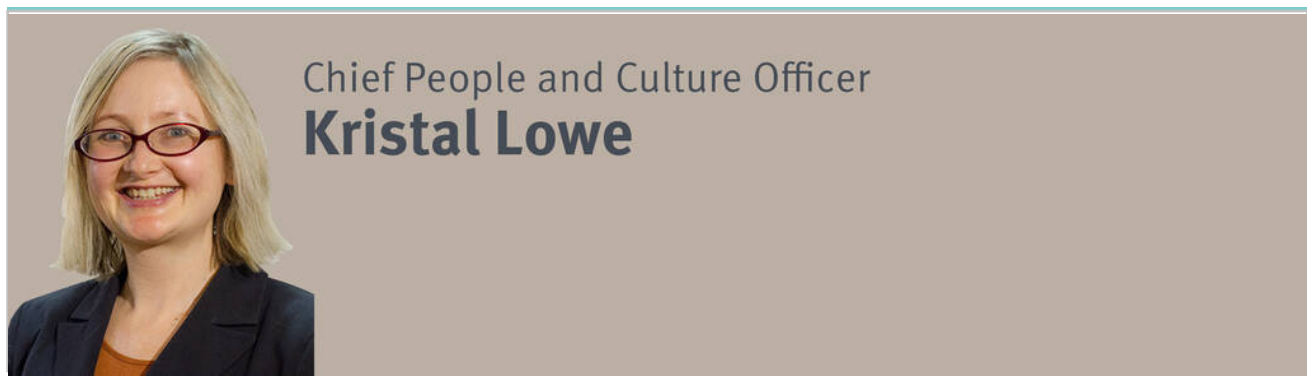




#4 August 2023

“Feedback is a gift. Ideas are the currency of our next success. Let people see you value both feedback and ideas.” – Jim Trinko and Les Wallace



Dear Managers,

The Have Your Say staff survey results are in! Across Metro North there were 10,760 completed responses, 49% of our workforce.

Thank you for championing the survey with your teams and colleagues. The survey helps us as managers to identify areas of excellence, find out what’s working, and understand how our employees and teams are feeling about working for Metro North and things that need our attention.

Receiving in depth feedback can be challenging, especially if the results aren’t what you were hoping. It’s very important to us that we support you as managers to interpret your results and effectively communicate them with your teams. That’s why this Managers Memo is dedicated to the survey and support for you.

In this edition, we’ll outline:

- what’s been done with the results since the census period and what’s next,
- what support is available to you and how to access it,
- how to interpret and communication results to your teams,
- what to focus on – what matters in the survey results,
- and how to build your action plan with your teams.

That last point is critical. Working with your team to create an action plan shows them you’ve listened, and you want to work with them to address their biggest concerns. It’s important though that you understand that you won’t be able to control or change everything. Focus on what’s within

your control and within your team's control and put your effort into those. Two or three tangible actions is plenty.

I hope you find this Managers Memo useful. You'll find contact details of our People and Culture team who you can reach out to for support.

Regards,
Kristal Lowe
 Chief People and Culture Officer

Have Your Say special edition

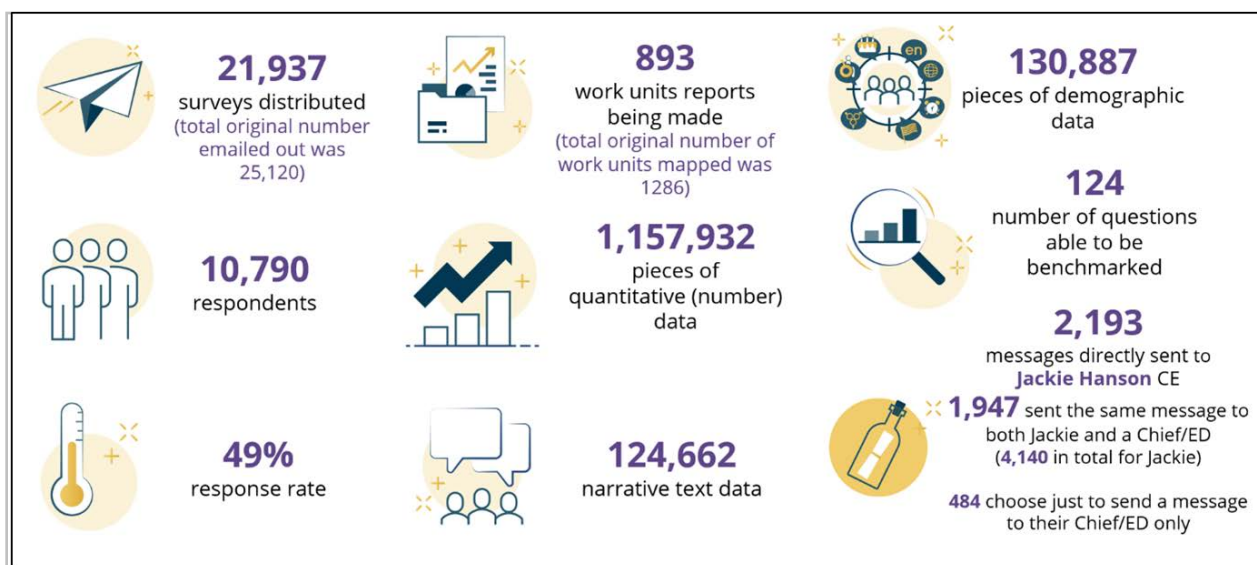
After a four-week census period, the Have Your Say staff survey officially closed on 19 June 2023. For Metro North Health to continue to deliver the high-quality care we strive for, we all needed to take this time to stop and reflect on our work environment and constructively identify the improvements we can make.



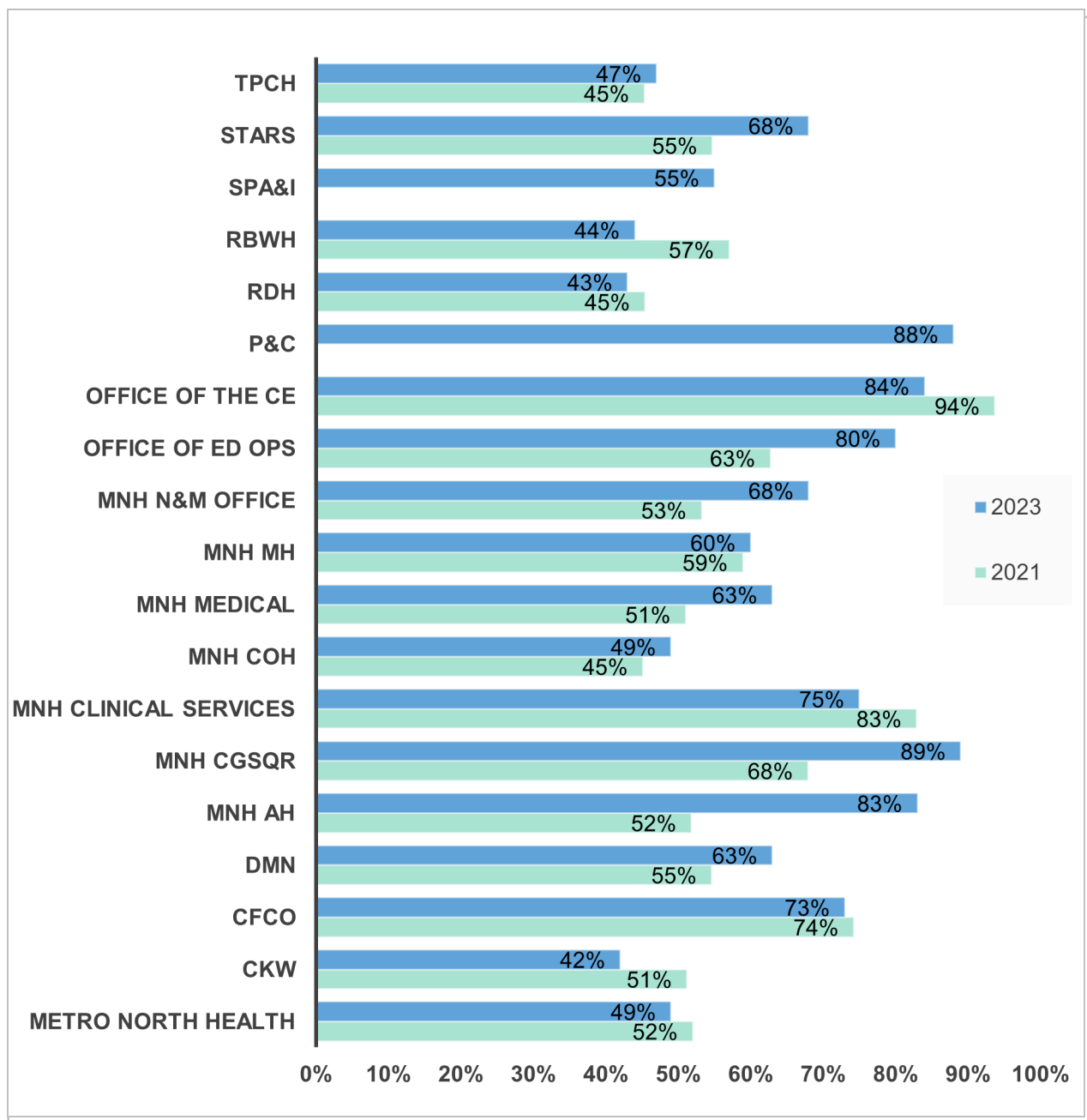
Just as importantly, we need to acknowledge the things that we already do well. With a slight increase to our 2021 respondent figures, a total of 10,760 employees took this opportunity, and actively submitted their valuable feedback.

We also want to take this time to thank you for your support in promoting the Have Your Say staff survey and encouraging participation among your employees. The valuable feedback we have received will play a vital role in shaping our organisation and fostering a positive work culture.

Here is a snapshot of what we achieved as a result of all our combined efforts and hard work.



Response rate by directorate/facility



Where are we at

BPA Analytics, the Have Your Say survey vendor, has collated all of your feedback and prepared the different reports, firstly as an overall MNH organisational report and then broken down by facility, directorate and then to the team level. We will be following a process of rolling these reports out to everyone over the coming months.

Our first step during August was for the CE and members of the People and Culture team to coordinate and lead a roadshow, visiting every facility and directorate to offer support to the executive and senior leadership teams in evaluating each individual report in more detail.

These briefings provided an opportunity for attendees (senior and executives at each facility and directorate) to gain insights into the overall employee sentiment, to understand what we are already doing well, and to also identify the potential areas of improvement.

Winning teams announced for the team building prizes

You might remember the \$300 team building prize on offer for one lucky team from each facility or directorate that reached 100% response rate (completion of the survey). This year, more than 40 teams across Metro North had 100% completion rate - well done! At each facility or directorate, every team that reached 100% response rate went into the draw to be randomly selected.



The winning organisational units/teams are:

- Clinical Governance, Safety, Quality & Risk Units (inc NI Support Program)
- Workplace Relations
- Language Services
- MN Public Health Unit Management
- Legal Services
- STARS Support Services line managers & Coordinators
- Digital Metro North other
- Strategic Assets & Infrastructure Management
- Metro North Mental Health Redcliffe-Caboolture CAMHT
- Community & Oral Health GP Pine Rivers
- The Prince Charles Hospital Admin management
- Royal Brisbane and Women's Hospital Cancer Care Services Radiation Therapy Leadership
- Redcliffe Hospital Health Information
- Caboolture Hospital Nursing and Midwifery Navigators

An official list of winners also will be announced in our Metro North Communications bulletins.

What's next

How the results will be shared to you and your teams

In September, reports will be distributed to facilities and directorates through operational leadership teams and reports shared with line managers of each work unit. You will receive a quantitative report if more than 5 respondents from your team have answered the survey and will receive narrative feedback only if you have 10 or more respondents. Leadership teams are then expected to work together to develop a plan of action to determine how they will use the feedback to continue building the culture of their teams. The objective of action planning is to engage staff in the continuous improvement process in addressing the themes that have emerged from your staff through the survey.

What's expected of you during September:

- Ensure you have received your report for your team(s)
- Spend some time reviewing your results
- Set aside time with your team to go through your results
- Work with your team to understand what tangible actions you can all put in place (into your HYS Action Plan) to continue to improve your workplace and team culture.

Remember an employee engagement survey is only as good as the actions that follow. It is important that you take the time to deeply understand what the results of your engagement survey are telling you and take the necessary steps to action these.

Preparing for your results

How to interpret and communicate the Have Your Say survey results

The People and Culture team is here to provide support to you as a line manager. It is important you feel comfortable and confident discussing the results with your team, so we want to ensure the necessary resources and support are available to help you foster this open and positive dialogue.

Start here

A good place to start the preparation process for receiving these results will be ensuring you have completed the [TMS module: Have Your Say Accreditation – What does this data mean?](#) This course has been designed to support leaders and staff to prepare for the return of their reports. The focus is on the main methods BPA uses to present employee feedback so that when you see a report you can grasp the key messages the feedback is telling you.

It is difficult to anticipate all key messages or themes that will emerge from the survey. So, before launching into these conversations with your staff about the Have Your Say results, please ask yourself:

- Can I effectively run a meeting about the survey results without getting defensive?
- Can I respond calmly to criticism?
- Do I have the resilience to respond well to feedback?
- Do I have a full grasp and clear understanding of the data and what the results mean?

Once you feel you are ready to discuss these results with the team, start to narrow down the

direction you will set in response to the feedback.

Sharing your results

Taking action on your results

Some recommendations to keep in mind:

- You can't solve all problems at once. Don't hesitate to do some things now, then come back to the feedback in 6 months' time to identify other opportunities.
- Always seek to engage your team and keep discussing the steps being taken. Involve team members so they can speak to colleagues and keep them informed as well.
- Don't fall into the trap of thinking three identified issues need three different solutions. Sometimes one action can have a positive impact on several themes.
- Be honest about what you can or can't solve as a leader. If a strong theme is a matter beyond your influence, be honest about that. However, there may be an opportunity to improve the way the team responds to the challenges presented by that theme.

How can we help?

The People and Culture team has some templates available now on QHEPS that can assist you to start the discussion with your staff:

Feedback/response template

Keep, stop, start template

In September, the People and Culture Team will facilitate a vidcast dedicated to you – our Metro North line managers – outlining what to focus on in the report, how to share and communicate the report with your teams, how to prepare to act and, how to take care of yourself during this process. A link to the vidcast will be shared over the coming weeks.

Further resources developed will also be available on QHEPS. These additional resources will compliment a manager's toolkit currently being developed.

Have Your Say Managers Toolkit

The Have Your Say Managers Toolkit has been tailored to support you with your results and ensure managers and staff are equipped to make the most out of your staff survey results. The Toolkit will provide you with interventions to assist in the development of cohesive long-term improvement strategies aimed at increasing employee engagement and enhance your team's capabilities.



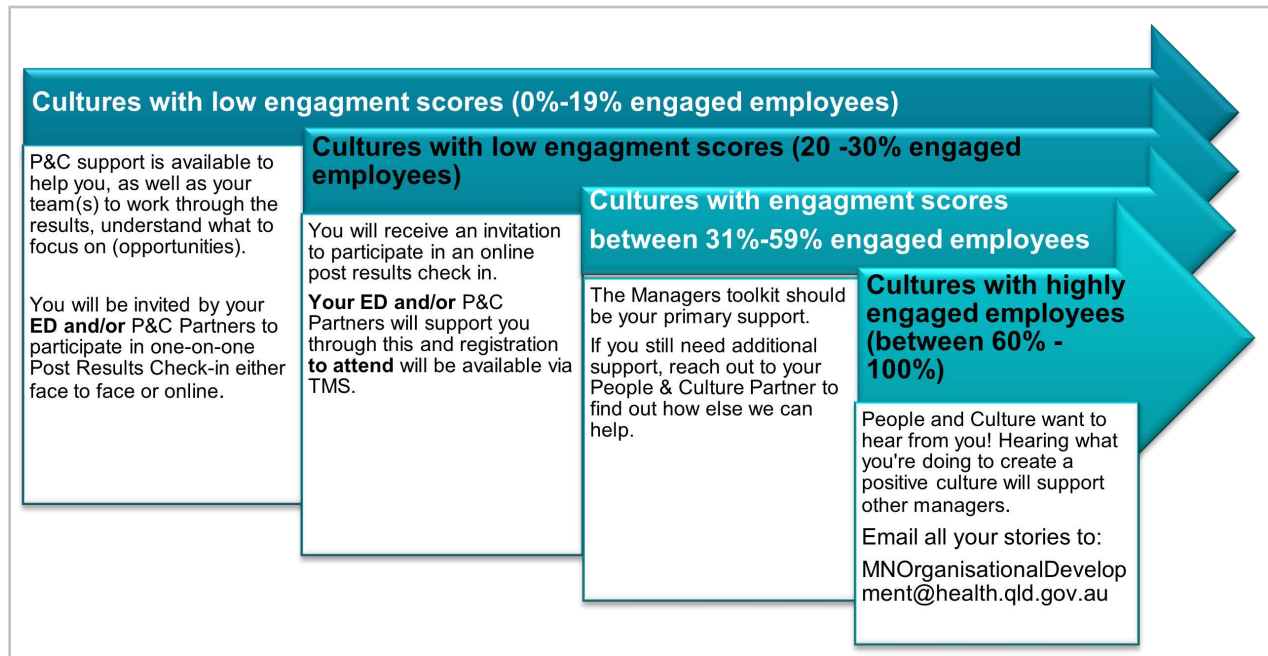
Manager Toolkit

Metro North is committed to ensuring you feel safe and supported in understanding and

communicating the results of the Have You Say staff survey as well as taking meaningful action that will matter most to you and your teams.

All these resources are designed to support you and your team through the process of interpreting results, communicating the results with the view of celebrating areas of success, and looking for areas of opportunity that make your workplace a great place to be.

The People and Culture teams will provide additional support to you and your teams based on your results and what you need. This support will be staggered into different categories and look like this:



If you are concerned about your results and the category the results have placed your team in, please speak to your line manager or People and Culture Partner for support. Other support options also include:

- your local Peer Responder
- MN Staff Psychologist
- EAP service BENESTAR.

Contact information is included below.

Additional Support

As outlined above, further support will include the upcoming Manager vidcast. Keep an eye out for more details to come.

In September, once you have received your results, you will receive another reminder of the tools and resources available to support you to interpret results, communicate with your teams, and action what matters most.

Wellbeing message from the Metro North Staff Psychologists

Soon, you will receive the Have Your Say survey report for your team, and you will be expected to

communicate the results and take action in consultation with your staff members.

Before you start thinking about how you will deliver this feedback to your staff, there are a couple of areas to reflect upon with regards to how these results impact on you and your wellbeing.

If the results you receive from your team's report are negative and unexpected this can have an emotional impact on you.

Self-Compassion

When we encounter difficult and or distressing times in life the natural tendency is to turn away from this distress and avoid it if possible. However, research into self-compassion suggests that is better for us to learn how to turn towards the difficulty/distress and face it in a controlled, self-supportive manner.

Kristen Neff (2018) suggests there are three key components to facing experiences with self-compassion.

1. Mindfulness - recognising when we are distressed or struggling without being judgemental or over-reacting.
2. Connectedness - remembering that everyone experiences difficulties at times. We are not alone.
3. Self-Kindness - being supportive and understanding towards ourselves when we are having a hard time, rather than being harshly self-critical.

[The Space Between Self-Esteem and Self Compassion: Kristin Neff at TEDxCentennialParkWomen - YouTube](#)

Emotional Intelligence

When receiving or delivering feedback how we function in the emotional space becomes very important.

How do we deal with our own emotions and the emotions of others?

Daniel Goleman's model of emotional intelligence (2007) identifies four components

1. Self-Awareness - do I accurately perceive and understand my own emotions?
2. Self-Management - am I managing my own emotions productively?
3. Social Awareness - do I accurately perceive and understand the emotions of others?
4. Relationship Management - How do I impact on others? Do I work with others effectively?

Understanding our capacities in these four areas can improve our effectiveness when it comes to receiving and delivering feedback.

[Daniel Goleman Introduces Emotional Intelligence | Big Think - YouTube](#)

Please take the time to view these videos aimed at supporting you and your wellbeing.

We want to know...

It is important as a growing workplace that we all make sure our employees know that we have listened, and as an organisation, are implementing tangible actions in response to employee feedback.

To keep this momentum going the People and Culture Team, and Metro North Communications will work together to celebrate and share good news stories of actions taken across our health service, as a direct response to our employee's feedback in the Have Your Say survey.

As part of this process, you are asked to share with your People and Culture Partner, any positive actions you have implemented in your work area as part of the response, aimed at improving team and workplace culture. This might include new or evolved initiatives, improved focus on team wellbeing, or positive changes or feedback received by your teams.

Please keep an eye out in the New Year for more information on this topic, but until then please feel free to reach out and tell us your team's Have Your Say good news stories or wins within your team!

Important Contacts

For more information on the Have Your Say program, e-learning, or understanding your report email:

MNOrganisationalDevelopment@health.qld.gov.au

Other contacts include:

Have Your Say project lead:
Charlie Nugent (Charlotte Nugent)
Principal Capability, Leadership & Learning Advisor
People and Culture
Ph: 3646 5144

For advice and guidance on working through feedback with your team:

[Contact your People and Culture Partner](#)

Lisa Harvey
ADON Clinical Engagement, Culture and Wellbeing Team
Ph: 3175 2215
Email: Lisa.Harvey@health.qld.gov.au
Or contact your HR Business Partner or HR Manager

If you'd like personal support in response to some challenging feedback:

Staff Psychology Service
Ph: 3647 9673
Email: MetroNorth_StaffPsychology@health.qld.gov.au

Benestar

This is confidential service accessible to all Metro North staff

Ph: 1300 360 364 or visit www.benestar.com

Additional information available at: <https://qheps.health.qld.gov.au/metronorth/staff-wellness/benehub>

Peer Responders

Email: MNPeerResponder@health.qld.com.au

Alternatively, visit the below page where they can reach out to the facility coordinators or choose their preferred Peer Responder <https://qheps.health.qld.gov.au/metronorth/hr/values-in-action/peer-responder/connect>

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 October. Please [contact us](#) if you would like to speak to someone about content in the Managers Memo.



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

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.



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Produced by the Metro North Communication Directorate