



#3 June 2023

The greatest leader is not necessarily the one who does the greatest things. The greatest leader is one that gets the people to do the greatest things. - President Ronald Reagan



Welcome to the June edition of the bi-monthly Managers Memo, supporting you on your leadership journey with Metro North Health.

As we end the financial year and embark upon another, it is timely to pause and reflect, refresh, and reset. The 2022-2023 financial year has seen some positive steps to support the wellbeing and workforce issues currently being faced right across the health sector globally.

Two big Metro North priorities include the co-design and implementation of a Workforce Reform Roadmap, and the Psychosocial Code of Practice.

This next financial year will see an increased focus on Have Your Say feedback, including a Metro North-wide response and action plan to address key areas for improvement. The People and Culture team has also developed a suite of tools and resources to help you and your directorates/facilities build and implement clear action plans as a direct response to your team's feedback. The August Manager Memo will be a special edition aimed at supporting you through your action planning with your teams.

Other initiatives that have been prioritised to support you, your teams and our culture include a Metro North Diversity, Equity and Inclusion Action Plan, a Metro North Coaching program, as well as manager wellbeing training and toolkits, including expanded options for embedding flexible work practices.

As employees take stock of their personal and professional situations and make goals for the new financial year, now is the ideal time to schedule PDPs with your teams and encourage others to do the same. The PDP tool provides easy online access for you and your teams to document, set and review goals and plan future learning and development for career progression.

It is important that as a leader, you are having the same conversation with your line manager. Asking questions such as "how am I tracking?", and "what development opportunities are available to help with my career progression?". This will help you set clear professional and career goals as we head into the new financial year.

Keep reading for more on what's new across the Service that is relevant to you in your role as a Metro North line manager, as well as programs, resources and development opportunities available to support you in your role.

We hope you enjoy the third edition of the Managers Memo.

Regards,
Kristal Lowe
Chief People and Culture Officer

What's new



Have Your Say survey 2023

Many thanks to all managers who provided valuable engagement, support, and encouragement within your teams to help make the 2023 Have Your Say (HYS) staff survey as successful as possible. Results will be returned to Metro North during the month of August. First, a high-level Metro North Executive briefing for our Chief Executive and senior leaders.

Following this, your Facility or Directorate senior leaders will be invited to participate in a Have Your Say Roadshow, where Best Practice Australia will present the results and how it is benchmarked against Metro North Health and the health sector.

Distribution of our results to the wider Metro North Health will commence upon the completion of these briefings. This will be cascaded down from each Facility/ Directorate, driven by line managers. This distribution of results is anticipated to commence in early September.

In August, the Managers Memo will be a *Special Edition*, helping you navigate and share the Have Your Say survey results with your teams.

Until then, prepare for receiving your results by completing the [TMS module: Have Your Say Accreditation – What does this data mean?](#) This course was designed to support leaders and staff to prepare for the return of their reports. The focus is on the main methods the vendor uses to present employee feedback so that when you see a report you can grasp the key messages the feedback is telling you. Also, take time to check out the [HYS QHEPS page](#).

Metro North's organisation-wide guide to supporting staff after a critical incident

Supporting someone with acute critical stress

A critical incident might be described as any event that is significant enough to overwhelm a person's normal coping strategies. This may include an adverse patient event, a near miss or medical error, equipment failure, being exposed to a confronting trauma or death, a clinical case that is chaotic and dangerous, exposure to a tragic or grief event, a conflict with a colleague, or being threatened or assaulted by a patient, their family, or a colleague.

At Metro North, every facility has a way to manage and support staff after a critical incident. We're good at supporting one another and we're good at supporting our patients and their families after a critical incident.

To ensure we are providing a consistent approach in responding and supporting our staff in facilities after a critical incident, the People and Culture team have brought together a working group to draft a Metro North-wide guide. This group consists of medical and nursing staff, psychologists, and specialists in the management of critical incidents.

Consultation will continue with facilities to ensure the proposed approach is practical and applicable across the service. It is anticipated that the guide will be implemented across Metro North later this year.

If you have any questions, concerns or would like to be involved, please contact mnpeopleandcultureprograms@health.qld.gov.au or call Lisa Harvey on 3646 6931.

Understanding the impact of acute stress video

Building a coaching culture

Coaching is an evidence-based approach that can assist individuals facing challenging issues and to support and promote wellbeing. Coaching provides a safe space for staff to reflect, learn, and find solutions to their challenges.

A coach-like organisation is one where employees are empowered to learn, grow and to develop coaching at every level. Metro North is committed to building strong coaching cultures across our organisation.

It is now estimated that 70% of organisations globally engage in workplace coaching to ensure individuals feel motivated and prompted to adopt positive change. It is increasingly being applied

to situations and environments that range from leadership development and career transition to supporting healthcare interventions and improving safety outcomes.

Building a coaching culture is a 2023-2024 strategic objective for Metro North People and Culture, which aims to build internal capability to strengthen leadership skills, increase retention, deepen engagement, and deliver organisational change management.

Over the past two years more than 300 Metro North staff have participated in Coaching Conversations skills workshops. These practical workshops explore what it means to adopt a coaching mindset and the benefits of being coach-like at work.

Would you like to learn to adopt a more coach-like approach? Coaching Conversations workshops are held every month and are available to all staff.

Register via TMS

Just in time learning

Metro North Health Flexible Working Arrangements Protocol

The Public Sector Act 2022 calls for the promotion of equitable and flexible working environments as a guiding principle in the employment of public sector employees. The Flex-connect framework has been developed which advances the sector's commitment to agile and flexible work. The [flexible work framework](#) and supporting resources for [employees](#) and for [managers](#) have been recently released by the Queensland Public Sector and align with the Metro North Flexible Work Protocol.

To help further embed a culture of flexible work across our Metro North workforce, a [regular series of FWA education sessions for managers](#) are continuing to roll out. These sessions will allow you to:

- Learn more about FWAs and how you can use them to improve your team's culture, commitment, and discretionary effort through improved work / life balance
- Understand our obligations as managers in terms of the requirements within the Industrial Relations legislation
- Use FWAs as part of your attraction strategy for vacant roles within your team
- Implement tips and tricks for best practice management of FWAs within your team.

You'll also be able to ask any questions or discuss any issues you may be having with FWA's in these sessions facilitated by one of our senior People and Culture practitioners with significant experience and knowledge of this topic.

[Registration is via TMS](#) with sessions delivered through Teams, scheduled in advance, to give you the best opportunity to attend. Keep an eye out in your local facility's comms or contact your local People and Culture Business Partner for further information.

Register to attend

Managing the risk of psychosocial hazards at work

To support an understanding on how to effectively manage employees' psychosocial hazards at work, two training sessions have been developed for Metro North managers. The key takeaways from each of the sessions are to:

- Develop your knowledge and skills as a line manager to lead and manage effective workplace relationships in a challenging and complex environment
- Develop and monitor the implementation of operational plans to support efficient and effective workplace practices including the Code of Practice.

You will also gain a solid understanding of the rights and responsibilities of leadership positions within the Public Sector, plus, the opportunity to network with other leaders across Queensland Health.

Microsoft Teams or face-to-face training can be requested via mnworkplacerelements@health.qld.gov.au.

HR Fundamentals Part 1 (1.5 Hours)

Key topics:

- Line manager decision making: understanding the process for decision making, taking into account the human resource aspect, costs, risks, capacity, goals and Metro North Health priorities.
- What is Positive Performance Management; how to pro-actively and positively manage the work performance and development of public service employees with a view to continuously building expertise within the public service.

Register to attend

HR Fundamentals Part 2 (1.5 Hours)

Key topics:

- Putting Positive Performance Management into practice, and getting the most out of Performance Development Plans and Performance Improvement Plans
- How to proactively manage difficult conversations.

Register to attend

Introducing a new website for safety and quality education resources

The [Safety and Quality Education Program](#) website provides easy access to safety and quality education resources including courses, videos, guidelines and tools.



Leadership Essentials for Managers Program 2023

Are you looking to increase your ability to develop skills for essential leadership and management competencies including leading change, people management and self-awareness? The Leadership Essentials for Managers program will help you gain vital skills to fulfil your role and broaden your career horizon. Click [here](#) for future opportunities.

We have had Cohort 17 and 18 successfully complete the program so far this year and here's what some of Cohort 17 had to say about the program:



- "I would highly recommend attending this program. This program allows you to integrate with like-minded individuals from many different work areas within Metro North who are all striving to create a better work environment. This program will provide you with valuable tools and techniques to allow you to transition from 'managing' to 'leading' and how to be a better version of yourself."
- "I would and have encouraged my colleagues to attend this workshop. I have really enjoyed the content, and it is relevant and beneficial for those in leadership positions. I would tell them to go in with an open mind, and to participate fully even if group activities and ice breakers are not for them! It was an excellent course - thank you!"
- "There is a lot of different skills and techniques that are taught in a short amount of time – ensure you take plenty of notes as all these have such potential in assisting in ways you didn't know how. This course opens your eyes to a new way of leading and working with a team and is a timely reminder to not judge a book by the cover. There are numerous resources suggested – make sure you write these down and do your homework – as it helps you grow as an individual."
- "Come with a purpose to grow as a person and a leader."
- "This course is a safe, interactive place to learn, develop skills and is suited to all leadership styles, whether new to leadership or already a leader."

Health equity



I am pleased to announce the Health Equity Implementation and Evaluation Plan, developed in partnership with Aboriginal and Torres Strait Islander Elders, community stakeholders, our executive team within Metro North and external partner organisations, is now available.

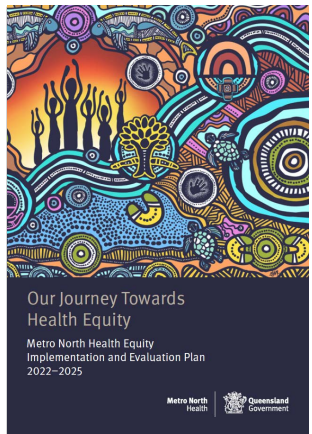
The Implementation and Evaluation Plan provides a priority for the delivery of strategies and actions in [Our Journey Towards Health Equity, Metro North Health Equity Strategy 2022-2025](#) and assigns accountability to the areas responsible for each action at Metro North Health and ongoing monitoring/reporting responsibilities.

The Aboriginal and Torres Strait Islander Leadership Team (A&TSILT) is preparing a supporting clarity document and toolkit to support managers with useful resources and practical ways they can support the health equity journey within their own work area.

The A&TSILT can also provide ongoing support and guidance for workplace areas, culture change and strategies to support the Aboriginal and Torres Strait Islander workforce.

For more information on Metro North Health's Health Equity commitment to drive health equity, eliminate institutional racism across the public health system and achieve life expectancy parity for Aboriginal peoples and Torres Strait Islander peoples by 2031 visit [here](#).

Finally, one important way managers can keep up-to-date with our Health Equity journey is to follow our Facebook, Instagram and LinkedIn [social media channels – Better Together - Our Health, Our Way](#). These channels provide good news stories, staff profiles and information for the latest identified roles across Metro North Health.



Manager tips



Do you sometimes feel challenged when using myHR?

Our friendly **myHR Support Team** are here to provide information, support, and education to you in several ways:

- For immediate assistance, give us a call and we will work with you to sort out the issue. We can remote into your (Qld Health) computer and walk you through the process if necessary.
- For general or topic-specific support, email or call to request an information session for yourself or your team that we can run via MS Teams or a face-to-face session.

Manager Reminders

- Actioning your *myHR* inbox items each day ensures that forms are processed on time and the workload remains manageable.
- When you receive a Smart Leave Request to approve, you must ensure a shift is booked for that period, so the leave is paid correctly.
- If you have an admin support person in a temporary role, and you are extending their contract, remember to complete a *myHR* User Access Request form every time you do an Employee Movement Request or they will lose access.

Check out the [myHR Knowledge Bank](#), it has lots of great information and guides for using *myHR*.

myHR Support Team

E: MNmyHRSupport@health.qld.gov.au

P: 07 3506 2622 (opt 1)

Hours: 8:00 am – 4:30 pm | Mon – Fri (excl public holidays)

TMS Tip

Are you and your team visual learners? In addition to the step-by-step guides, there are now new help videos on how to perform tasks in the TMS. Check out the help video on “How do I action the approval requests from my employees?”. You can access all of the manager resources for TMS here:



[TMS Manager Help](#)

Metro North Health

Browse

HOME

ME

MY TEAM

ADMIN

Name change! Did you know the Integrity Unit has recently changed their name to the Ethical Standards Unit?

The [Ethical Standards Unit](#) assesses and investigates matters which can be one or more of the following:

- Employee misconduct as defined within the Public Sector Act 2023
- Corrupt conduct as per the definition within the Crime and Corruption Act 2001
- Serious breaches of the Code of Conduct for Queensland Public Service

If you require support from the team, you can contact us here:

Phone: 3646 1566

Address: Level 7, Block 6, RBWH

Email: mn-esu@health.qld.gov.au

Values Based Recruitment

"It is important to be honest when recruiting, and to get a sense of someone's character." Simon Sinek.

What is it?

Values-based recruitment (VBR) is process of attracting and selecting new team members on the basis that their individual values and behaviours align with the values of the organisation and facility/team behaviours.

VBR can be delivered in many ways; through screening assessments, to values based interviewing techniques, role play, written responses to scenarios, and assessment centre approaches.

At Metro North Health, VBR assists to recruit or promote not only the employees with the right skills, knowledge, and experience, but also the right values to support effective team working and to deliver on our commitment to excellent patient care.

How do we know it works?

The initial benefits of values-based recruitment are obvious: using the approach, individuals you hire are more likely to be a good fit, which means they should feel an affinity with your team goals, be happier and more productive. This will not only boost staff retention, but it can also help you reduce the chance of making a costly and potentially stressful hiring mistake. Value alignment can be the difference between success and failure.

The Mid Staffordshire NHS Foundation Trust Public inquiry (Francis, 2013) highlighted the critical role the workforce plays in ensuring the provision of high quality and safe health services and particularly the significance of staff values and behaviours to the level of care provided and the overall patient experience.

In response, the NHS established a National VBR framework in 2015. This defined several core values, which were embedded into recruitment processes to assess individual values as well as skills and aptitude. Since its inception, many national programmes of work and initiatives have been undertaken across the UK health and social care system to address values, and values-based recruitment practices have been embedded as part of a journey to provide excellent patient care and better work experiences for all.

The good news

Metro North has VBR Coaches located across all our campuses. VBR coaches can assist hiring managers across all stages of the values-based recruitment process including: ensuring required behaviours and values are mapped to the role; acting as a panel member; using values based shortlisting tools to assess candidate values; using VBR approaches to identify the most meritorious candidate; ensuring values-based referee reports; providing useful and appropriate feedback; and embedding Metro North values to induction and appraisal processes for the successful candidate.

People and Culture

VALUES BASED RECRUITMENT

Join our next coaching session!

VALUES IN ACTION

Values Based Recruitment (VBR) can help you achieve better decision-making, improved job performance, reduced turnover and greater alignment within your team.

VBR enhances recruitment processes by identifying candidates with the values that support effective team work and excellent patient care.

To discuss VBR or to join our next Coaching Session, please call Amanda Ferguson on: 07 3646 1955 or email: MNValues@health.qld.gov.au
<https://qheps.health.qld.gov.au/metronorth/hr/recruitment/vbr>

Are you looking for ways to support the wellbeing of your team?

Cultural Safety

The Aboriginal Torres Strait Islander Leadership team would like to provide you with a timely reminder that we all need to take care of ourselves. Self-care is important to keep our mind, body and spirits strong, especially working in a fast paced and sometimes stressful environment. If you haven't already watched our *Kindness, Care, Community* films, check them out [here](#). These films, created by our Aboriginal and Torres Strait Islander communications and planning team along with the community, provide some great tips and information on how to keep your mind, body and spirit strong.



Back in April we held our first Aboriginal and Torres Strait Islander staff forum since the COVID-19 pandemic. It was so great to see staff turning out for this event, to share in each other's achievements, learn from each other and making new and old connections. It is important for our staff and in culture that we remain connected and support one another and build those networks, which then in return reflects on the support we provide to our mob accessing our healthcare services. The forums will be ongoing, and we hope to see more staff at our next one when it is announced.

Negotiating Successfully for Life



Your guide to successful negotiating in all areas of life.

Healthy Body and Mind Hub

Better health is at your fingertips! Check out the [Healthy Body & Mind Hub](#). With a different theme each month, this online platform will give you easy access to a range of mind and body resources designed to support the wellbeing of you and your team.

Wellbeing check-in – *Kindness and happiness*

Everyone wants to be happy, but how can we meet that sometimes elusive goal in a constantly changing world?

A lot has changed since the pandemic and the impacts of COVID continue. Our supply and demand issues in healthcare are affecting the way our people feel at work. The cost of living is rising putting additional strain on people and families. Social connection has changed and continues to change. Relationships (both personal and at work) may be strained due to the stresses of work, parenting, finances, and life in general.

So, what can we do about it at work? Kindness is a good place to start!

Here are some tips to consider bringing into your daily interactions at work if you're not already doing it:

Recognise the efforts and contributions of our colleagues (right across MN)

Being recognised at work helps reduce employee burnout and absenteeism and improves employee wellbeing.

Practice kindness for example, taking someone for coffee or volunteering to help others

Sharing with others and volunteering our time improves wellbeing, bringing happiness and a sense of meaning.

Compliment others

Giving compliments can make us even happier than receiving them and can improve social connection.

People and Culture

Staff Shout Out turns one!
Over 1000 Shout Outs received from peers!

CLICK HERE 

For more information visit the Values in Action webpage on QHEPS or email the Culture and Wellbeing team at mnvalues@health.qld.gov.au

BUILDING A CULTURE OF APPRECIATION AND GRATITUDE

Staff Shout Out Portal's 1st Birthday!

We have a first birthday celebration planned, which naturally involves cake! You will see members of our People & Culture Programs team handing out first birthday cupcakes across all campuses next month.

The Staff Shout Out Portal fills an important gap for staff who do not have ready access to a computer at work, and staff who may fall outside the Directorate structure by providing an opportunity to recognise our colleagues who demonstrate our values in their day-to-day work. It provides an important avenue for Peer recognition in Metro North.

Peer Recognition is an expression of appreciation which benefits both the nominator and the receiver. It helps to promote a feeling of belonging and emotional safety in the workplace, can uplift teams and increase morale. Recognition encourages individuals to share new ideas, innovate and be themselves at work, which is an important part of our psychosocial wellbeing.

The Metro North Staff Shout Out portal has received 3000 hits, and 1060 Shout Outs in its first 12 months of operation, capturing positive peer recognition across all MN campuses. This is a great achievement, and we are looking to grow this number in the year ahead. [Take a moment to show your gratitude to your team mates here.](#)

Compassionate leadership

As a leader, do you understand the importance of building trust, promoting collaboration, and creating a culture of compassion in our organisation? These are the building blocks of a thriving workplace where employees feel valued, engaged, and empowered to do their best work? Check out [this guide](#) to assist you with compassionate conversations.

[What is compassionate leadership? | The King's Fund \(kingsfund.org.uk\)](https://www.kingsfund.org.uk)

“Compassionate leadership involves a focus on relationships through careful listening to, understanding, empathising with and supporting other people, enabling those we lead to feel valued, respected and cared for, so they can reach their potential and do their best work. There is clear evidence that compassionate leadership results in more engaged and motivated staff with high levels of wellbeing, which in turn results in high-quality care ([West 2021](#))”.

[Take this quiz to understand your compassionate leadership](#)

Mary Freer provides a practical framework for Managers to embrace compassionate leadership, [SUMA – Show up; Understand; Move closer and Act](#). Her recently published book [Compassion Revolution](#) is a must read for Managers looking to bring compassion into their world of work.

Leader in the spotlight - Compassionate leadership

Belinda Faulkner (video)



Do you have or know of a leader who deserves to be in the spotlight? If so, please send details to MNOrganisationalDevelopment@health.qld.gov.au and let us highlight their achievements.

Empathy vs sympathy

Empathy versus sympathy - Learn the difference between empathy and sympathy in [four short minutes here](#) and why we want to empathise with others rather than sympathise.



**MEDICAL LEADERSHIP
INTENSIVE PROGRAM**

Want to learn to lead and navigate complexity?

Great medical leaders play an essential role in ensuring Metro North continues to thrive as a world class healthcare service. We want to our medical leaders to have the training and experience to continue making a difference in a complex and changing health care system.

A new Medical Leadership Intensive Program is available to clinical directors and medical directors within Metro North including those preparing to step up to those positions, who would like to develop their leadership skills.

For more information email:
MedicalLeadershipIP_MN@health.qld.gov.au

**REGISTER
YOUR INTEREST**

Metro North Health | Queensland Government

Medical Leadership Intensive Program

Are you a medical leader looking to make a difference?

Leading change in our complex and uncertain world is a challenging undertaking, even for those who have been in the game for a long time. This intensive program is scheduled in three sessions over a twelve-week period, designed to equip you with a better understanding of yourself as a leader, how the system works, and how you can navigate the system to survive, thrive and make a difference.

Expressions of interest are currently open to all Clinical and Medical Directors across Metro North, and you can Register your interest here. Email MedicalLeadershipIP_MN@health.qld.gov.au with any questions and for further information.

Lead Faculty: Dr Leah Barrett-Beck & Prof Andrew Johnson

LOOKING FOR HR ADVICE? 1800 275 275

Ask HR

Ask HR: 1800 275 275 or email MNAskHR@health.qld.gov.au
Monday to Friday 8.00am to 5.00pm

Give us your feedback

We would love to know if this Managers Memo was valuable to you. Is there something you'd like to see in a future edition?

Provide your feedback

The next issue is scheduled for the end of August. Please [contact us](#) if you would like to speak to someone about content in the Managers Memo.

Metro North Health is proud to recognise the cultural diversity of our workforce. We recognise and pay respect to the Turrbal, Dalungbara/ Djoondaburri, Gubbi Gubbi/Kabi Kabi, Jagera/Yuggera/ Ugarapul, Jinibara/Jiniburi, Ninghi and Undumbi people of Metro North Health area, on whose lands we walk, work, talk and live. We also acknowledge and pay our respect to Aboriginal and Torres Strait Islander Elders both past and present.



Metro North
Health



Queensland
Government

Produced by the Metro North Communication Directorate