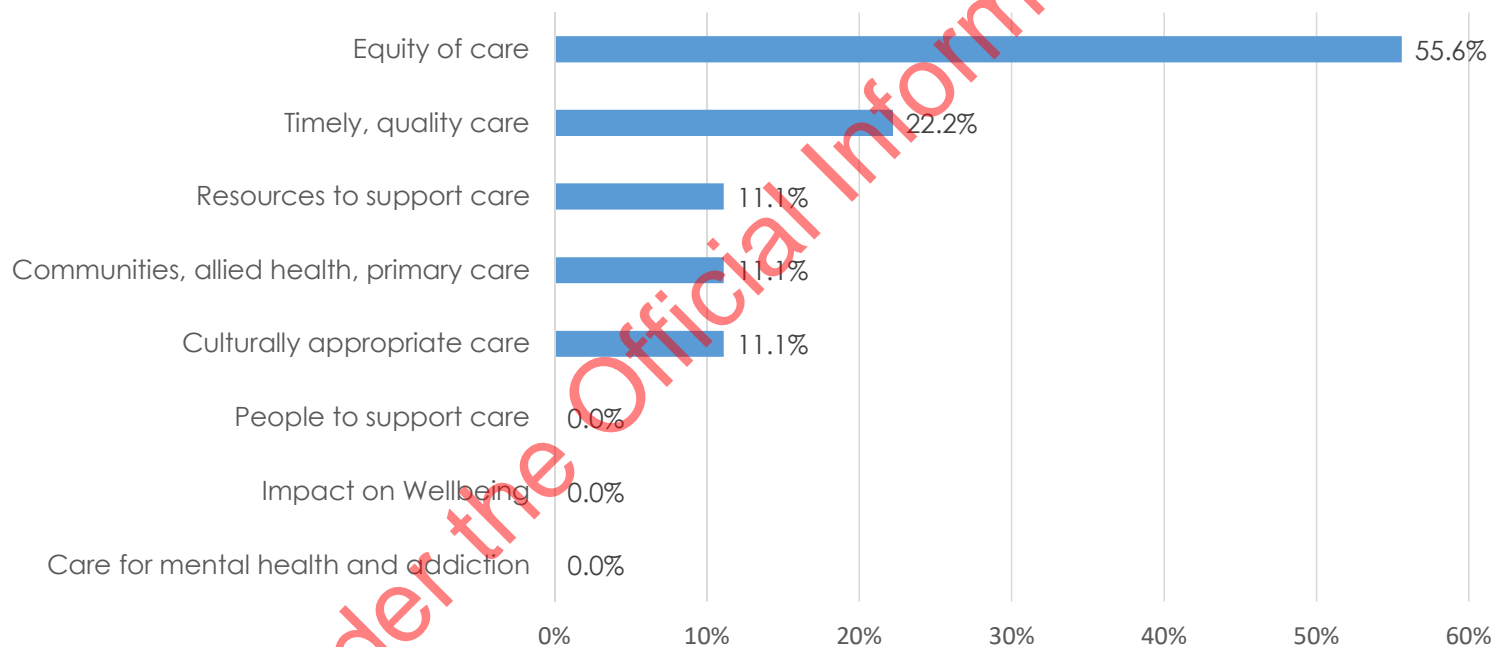
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care and Equity theme: Breakdown of subthemes



Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.

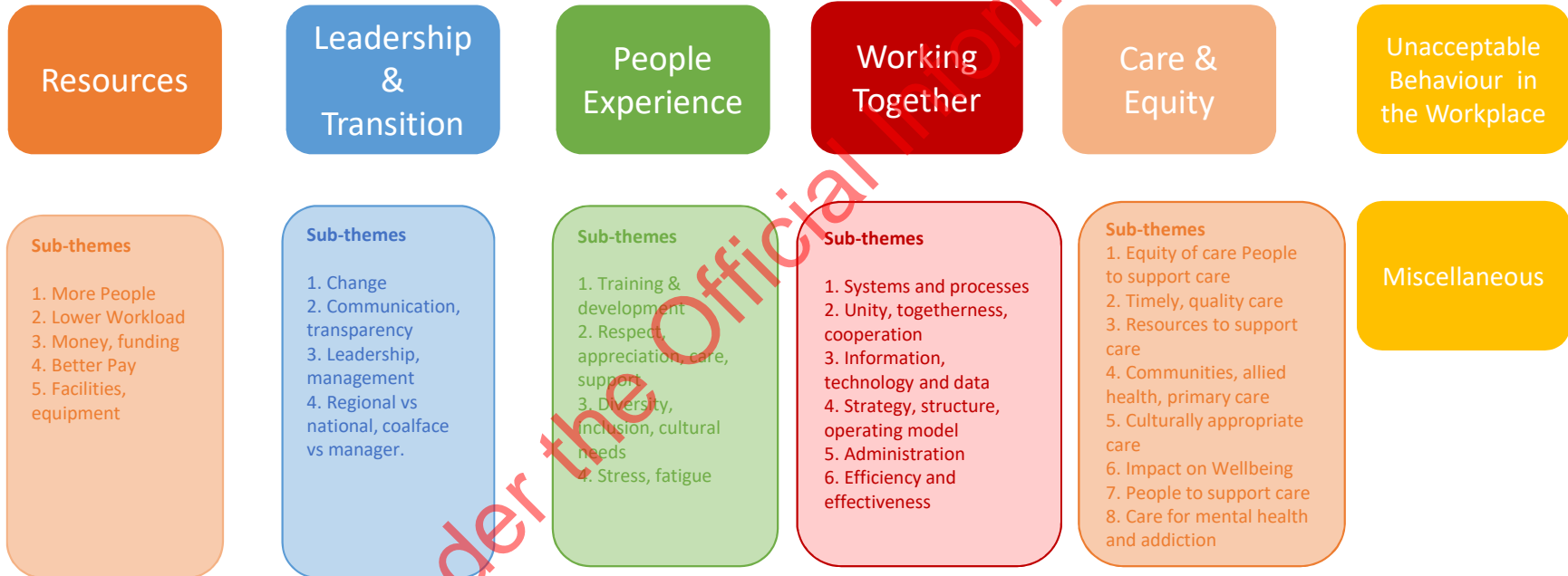


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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:

Other Themes:



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Te Whatu Ora
Health New Zealand



Released under the Official Information Act 1982



Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey
National Public Health Service

Confidential

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Survey Purpose

The Te Whatu Ora Ngātahitanga – Pulse Survey survey was set up to ask Te Whatu Ora staff what is working well and what is not working well across the New Zealand health system and ask what is going well/not well with the change and transformation process thus identifying short term and longer-term improvement actions.

The survey's goal of listening to the voices of our people helps shape meaningful improvements for our kaimahi, communities, patients and whānau.

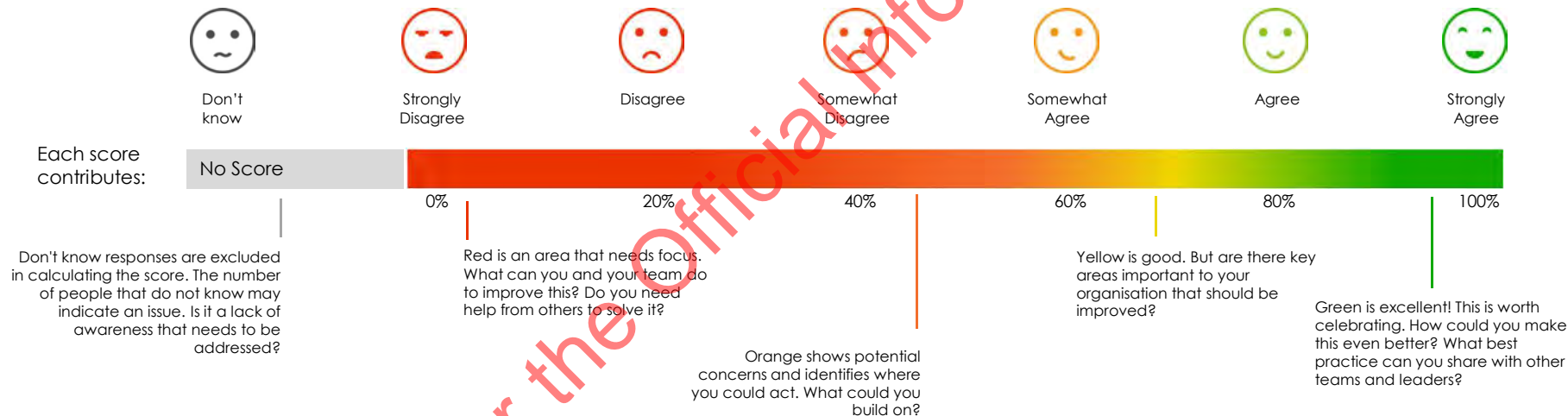
It is not about validating what we already know but is about listening and taking action.

Responses will build on what we're already hearing and will help create a full and accurate picture of where we are and what we need to do.

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Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored.



Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

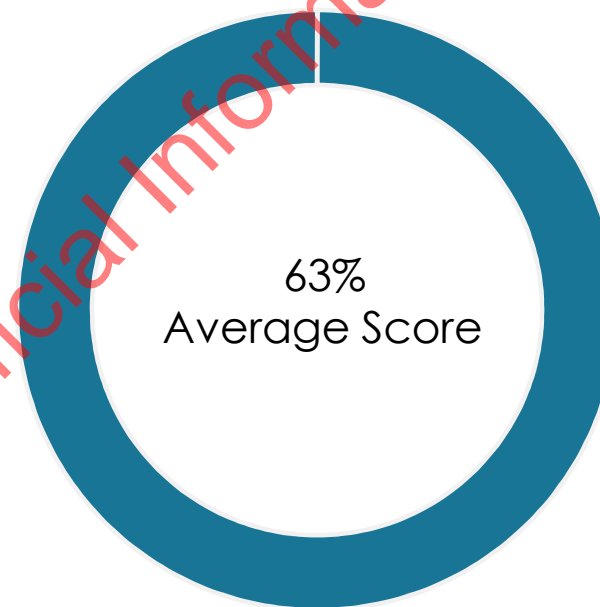
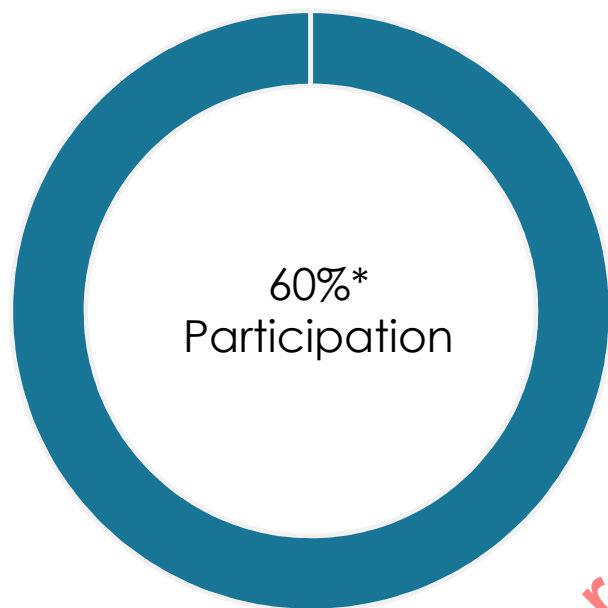
5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%



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High Level Metrics



Participation rates help us understand how representative the feedback is.

The average score is calculated by summing the scores for each of the likert scale questions and dividing by the 16 questions.

*Participation is calculated based on Te Whatu Ora estimate of 1800 people working within the NPHS

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Data Grouping Explanations (as defined by Te Whatu Ora)

Ethnicities

Asian	includes Asian, Southeast Asian, Chinese, Indian, Other Asian
European	includes European and New Zealand European
Middle Eastern	includes Middle Eastern, Latin American, African
Pacific Peoples	Includes Samoan, Cook Islands, Tongan, Niuean, Fijian, Other Pacific Peoples
Other Ethnicity	Includes others not included in the above

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.

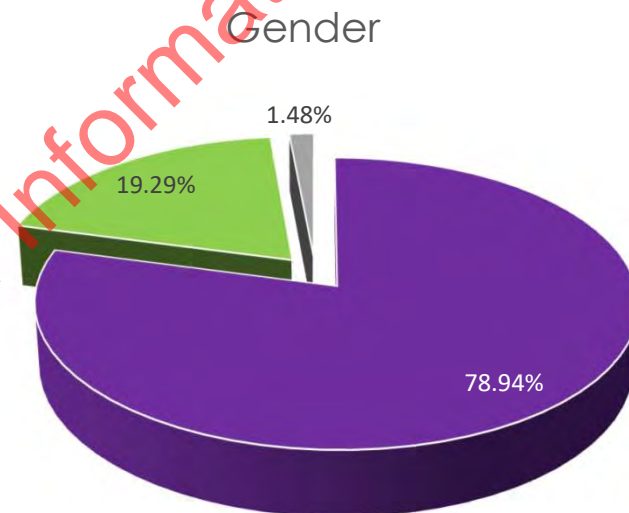
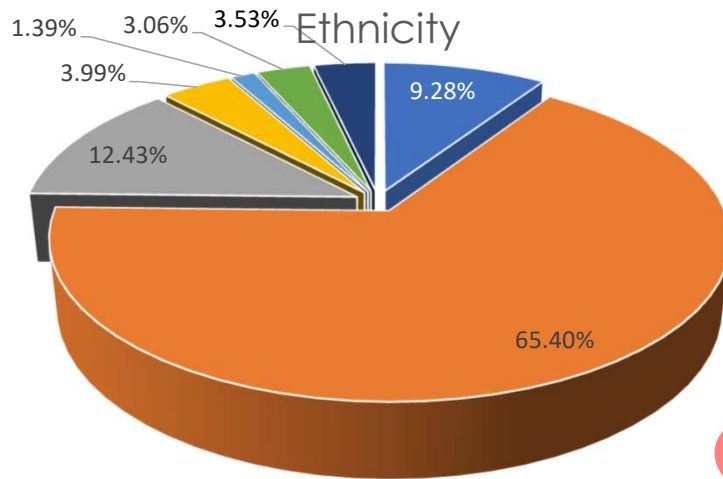
Profession

Care and Support	includes cleaners, HCA, orderlies, security
Corporate and other	includes management
Nursing	excluding HCAs

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Breakdown of Respondents

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



- Asian (100)
- European (705)
- Māori (134)
- Pacific Peoples (53)
- Middle Eastern/Latin American/African (15)
- Prefer not to say (33)

To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

- Female (851)
- Male (208)
- Prefer not to say (16)

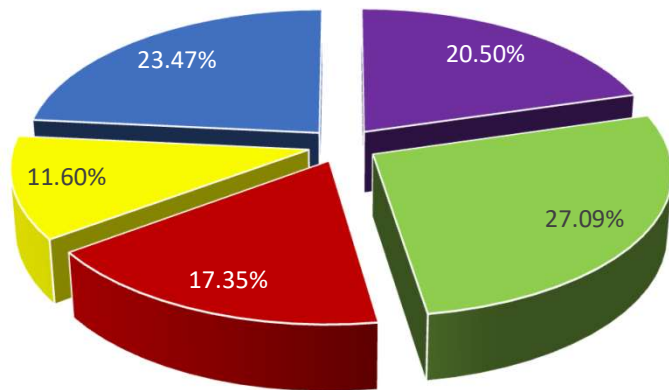
*Number in brackets is the number of respondents in each demographic category



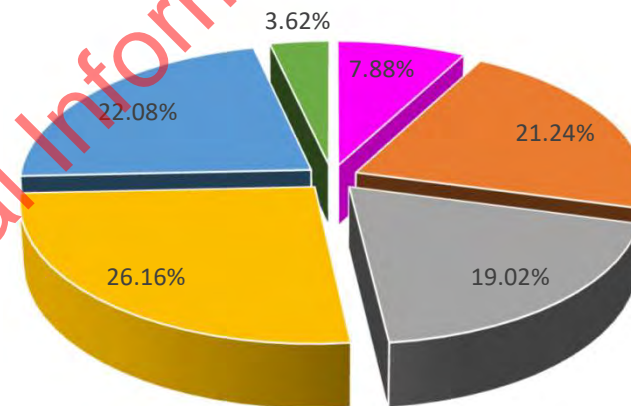
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Breakdown of Respondents

Length of Service



Age



To ensure survey participants anonymity is protected, any demographic group where there are less than five participants will not show as an individual group, however their responses are included in the overall scores.

- Less than a year (221)
- 3 - 5 years (187)
- 10+ years (253)
- 1 - 2 years (292)
- 6 - 9 years (125)

- 18 - 25 (85)
- 46 - 55 (282)
- 26 - 35 (229)
- 56 - 65 (238)
- 36 - 45 (205)
- 66+ (39)

*Number in brackets is the number of respondents in each demographic category



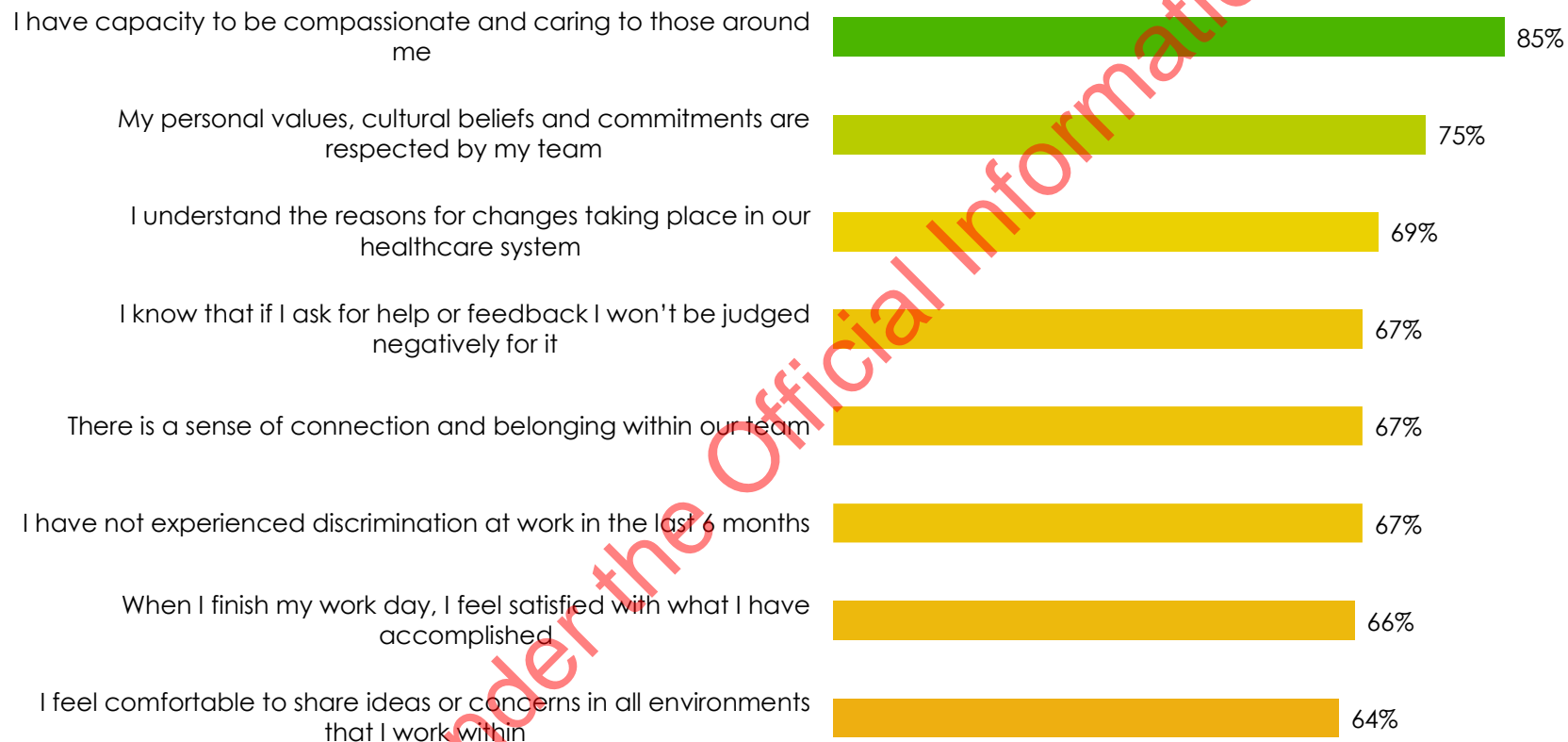
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Question scores

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Average Question Score

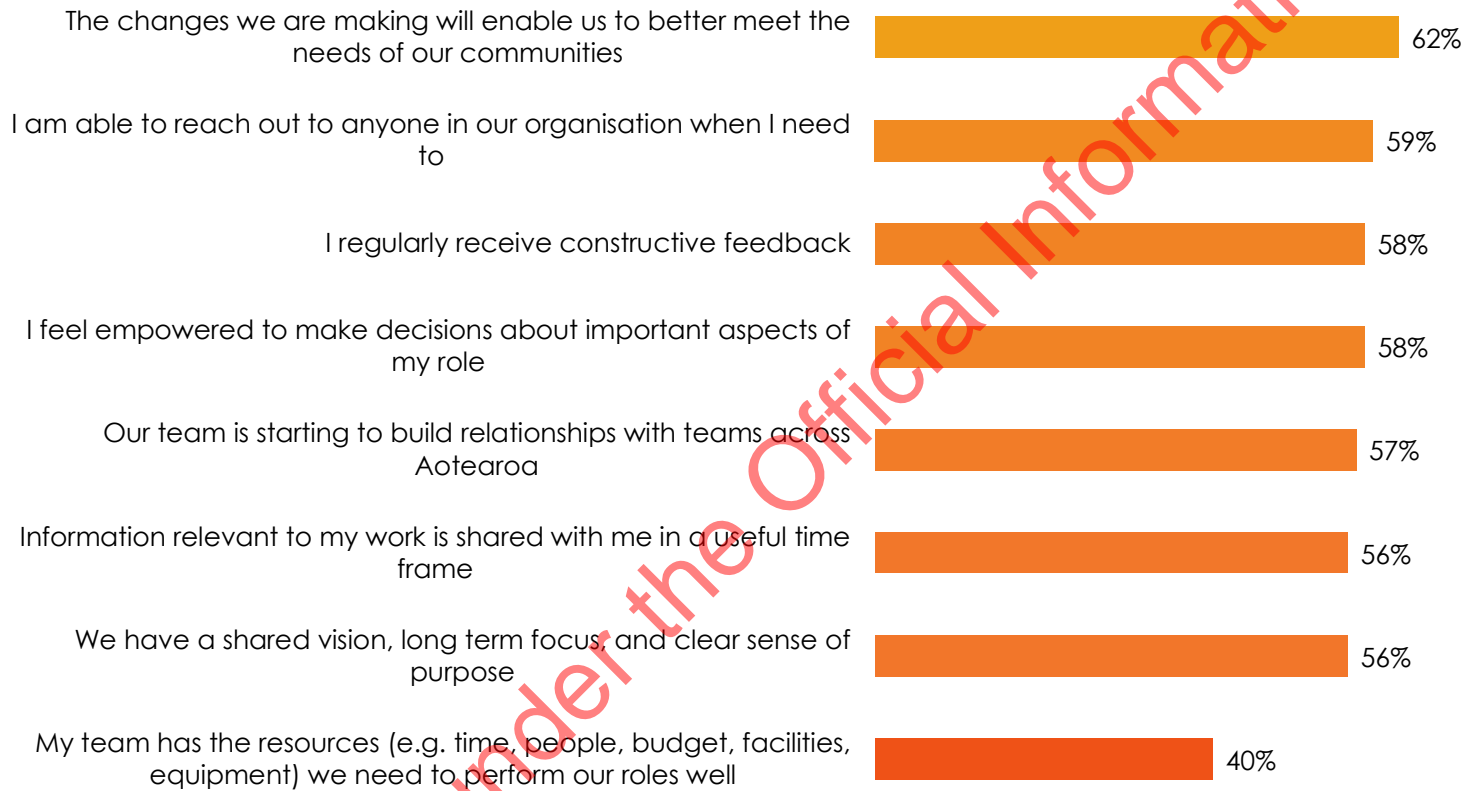


This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



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Average Question Score



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



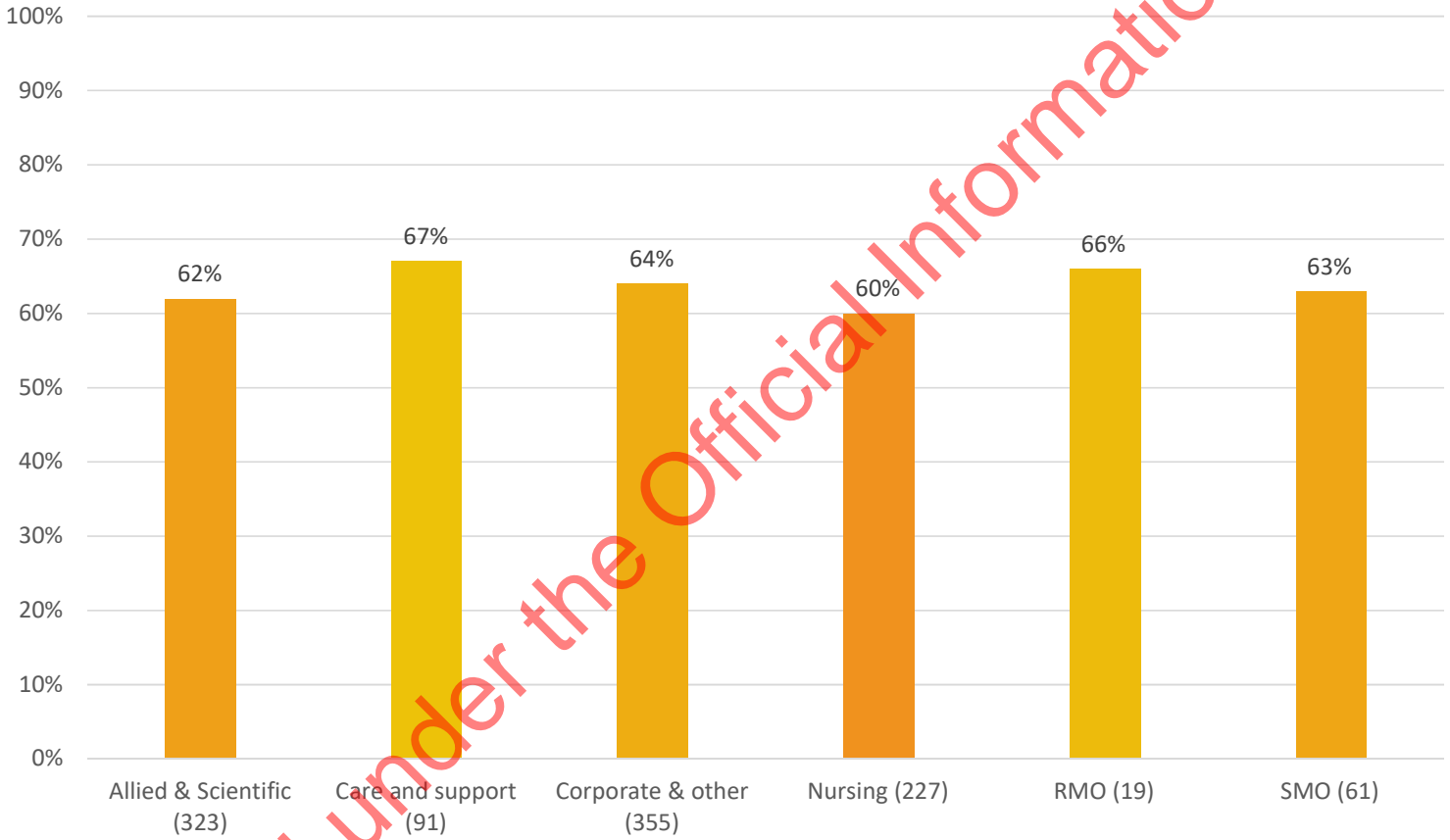
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Demographics

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Average Score by Profession



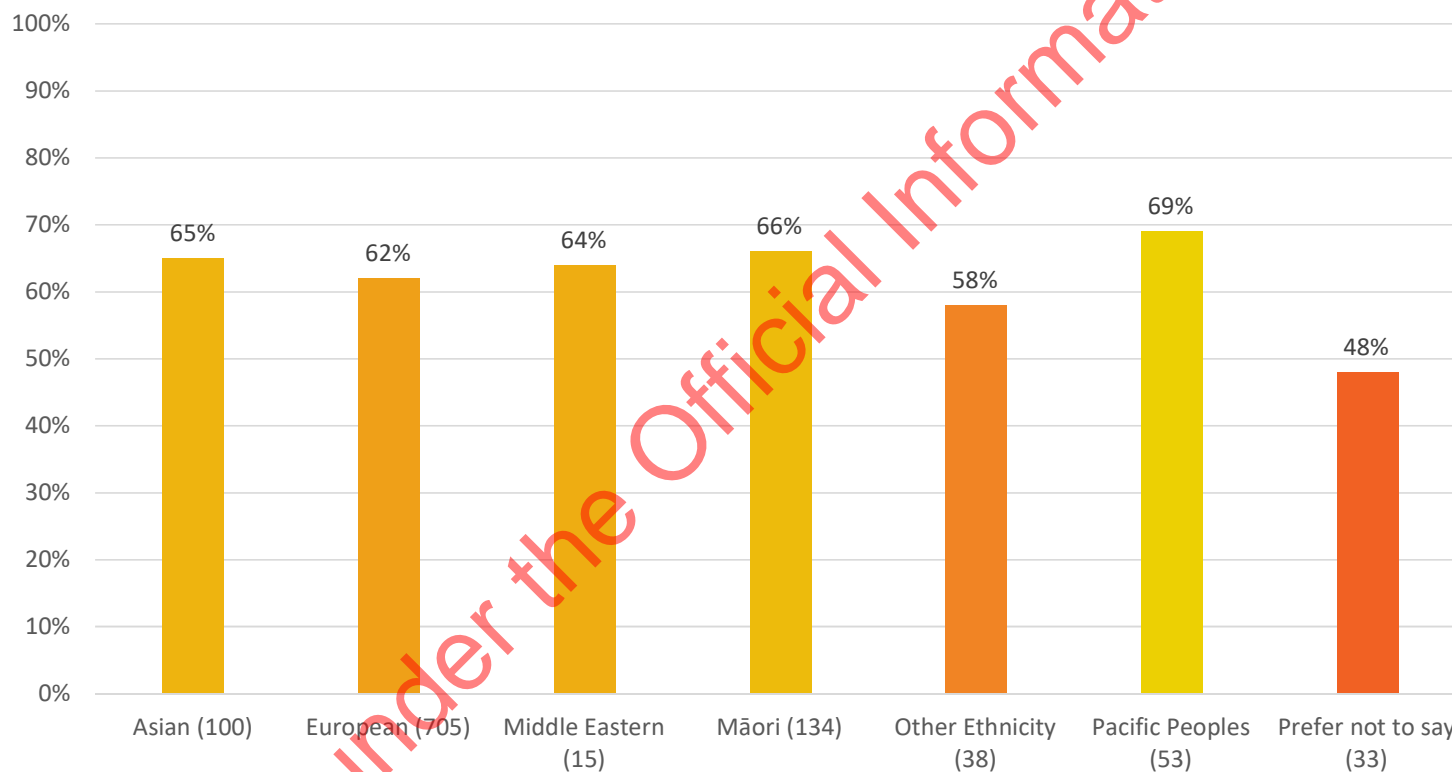
*Number in brackets is the number of respondents in each demographic category



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Average Score by Ethnicity

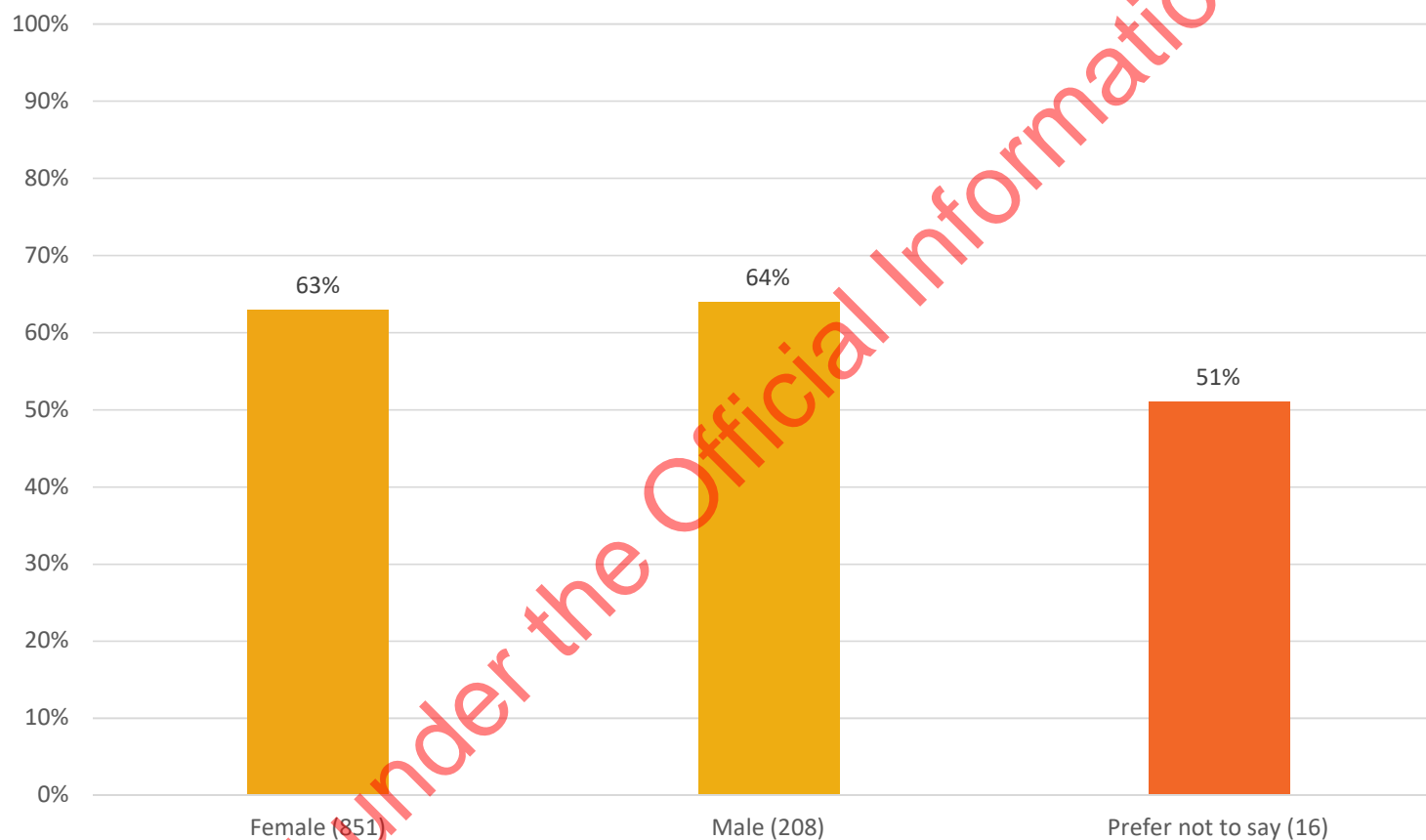
Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



*Number in brackets is the number of respondents in each demographic category



Average Score by Gender



*Number in brackets is the number of respondents in each demographic category



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Average Score by Age



*Number in brackets is the number of respondents in each demographic category



Average Score by Length of Service

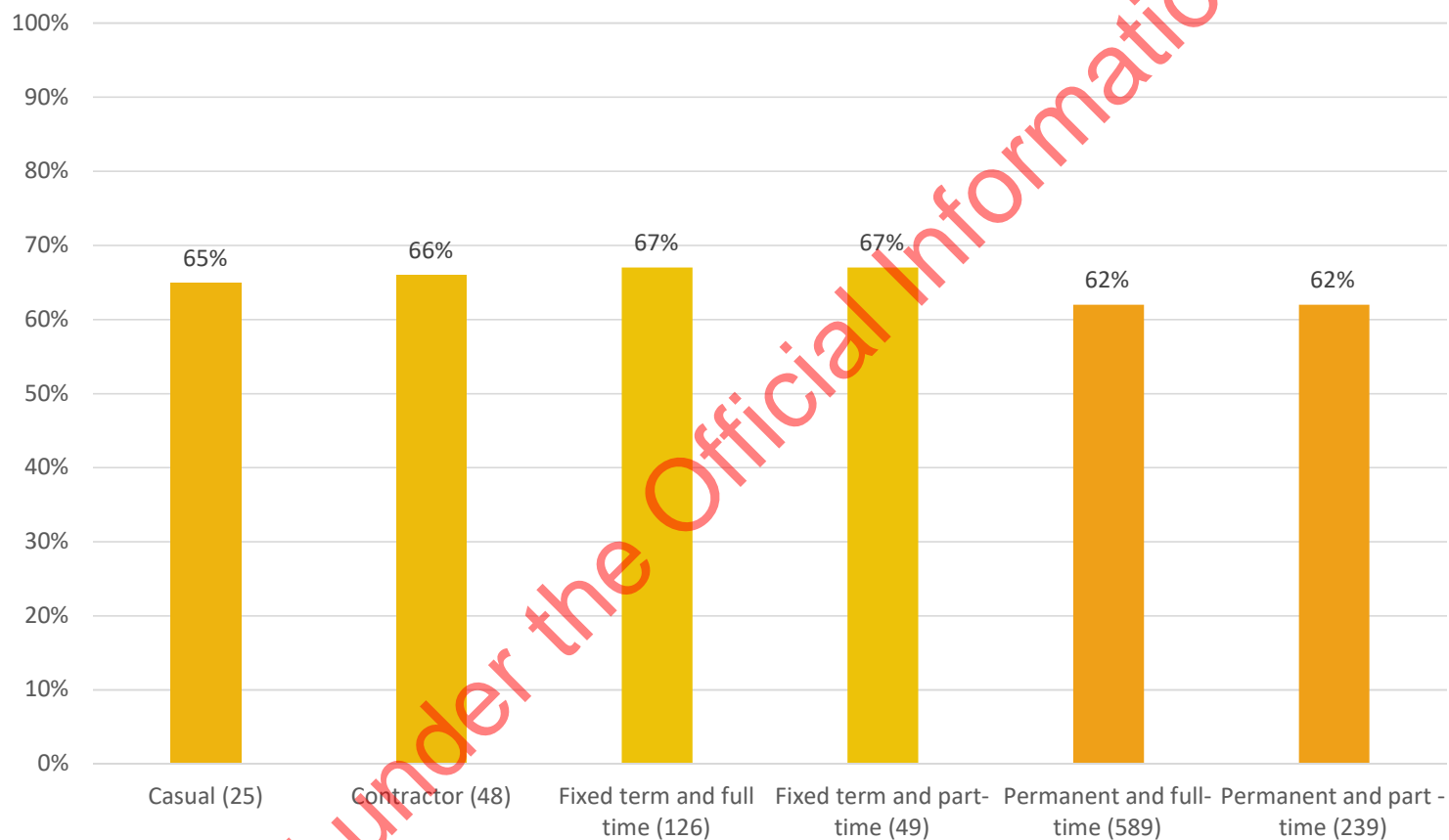


*Number in brackets is the number of respondents in each demographic category



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Average Score by Employment Status

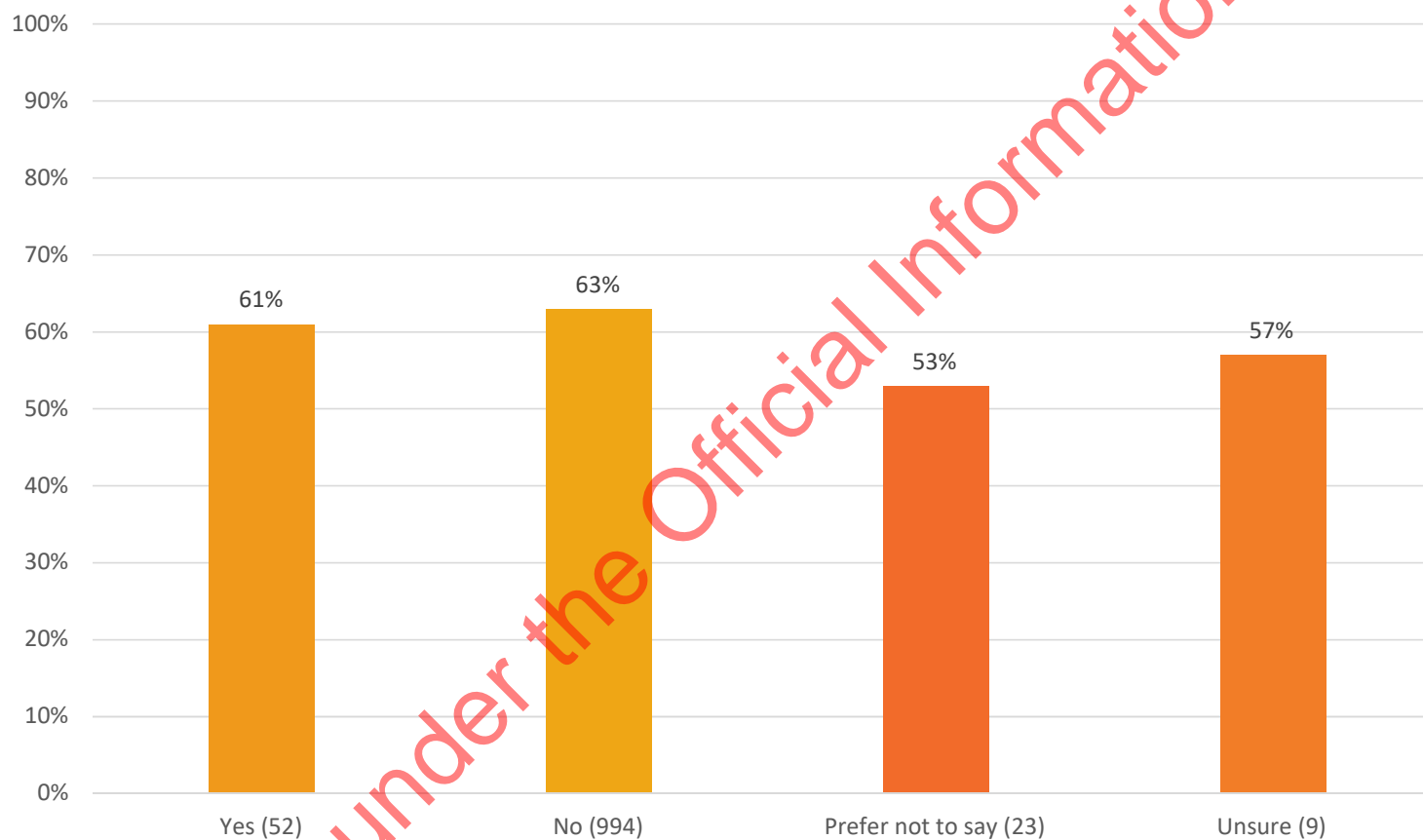


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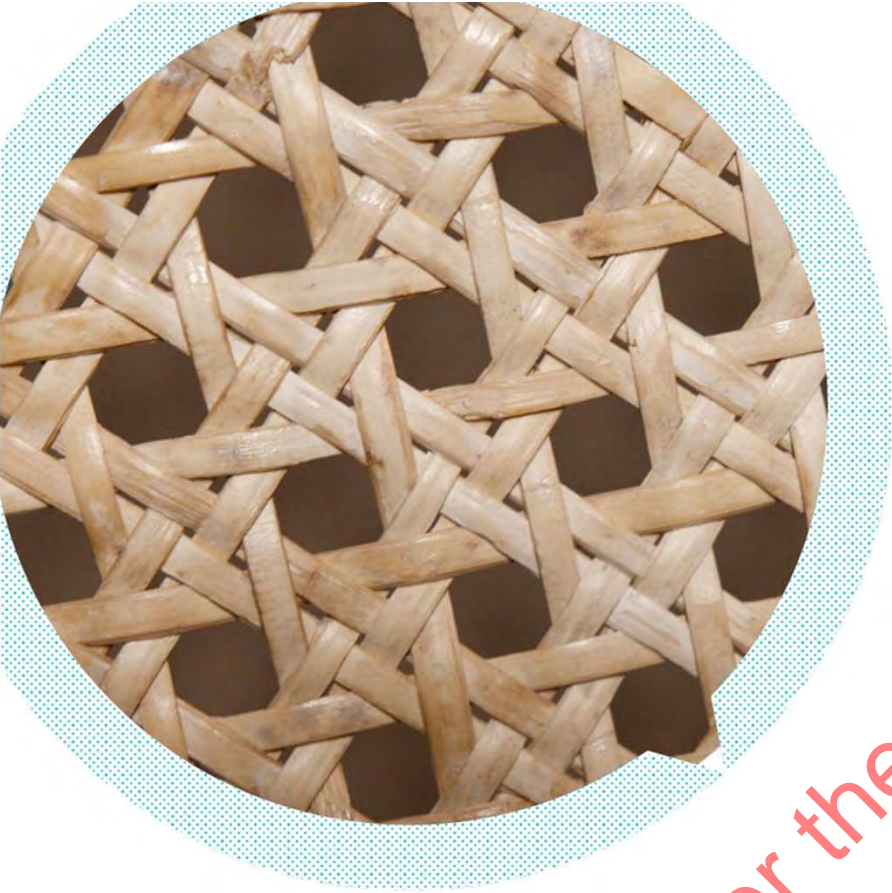
Released under the Official Information Act 1982

Average Score by Disability Status



*Number in brackets is the number of respondents in each demographic category

Released under the Official Information Act 1982



Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

This independent analysis of the free text responses was designed to ensure that we can quickly and efficiently gather the key themes and insights from our people in order to ensure we take the right actions.

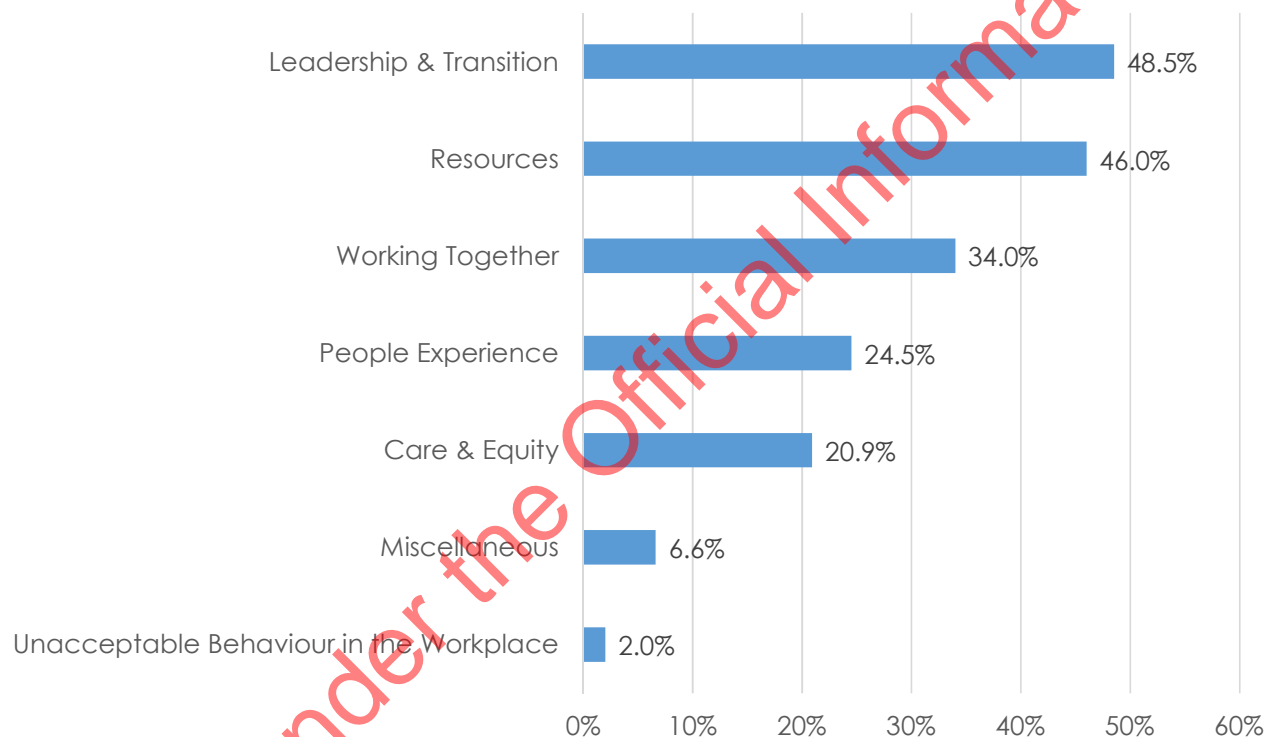
The comments have been grouped by theme in order to give a good sense of the weight of sentiment regarding where people see the greatest opportunities for us to make improvements. This qualitative analysis complements the quantitative analysis of the questions scores to provide us with deeper insights to inform positive action.

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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

71.2% of respondents left a comment

Overall breakdown of themes



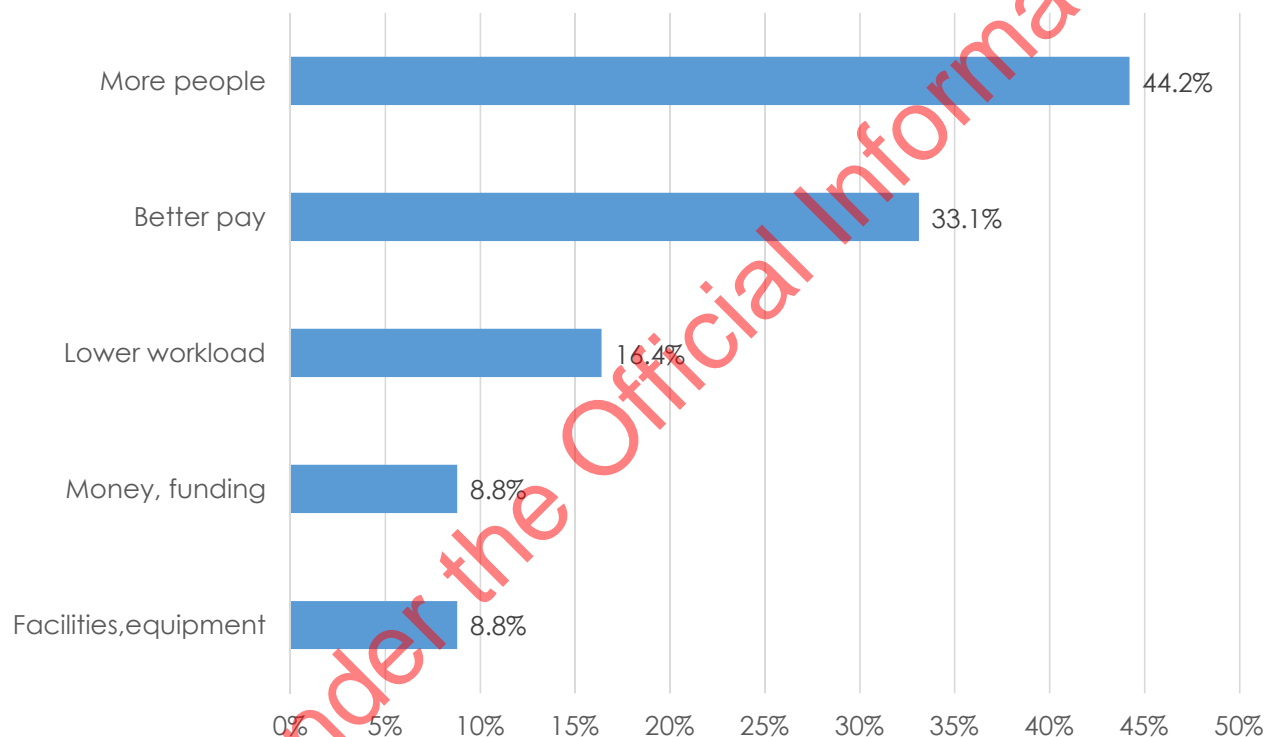
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: breakdown by sub-theme



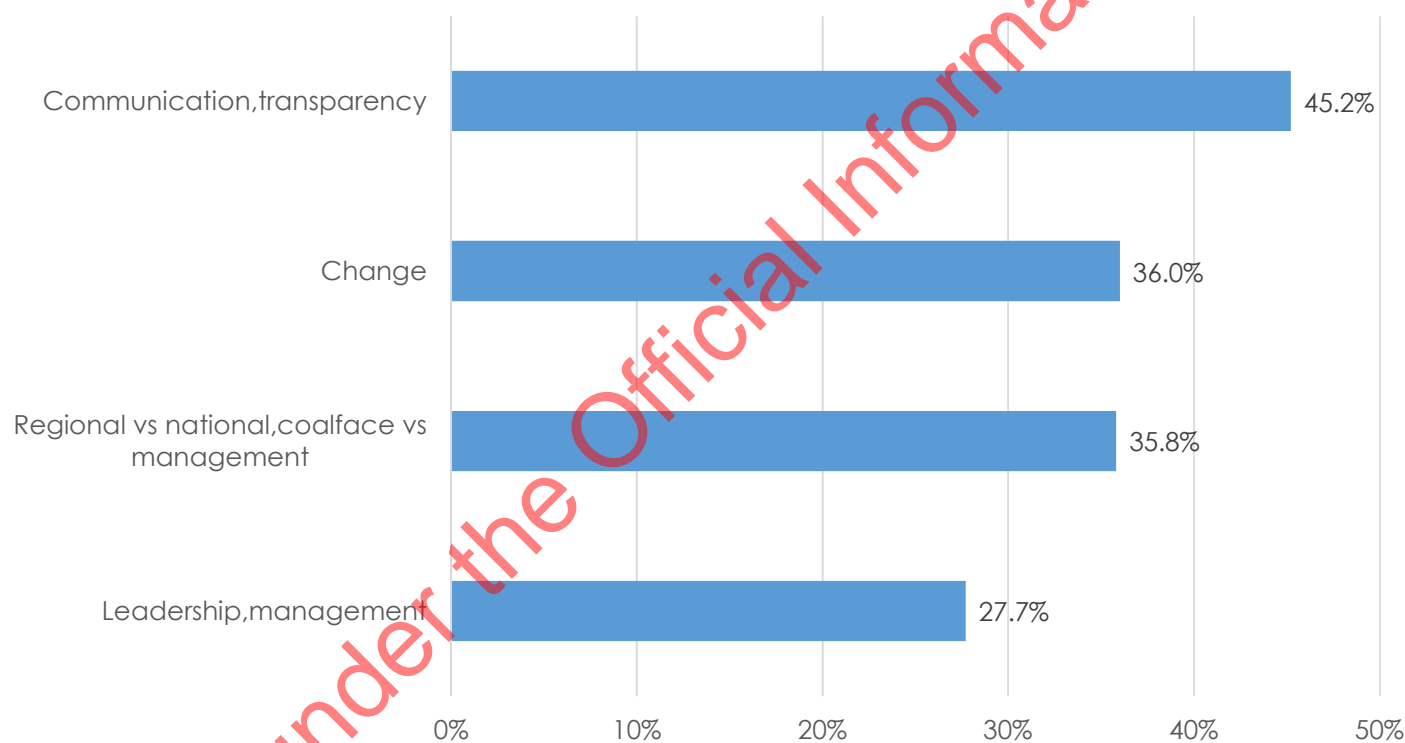
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: breakdown by sub-theme



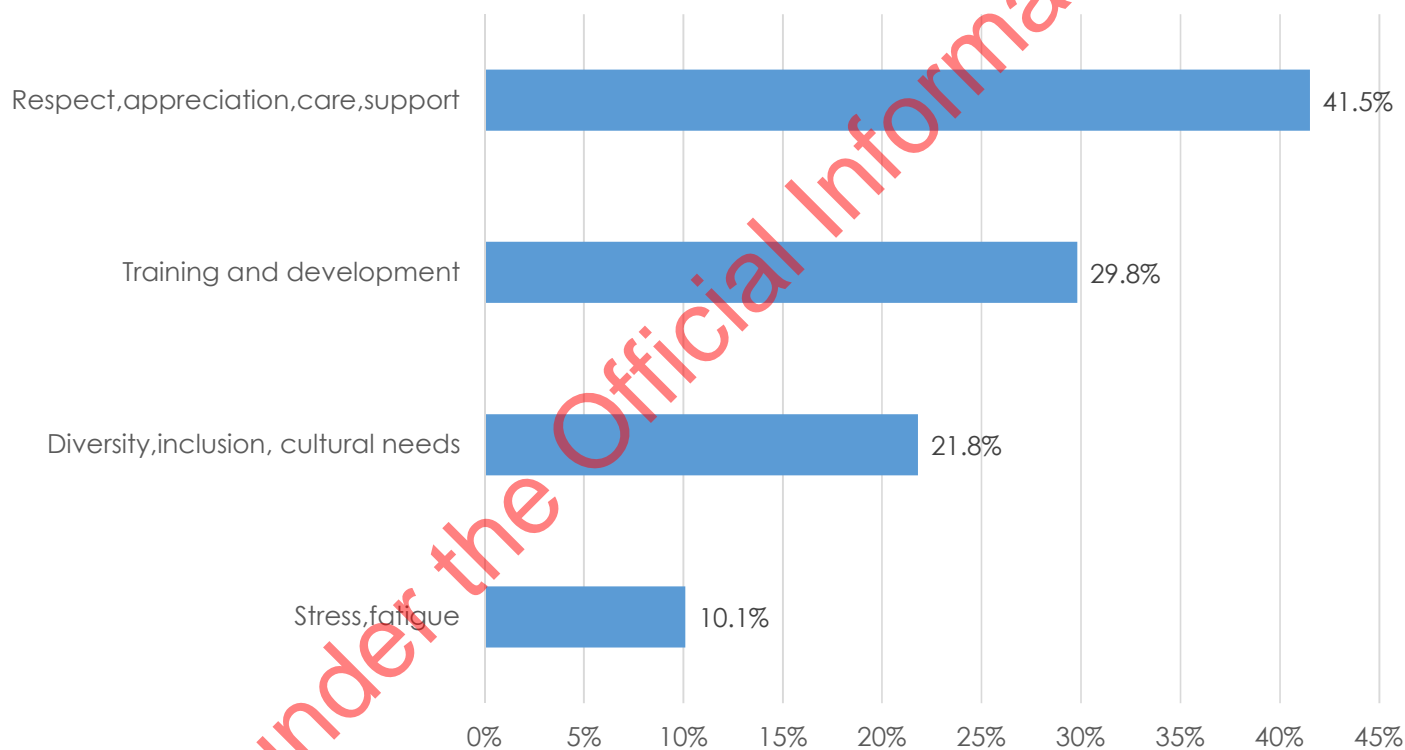
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People experience theme: Breakdown by sub-theme



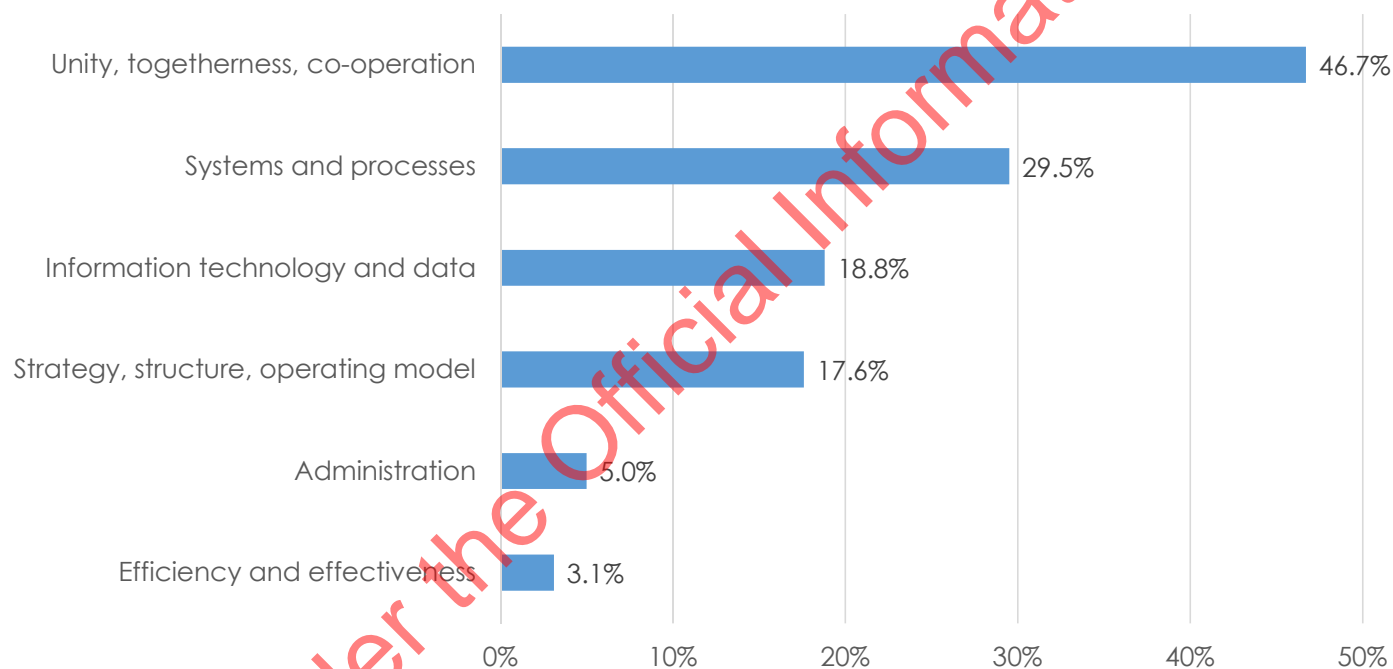
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working Together theme: Breakdown of subthemes



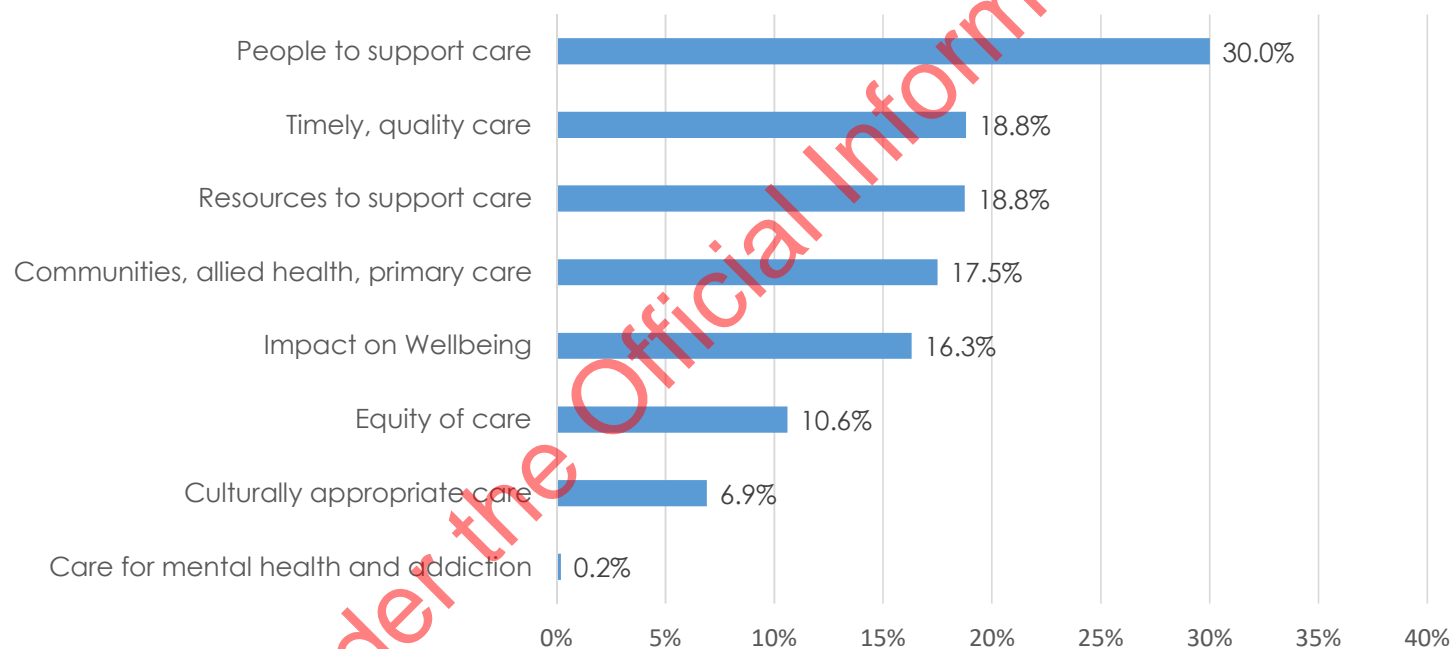
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care and Equity theme: Breakdown of subthemes



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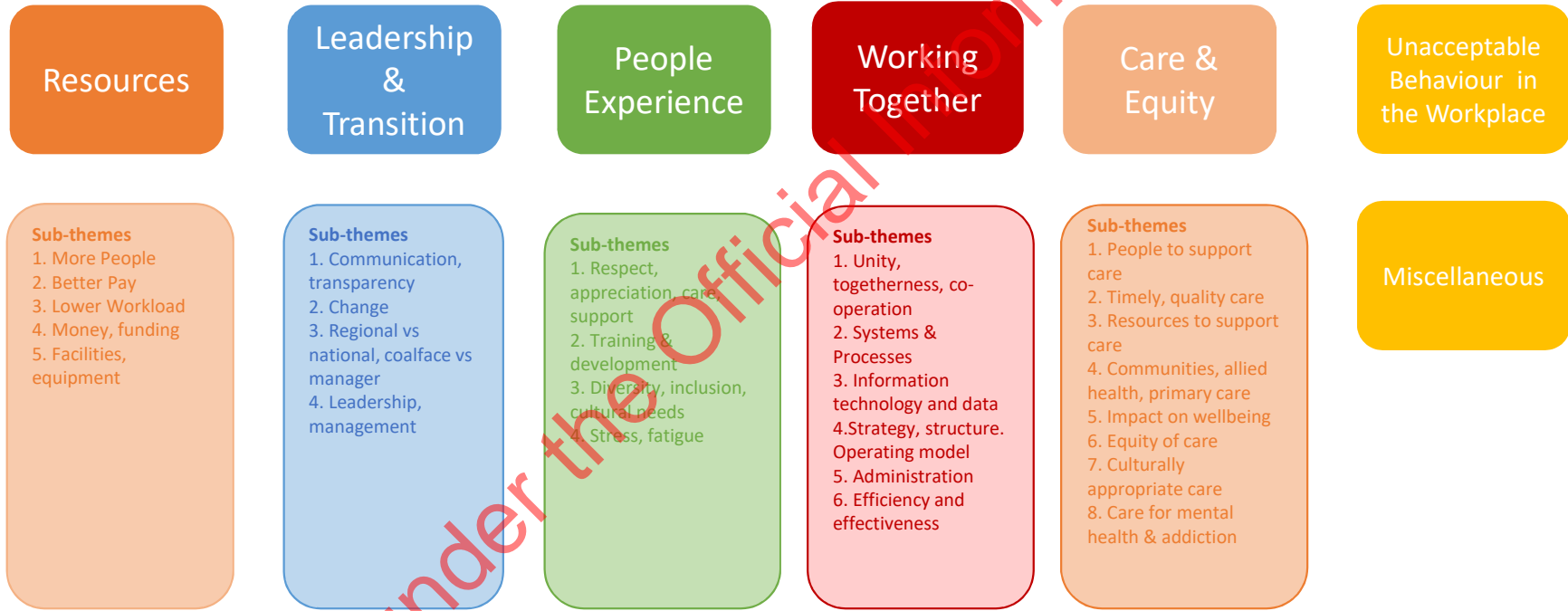


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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:

Other Themes:



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Te Whatu Ora
Health New Zealand



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Te Whatu Ora
Health New Zealand

Te Whatu Ora
Ngātahitanga Pulse Survey
South Canterbury

Confidential

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Survey Purpose

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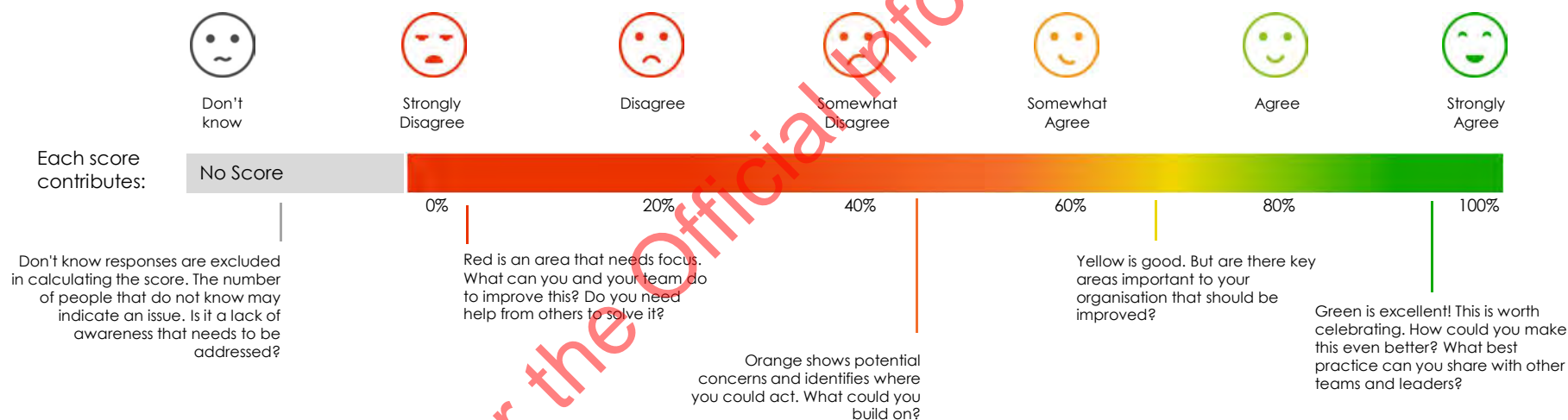
It is not about validating what we already know but is about listening and taking action.

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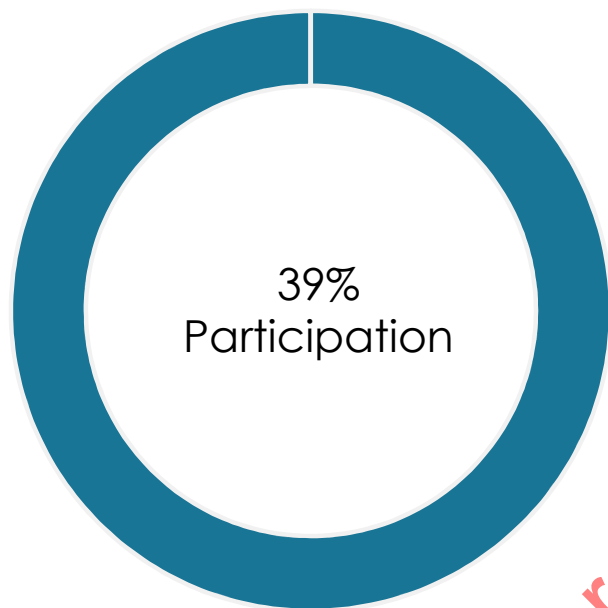
5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%

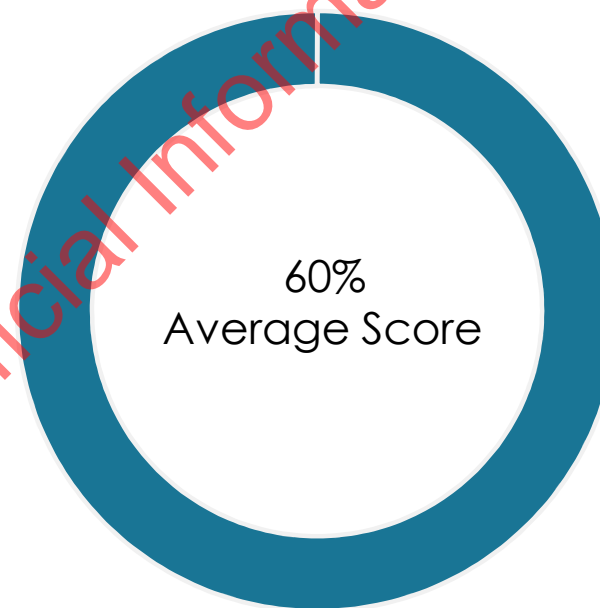


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Data Grouping Explanations (as defined by Te Whatu Ora)

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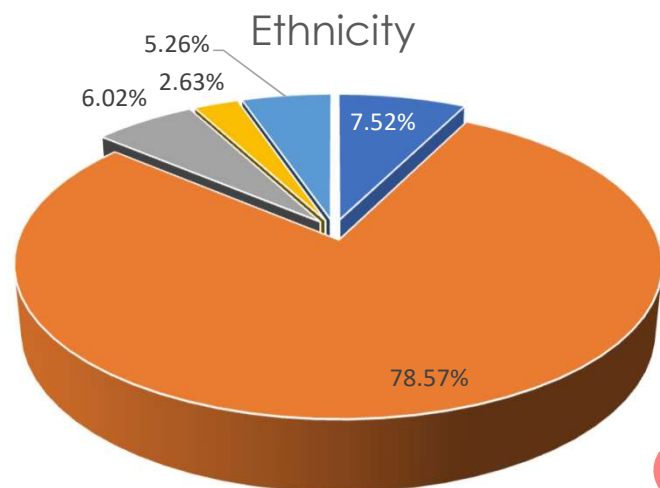
Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.

Profession

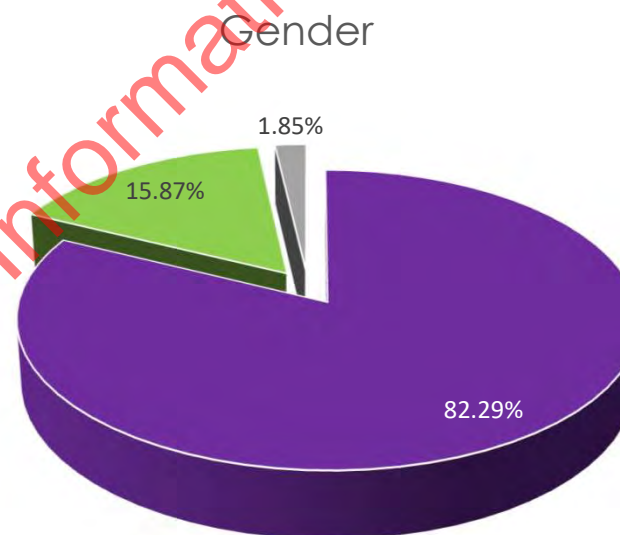
Care and Support	includes cleaners, HCA, orderlies, security
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Nursing	excluding HCAs

Breakdown of Respondents

Note from Te Whatu Ora: Please note we inadvertently used incorrect question methodology when collecting this ethnicity data. The data is therefore less accurate than it otherwise would be. We will ensure we use the appropriate Stats NZ ethnicity standard in future surveys.



- Asian (20)
- European (209)
- Māori (16)
- Prefer not to say (7)
- Other Ethnicity (14)



- Female (223)
- Male (43)
- Prefer not to say (5)

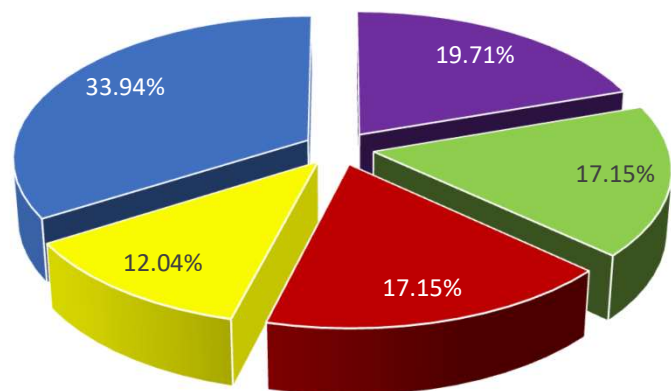
Number in brackets is the number of respondents in each demographic category

Ngātahitanga Pulse Survey - South Canterbury



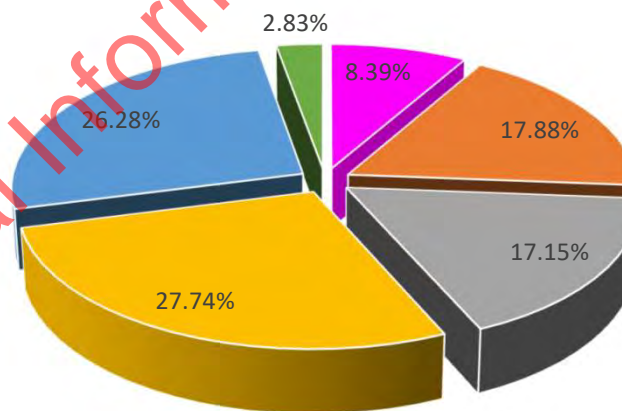
Breakdown of Respondents

Length of Service



- Less than a year (54)
- 1 - 2 years (47)
- 3 - 5 years (47)
- 6 - 9 years (33)
- 10+ years (93)

Age



- 18 - 25 (23)
- 26 - 35 (49)
- 36 - 45 (47)
- 46 - 55 (76)
- 56 - 65 (72)
- 66+ (7)

Number in brackets is the number of respondents in each demographic category

Ngātahitanga Pulse Survey - South Canterbury



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Question scores

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Average Question Score



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



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Average Question Score



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Ngātahitanga Pulse Survey - South Canterbury



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Demographics

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Average Score by Profession

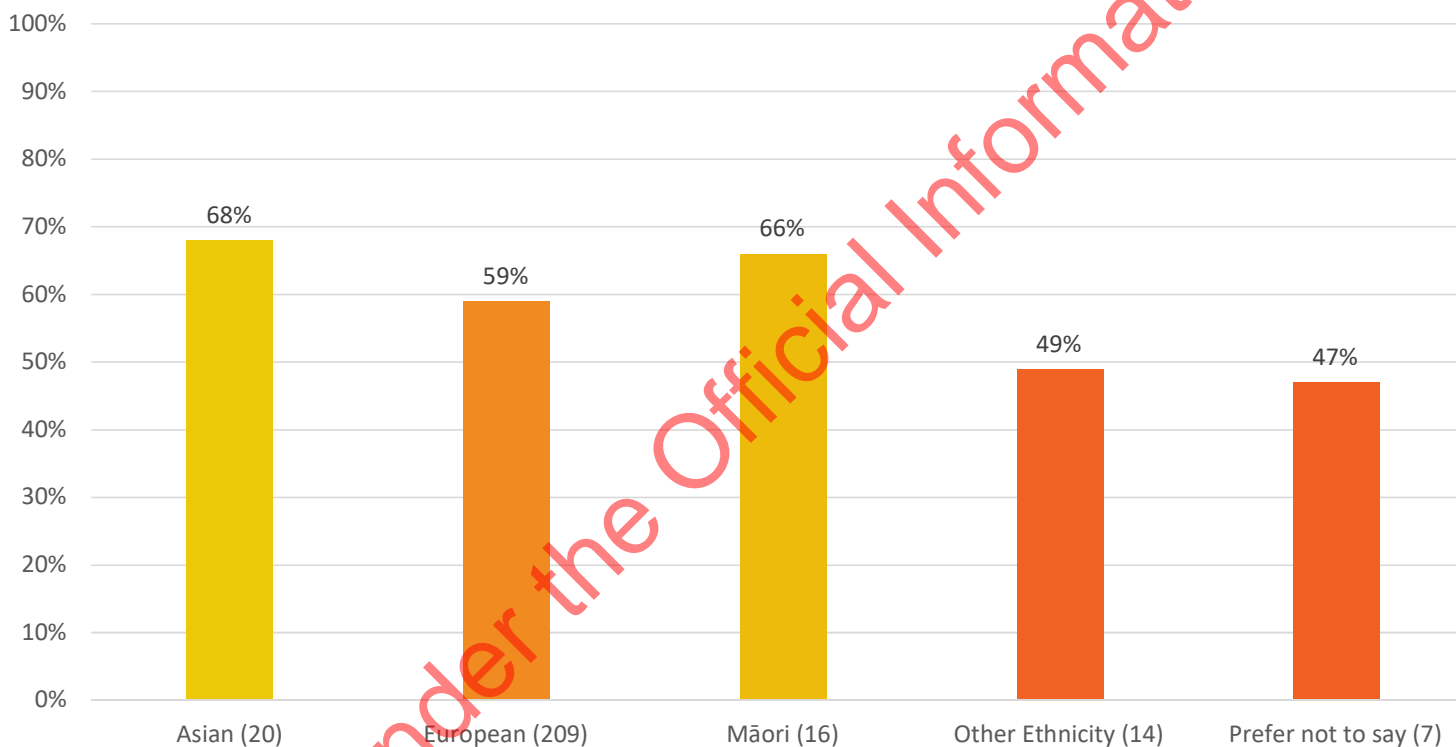


Number in brackets is the number of respondents in each demographic category



Average Score by Ethnicity

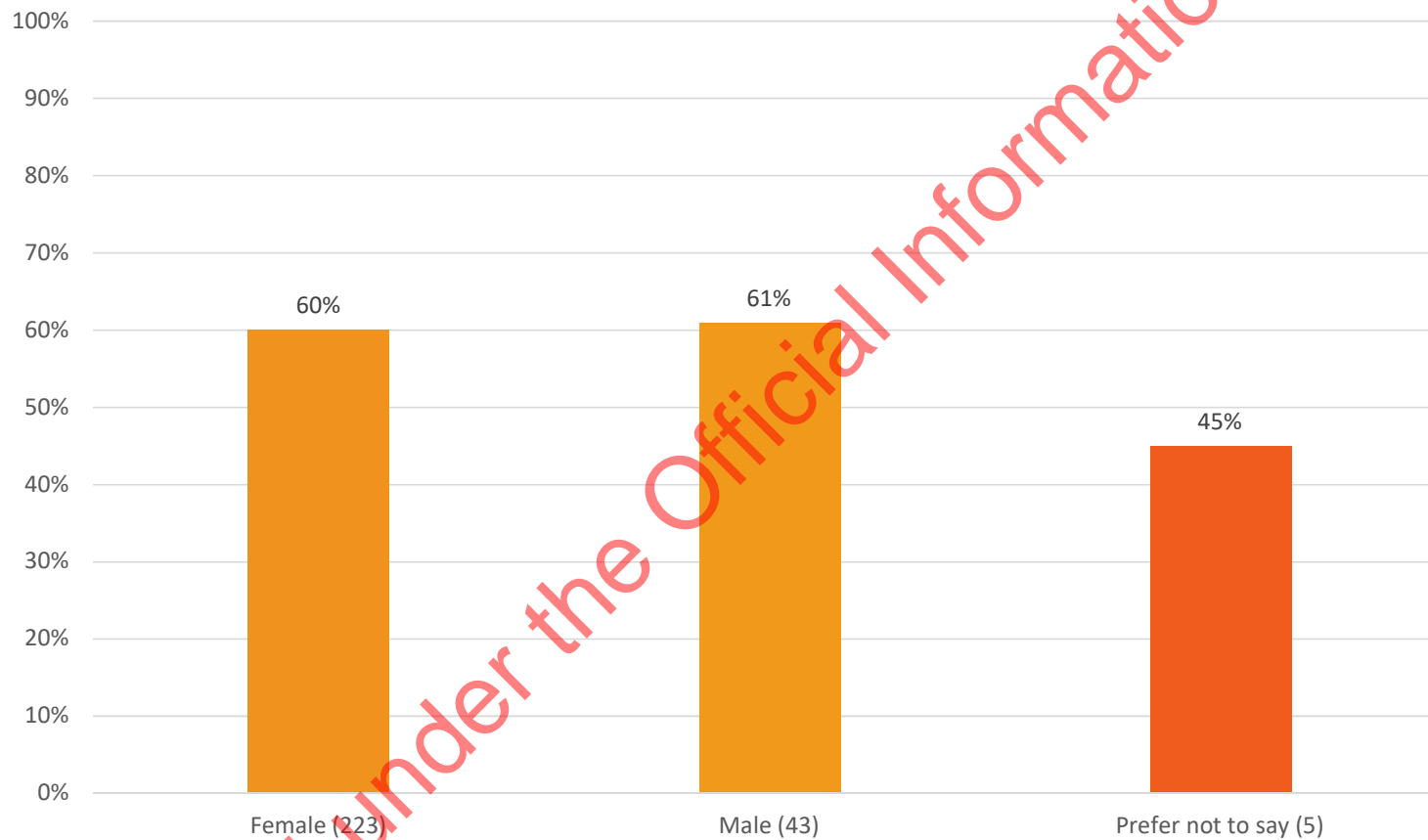
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Average Score by Gender

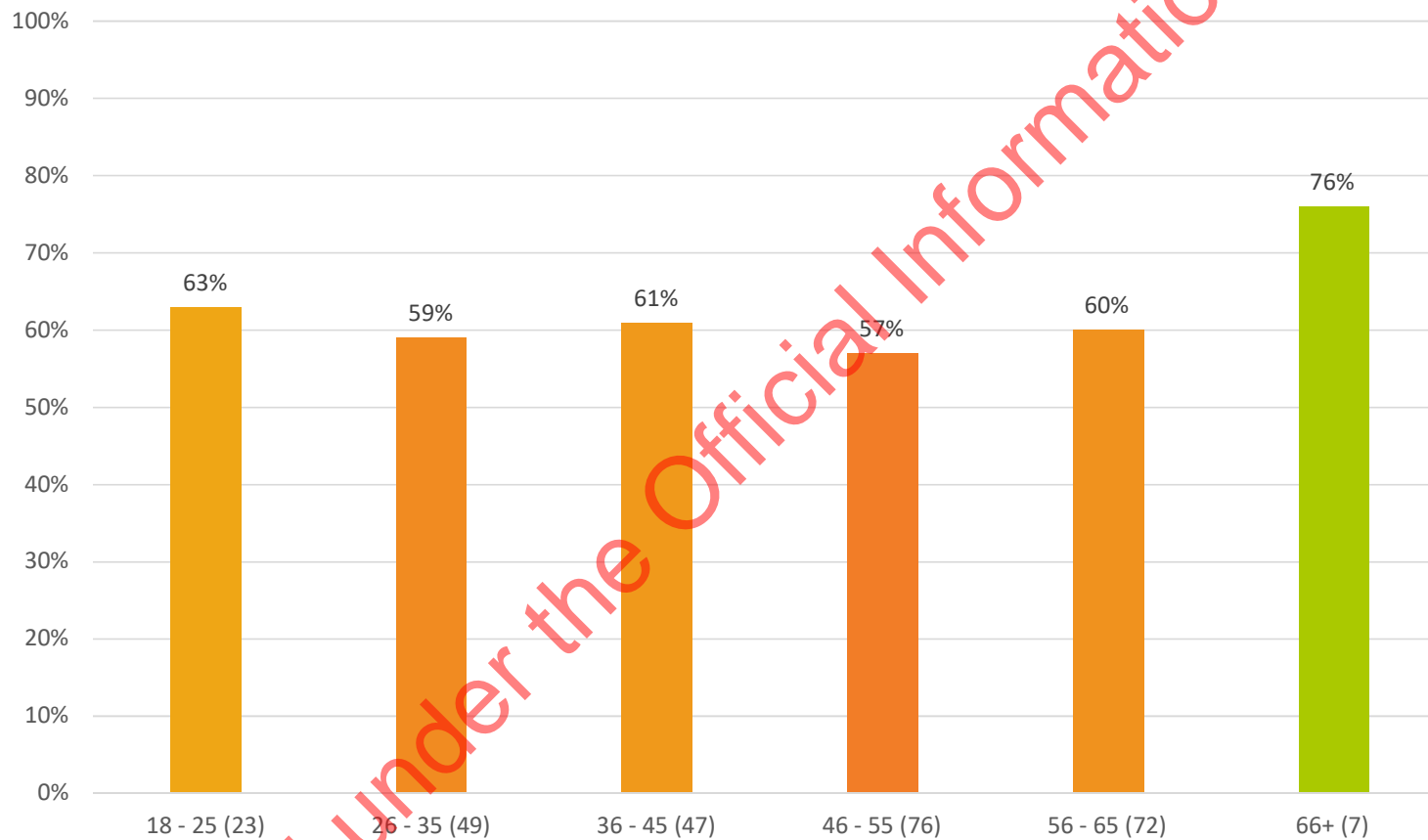


Number in brackets is the number of respondents in each demographic category



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Average Score by Age

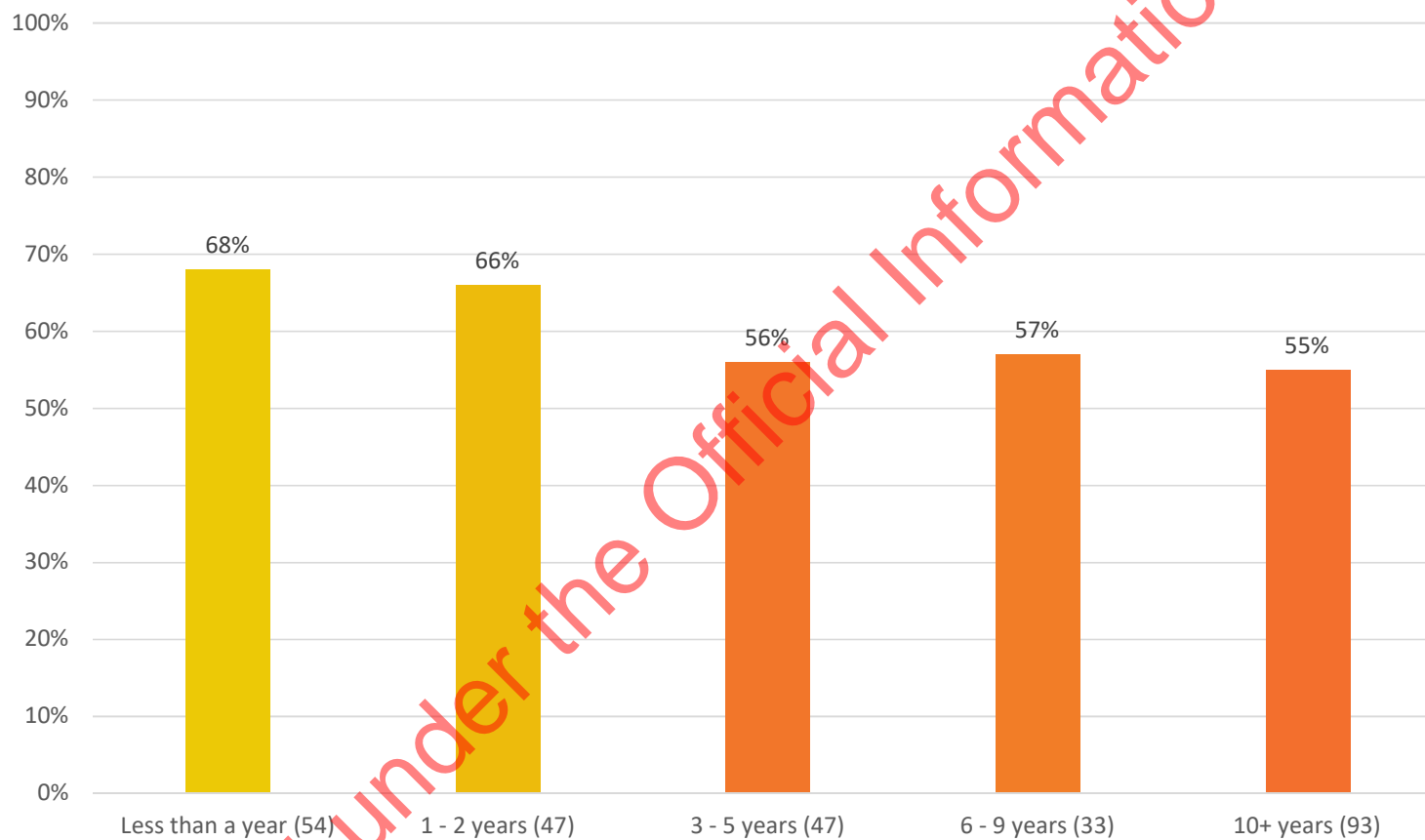


Number in brackets is the number of respondents in each demographic category



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Average Score by Length of Service

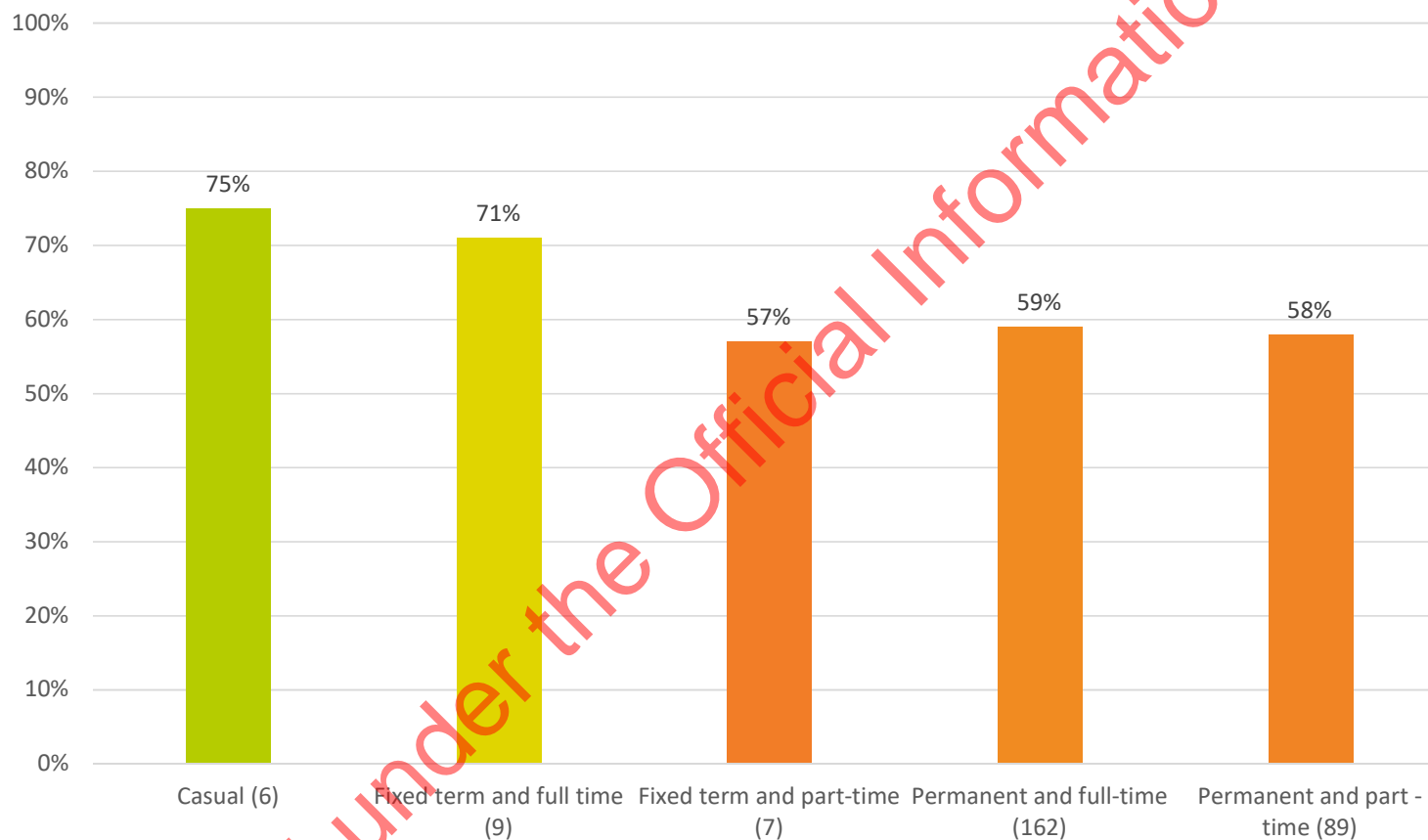


Number in brackets is the number of respondents in each demographic category



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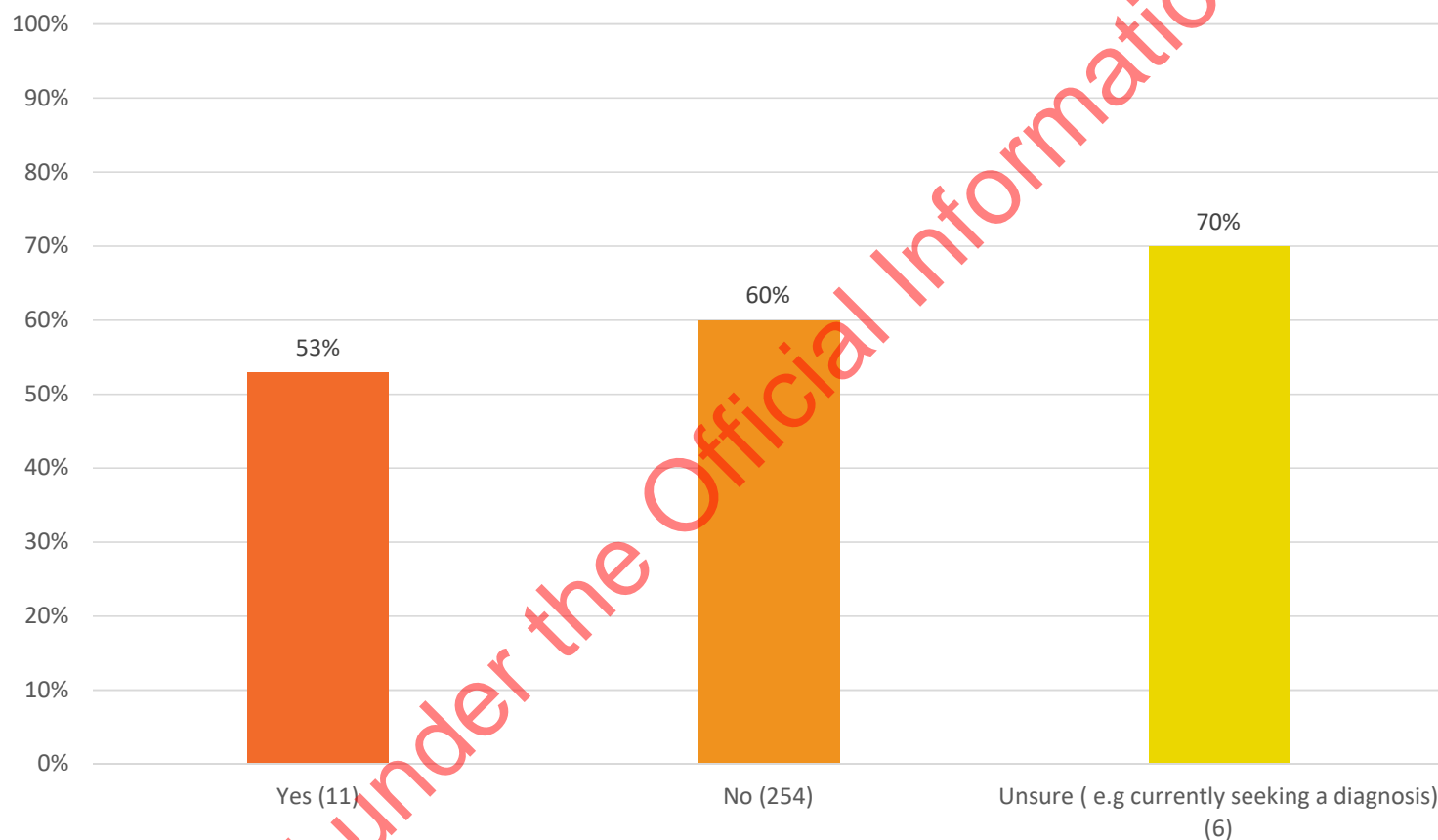
Average Score by Employment Status



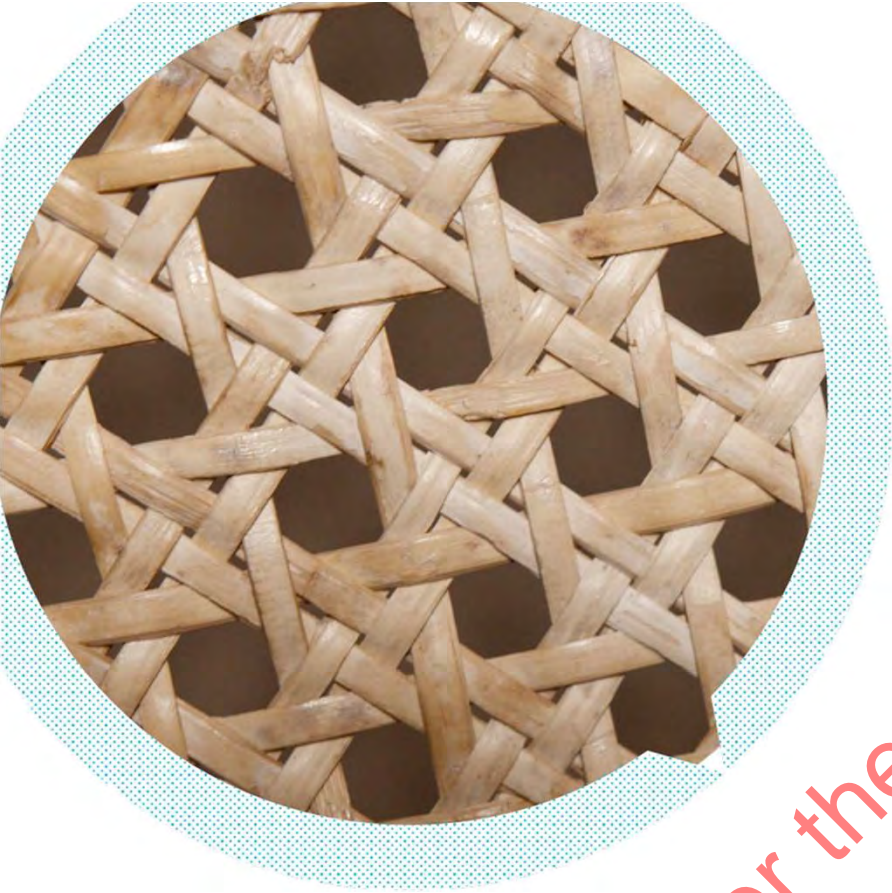
Number in brackets is the number of respondents in each demographic category



Average Score by Disability Status



Number in brackets is the number of respondents in each demographic category



Free text comments

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Analysis of free text responses

Feedback from our people is extremely important to us. We appreciate the time and effort that respondents to this pulse survey have invested to provide us with their feedback. All of the free text responses have been assessed by the team at our survey partner AskYourTeam, using a range of diagnostic tools to make sense of a large volume of information.

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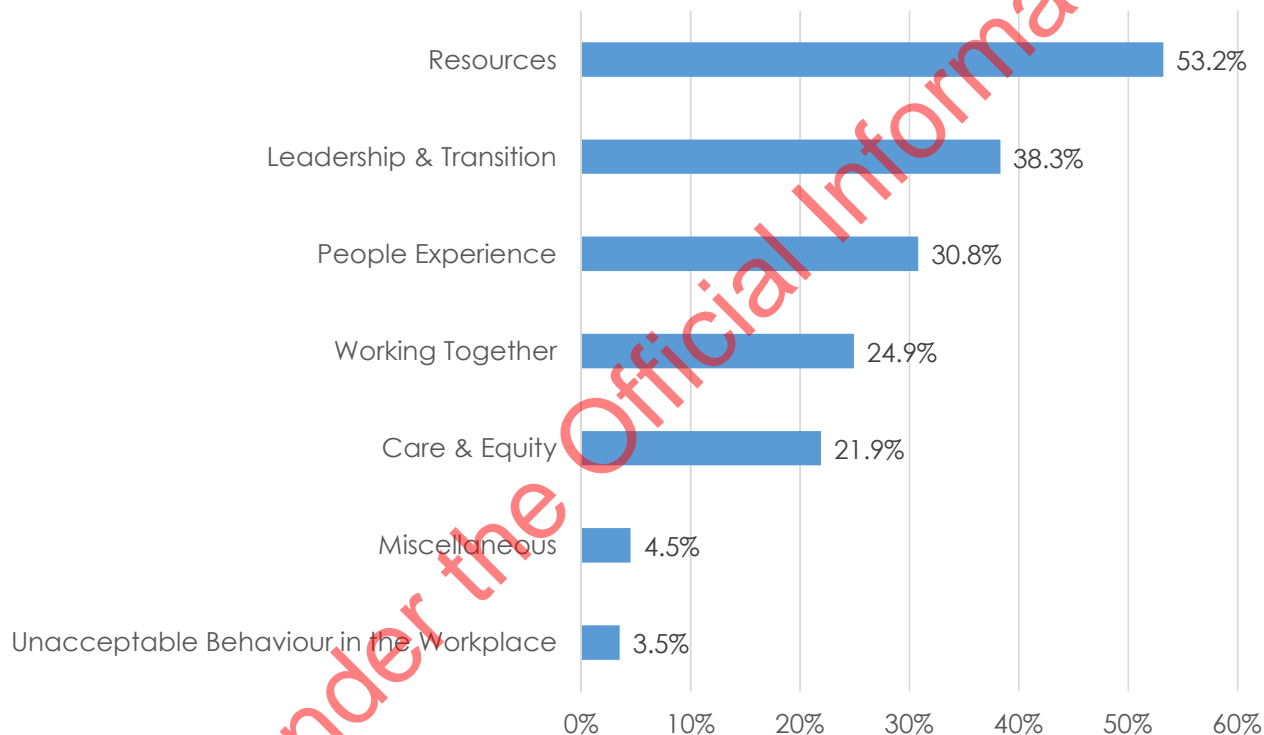
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

76% of respondents left a comment

Overall breakdown of themes



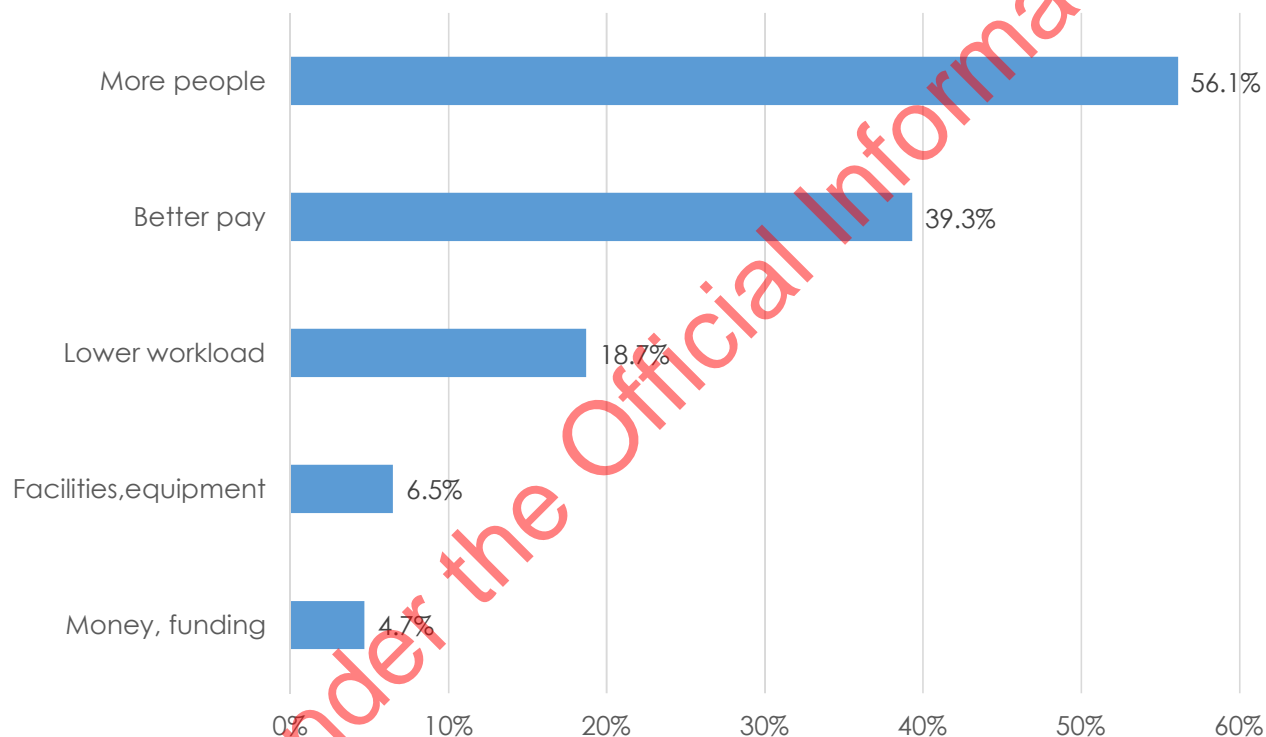
Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.



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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Resources theme: breakdown by sub-theme



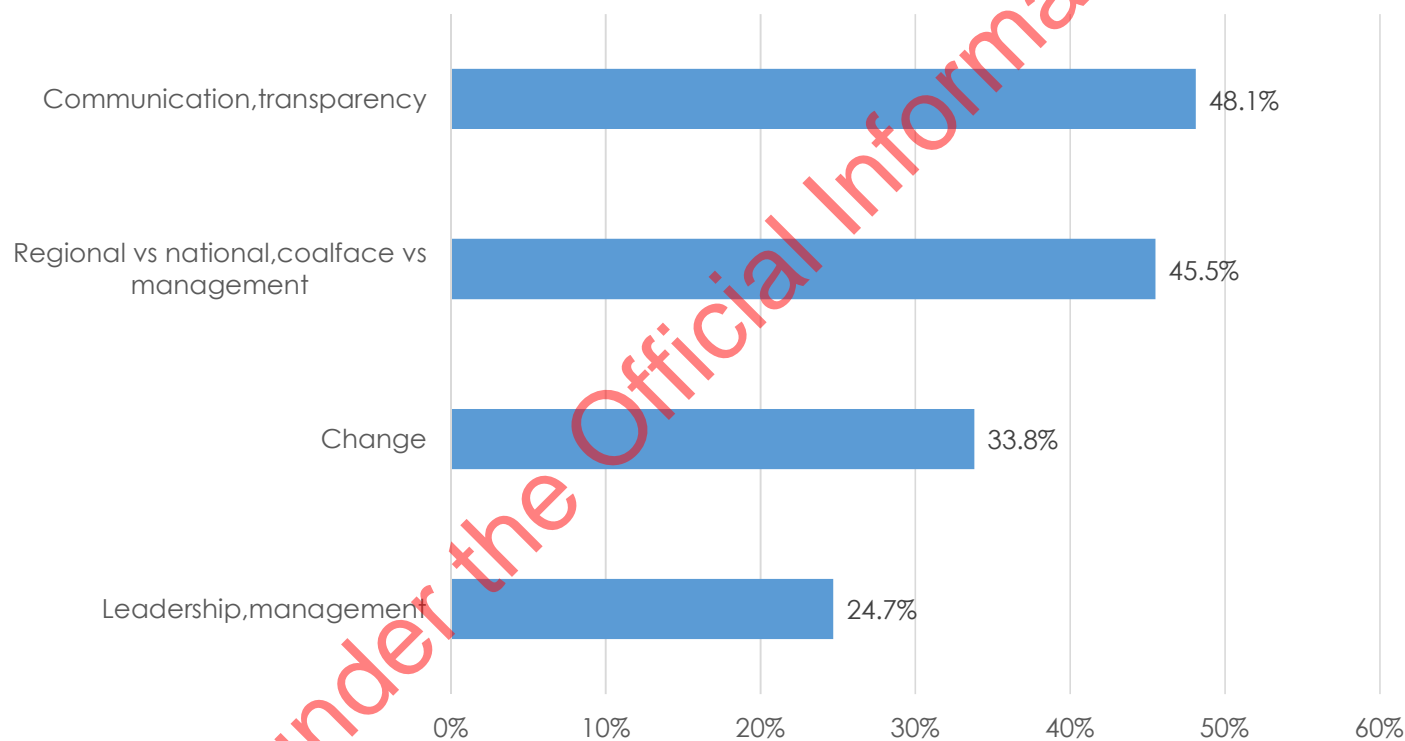
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Leadership & Transition theme: breakdown by sub-theme



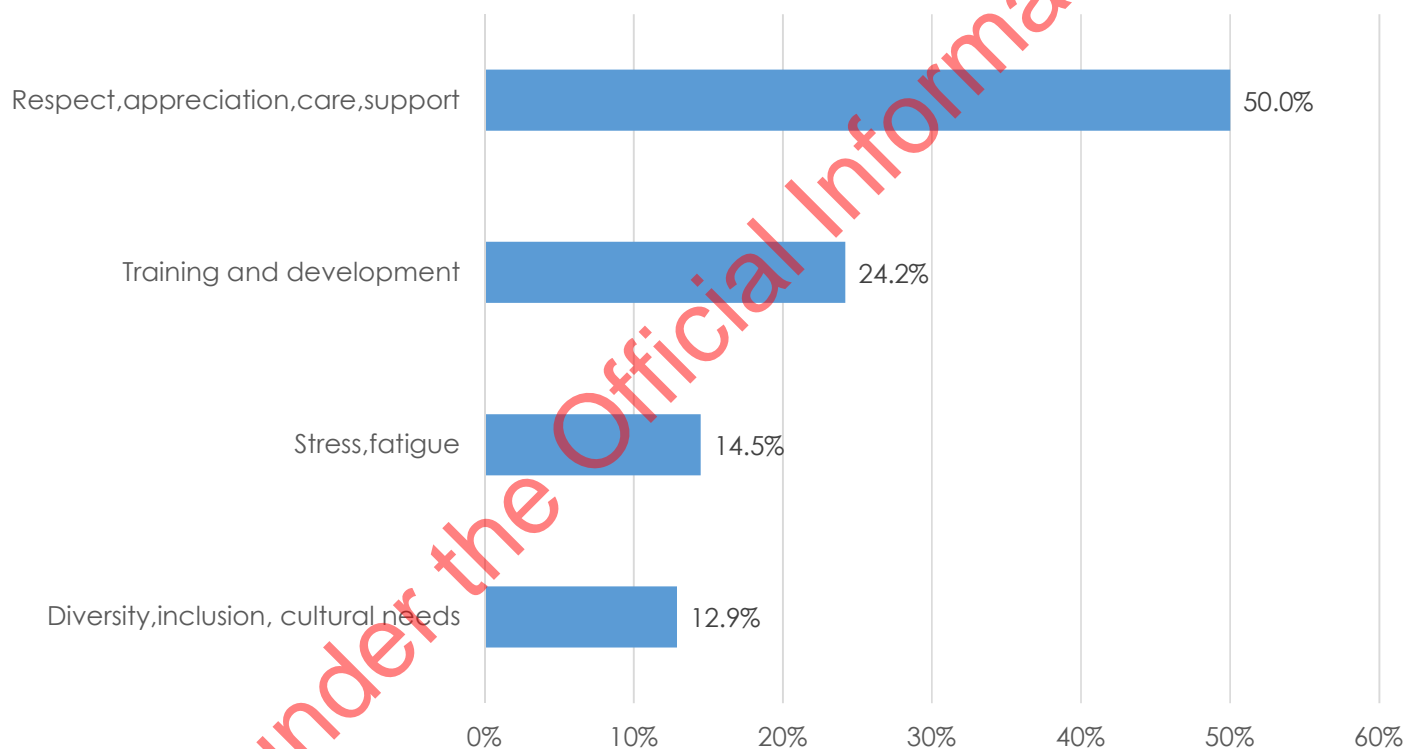
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

People experience theme: Breakdown by sub-theme



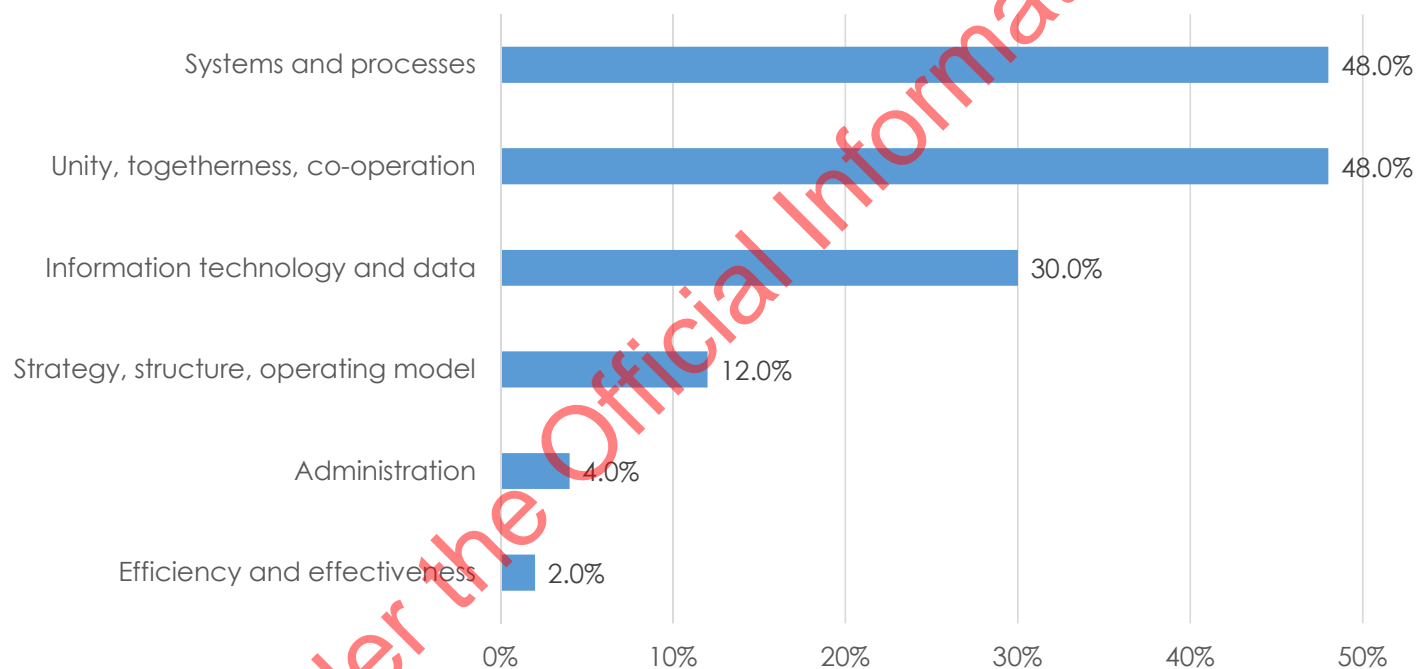
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Working Together theme: Breakdown of subthemes



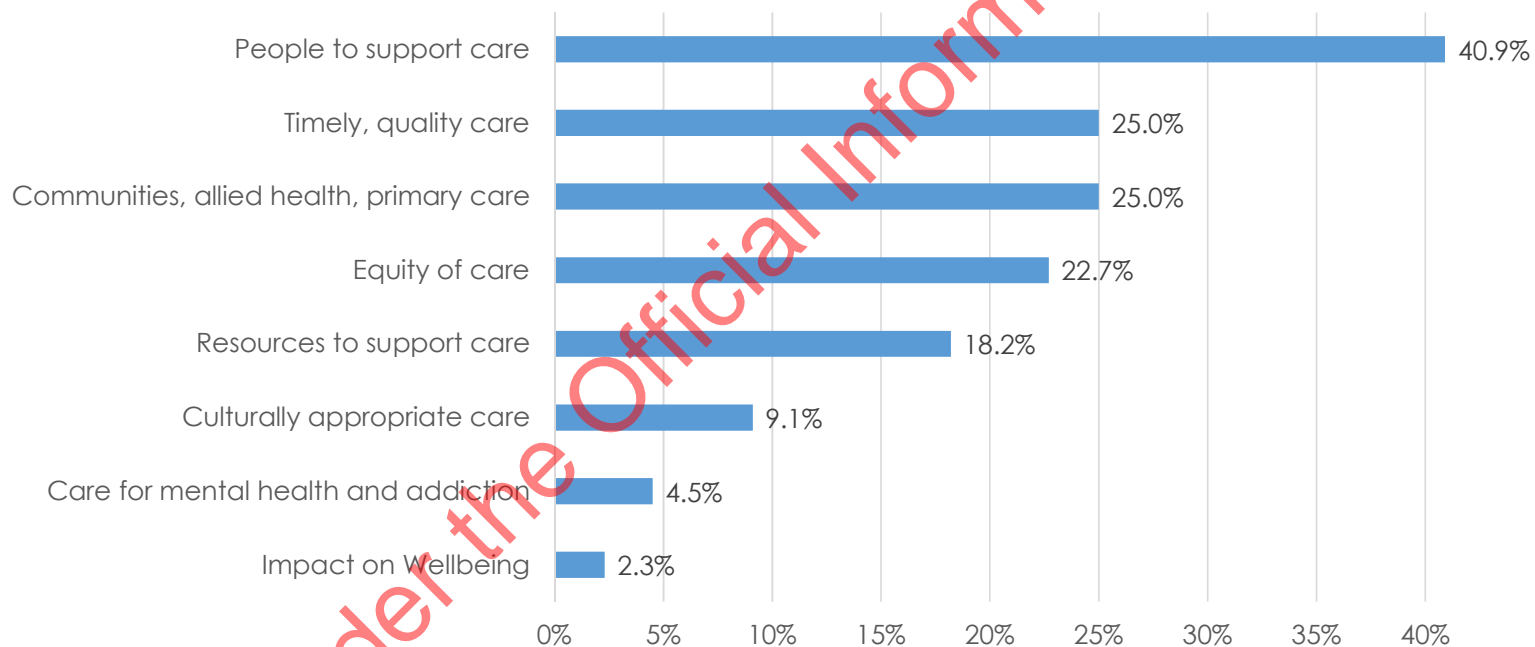
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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Care and Equity theme: Breakdown of subthemes



Note: Verbatims comments may be included in more than one theme where the comment contains multiple ideas. This means the total sums to more than 100%.

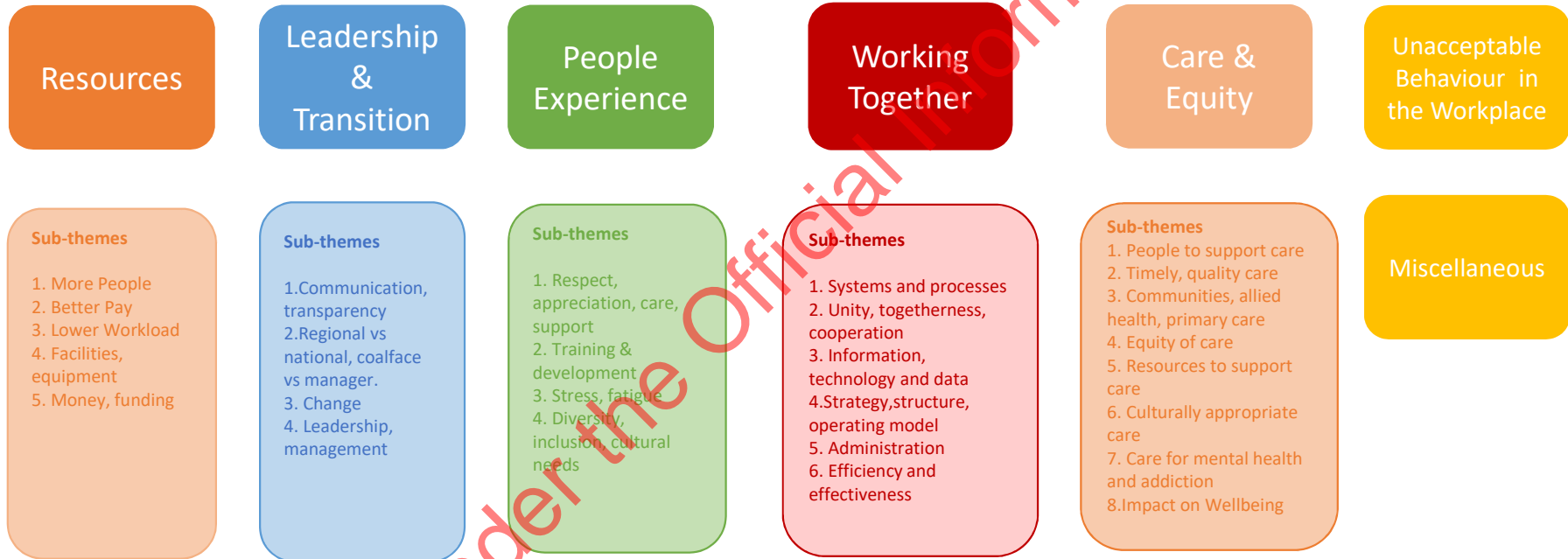


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What would you like to see change (or happen) across Te Whatu Ora over the next three to twelve months?

Major themes:

Other Themes:



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