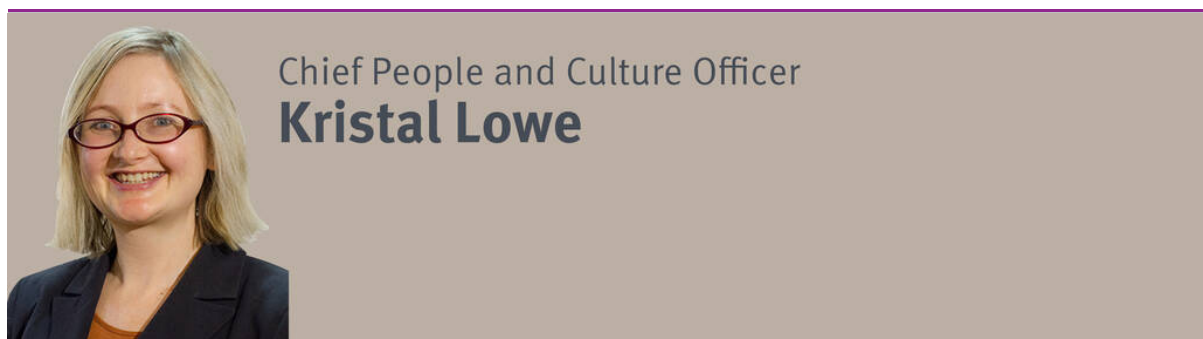




#6 October 2023

“Leadership is not about being in charge. Leadership is about taking care of those in your charge.” - Simon Sinek



Chief People and Culture Officer
Kristal Lowe

High employee engagement is known to create a positive, collaborative, and harmonious work environment where leadership cares about employees and ensures employee needs are being met. This sort of work environment is so important in the healthcare setting, especially when healthcare workers are overwhelmed by the current workforce challenges faced right across the globe.

And while we can't solve all the problems and there are absolutely things that are out of our control, it's important we understand and remain focussed on what is within our circle of influence to better support those we lead. A good place to start is [understanding your Have Your Say \(HYS\) survey results](#). Taking on board these results with an open mind allows you to have an honest conversation with your team about what's working well and where there are opportunities to improve and, discuss the importance of everyone having a role to play in workplace culture and improving engagement.

And whilst culture is everyone's responsibility, as managers, we have a critical role to play in making time to understand what's important to the people we lead and how we can support them to thrive and be engaged at work. Employees who are engaged are more motivated, productive, and innovative than their disengaged peers, and often take fewer sick days and are less likely to leave. And importantly, with a highly engaged workforce, patient safety, outcomes and experiences improve. This is why we focus on the HYS survey, so we can listen to our people, find out how employees are feeling, and act on their feedback and insights.

Improving employee engagement can be specific to team needs, but there are also some simple things you might like to start thinking about that might help as you begin your team action planning. This could include supporting development and career opportunities, regular communication and two-way feedback and PDP discussions, team building activities, recognition and acknowledgement and of course, supporting team and individual wellbeing. It can be challenging to know where to start and how to improve engagement, and an open conversation about your HYS survey results is a great place to start.

My team is here to support you with your HYS team action planning - watch the manager vidcast with Staff Psychologist Drew Craker and for more information, visit our [manager HYS toolkit](#) QHEPs page for tools and resources or, reach out to your local People and Culture Business Partner.

We hope you find this edition of your Managers Memo useful with the tips and suite of offerings available to you and to your teams.

Regards,
Kristal Lowe



Dear colleagues,

Over the past few months in the lead up to the Referendum, Aboriginal and Torres Strait Islander staff members were asked many questions within the workplace from colleagues, patients, and the broader community around their own personal views on The Voice referendum.

This can cause cultural load for our Aboriginal and Torres Strait Islander colleagues. Cultural load is the additional, often invisible workload Aboriginal and Torres Strait Islander people carry in the workplace that includes extra cultural work demand that non-Indigenous colleagues do not have, expectations to educate non-Indigenous colleagues about Aboriginal and Torres Strait Islander people, talk on behalf of Aboriginal and/or Torres Strait Islander people and often support other Aboriginal and Torres Strait Islander consumers and colleagues.

Cultural load can also be much more than just being asked by your workplace to contribute/lead activities in the workplace. Our Aboriginal and Torres Strait Islander colleagues wear multiple hats within the health service and have many responsibilities and obligations they balance every day. Not only are they Metro North Health employees, but they are also advocates and active community members within the system who tend to be a first point of contact who the community will seek out.

Post Referendum, we encourage line managers to be aware of the support services available for Aboriginal and Torres Strait Islander staff.

The new Metro North Health Social and Emotional Wellbeing Program is one fantastic new program available to provide holistic one-on-one support to Metro North Health Aboriginal and Torres Strait Islander workers. This culturally safe, private and respectful service will support and work alongside staff to ensure their needs are identified and supported.

The Social and Emotional Wellbeing Program has been adapted from the Peer Responder Program and is delivered by Aboriginal and Torres Strait Islander staff for Aboriginal and Torres Strait Islander staff which is adaptive to the staff's holistic cultural, social and emotional wellbeing needs. They connect with staff at a convenient time and location through a referral process to have a confidential one-on-one yarn.

To speak with the team or request a referral, please email ATSILT_Wellness@health.qld.gov.au

I ask that all line managers are mindful of their Aboriginal and Torres Strait Islander staff members during this time and reach out to check on their wellbeing.

Kind regards,
Sherry Holzapfel



Learning and Development

Please visit the TMS link below for a more detailed description of each workshop and to register your participation.

November

01/11/2023, Foundations in Psychological First Aid, 2hrs, [TMS](#), TPCH

02/11/2023, Foundations in Psychological First Aid, 2hrs, [TMS](#), RBWH

06/11/2023, Personality and Performance Culture, 3hrs, [TMS](#), Virtual

08/11/2023, Recruitment and Selection, 3hrs, [TMS](#), Virtual

08/11/2023, Coaching Conversations, 4hrs, [TMS](#), TPCH

09/11/2023, Workload, Email and Meeting Management, 3hrs, [TMS](#), Virtual

09/11/2023, Conversations that Make a Difference, 3hrs, [TMS](#), Virtual

09/11/2023, Foundations in Psychological First Aid, 2hrs, [TMS](#), Brighton

10/11/2023, Maximising Project Outcomes, 4 x 4hrs, [TMS](#), Virtual

13/11/2023, HR Fundamentals - 1, 1.5hrs, [TMS](#), Virtual

14/11/2023, Leading Innovation , 3hrs, [TMS](#), Virtual

14/11/2023, Quality and Healthcare Improvement, 4hrs, [TMS](#), Virtual

15/11/2023, Solutions Thinking, 2hrs, [TMS](#), Virtual

17/11/2023, Foundations in Psychological First Aid, 2hrs, [TMS](#), RBWH

17/11/2023, Coaching Conversations, 4hrs, [TMS](#), Brighton

20/11/2023, HR Fundamentals - 2, 1.5hrs, [TMS](#), Virtual

21/11/2023, Customer First (Empathy and the patient experience) , 2hrs, [TMS](#), Virtual

22/11/2023, Leading Through Meetings, 3hrs, [TMS](#), Virtual

December

01/12/2023, Conversations that Make a Difference, 3hrs, [TMS](#), Virtual

04/12/2023, HR Fundamentals - 1, 1.5hrs, [TMS](#), Virtual

05/12/2023, Customer First (Empathy and the patient experience), 2hrs, [TMS](#), Virtual

06/12/2023, Recruitment and Selection, 3hrs, [TMS](#), Virtual

11/12/2023, HR Fundamentals - 2, 1.5hrs, [TMS](#), Virtual

Clinical Skills and Development

Please visit the [CSDS website](#) for a list of upcoming face-to-face clinical workshops.

Diversity, Equity and Inclusion Calendar

Thursday 16 November is International Day for Tolerance

The theme for this year is “Tolerance is respect, acceptance, and appreciation of the rich diversity of our world’s cultures, our forms of expression and ways of being human.”



Significance:

One of the core objectives of the United Nations is to build up tolerance among cultures and peoples. Tolerance is respect for others’ rights and freedom. Tolerance is not only a moral duty but also a requirement of the present era. States should legislate for equality and basic human rights for the promotion of tolerance and non-violence.

This is of critical importance for everyone, not only within Metro North’s diverse workforce, but for the incredibly diverse consumers we serve.

Friday 17 November is White Ribbon Day



Metro North Health is an employer partner of White Ribbon, the world's largest movement engaging men and boys to see violence as their problem to fix, not women's problem to adjust to and accept. White Ribbon is starting a conversation to reduce future incidences of violence, promote gender equality and start building positive relationships based on respect.

Through White Ribbon’s programs and campaigns, men are engaged to be part of the solution, not the problem. By becoming an active part of the social change, White Ribbon want men to see just how helpful they can be in putting a stop to violence against women for good.

Two initiatives that would be of use to you as a Manager:

Barber Shop - The best conversations happen at the [Barber Shop](#). This is a judgement-free digital hub for men of all ages who want to come together and prevent men’s violence against women.

Book in an Educational Panel - Ever had a question you’re too afraid to ask? White Ribbon Australia’s [You can ask that panel](#) gives everyday people the knowledge, tools and strategies to promote gender equality and help prevent abuse.

Sunday 10 December is Human Rights Day

The theme for Human Rights Day 2023 is Dignity, Freedom, and Justice for All.



Significance:

This day enshrines the inalienable rights that everyone is entitled to as a human being - regardless of race, colour, religion, sex, language, political or other opinion, national or social origin, property, birth or other status.

It sets out fundamental human rights to be universally protected. Available in more than 500 languages, it is the most translated document in the world.

Human Rights Day is a timely reminder that Queensland has a *Human Rights Act* which has been in place for a couple of years now. If you need a refresher on what the Act means for you as a member of the Queensland Government, check out [these resources on QHEPS](#) or visit the [Queensland Human Rights Commission](#).

Sunday 3 December is International Day of Persons with Disabilities

The annual observance of the International day of Disabled Persons was proclaimed in 1992, by the United Nations General Assembly.



The importance of International Day of Persons with Disabilities:

The observance of the day aims to promote an understanding of disability issues and mobilise support for the dignity, rights and well-being of persons with disabilities.

It also seeks to increase awareness of gains to be derived from the integration of persons with disabilities in every aspect of political, social, economic and cultural life.



Developing You



How managers can motivate their teams using great questions

Learning how to motivate employees as a manager isn't simple. People are complex. Every individual in your team brings different experiences, beliefs and aspirations. There is no one way of encouraging people that engages everyone equally across the board.

So how do you light up their mojo and help them engage each day? It requires a more fundamental understanding of what your team needs. Do you know what motivates each member of your team, what they stand for, or why they come to work each day?

In his book "[Drive](#)" Dan Pink explores the factors that spark motivation – mastery, autonomy, and purpose. One way for managers to achieve this motivation is to ask more questions, by adopting a coach-like approach.

The 'coach-like approach' is a leadership style focused on using coaching principles to guide and manage people. By using great questions, managers can obtain better information, establish greater understanding, and explore new possibilities with their teams. What is a great question you ask? Great questions spark meaningful and engaging conversation with your team members because they are relevant, clear, purposeful, considered and open-ended.

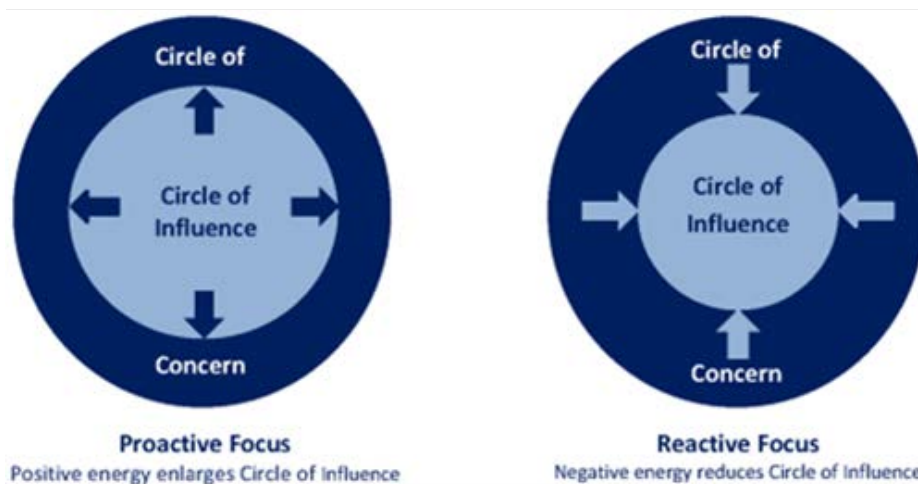
A coach-like approach can be especially useful when supporting your team members to address challenges. Consider how you might reframe these all-too-common statements:

Statement/ challenge	Coach like response
"Nothing ever changes in our Department/Ward/HHS"	<i>Just imagine in your area you could change one small thing. What would it be?</i>
"I don't know what to do, can you just tell me?"	<i>If you had to suggest something, what would it be? OR I have some ideas, but I'd like to hear your thoughts first.</i>
"We have no budget."	<i>Let's suppose you only paid attention to changing things and behaviours that had nothing to do with budget. What changes could make a difference?</i>
"It didn't work last time."	<i>Imagine this time something allowed it to work – what would have to be different for that to happen?</i>

Want to consider how to be more coach-like? Coaching Conversations workshops explore what it means to adopt a coaching mindset and the benefits of being coach-like at work. Coaching Conversations workshops are held every month and are available to all staff – course dates available above in 'What's Happening', please register via [TMS](#).

Circle of Concern vs Influence + Control (Stephen Covey)

This is a very handy concept to consider using when your team member is trying to make sense of a challenge. Facilitating this thinking in yourself, or in others, helps to limit stress and inaction. Human beings can choose where they focus their energy and attention. If we focus on the issues beyond our influence, we increase our stress and risk falling into feelings of blame. Moving our thinking to a proactive focus can enhance productivity, help us see a greater connection to progress and achievement and build resilience.



1. **Circle of Concern** – encompasses all the worries we might have about an issue.
2. **Circle of Influence** – narrows our focus on the things we can do something about, directly or indirectly.



Have Your Say Survey – Reports and Support

If you have not received the Have Your Say staff survey reports for your teams, we encourage you to reach out to your leadership team promptly. These reports are essential for fostering a collaborative and productive work environment. Remember the support available to assist you through this process. You can find comprehensive details, including links to the Managers Toolkit, on the Have Your Say [QHEPS intranet page](#). Additionally, you can register for the Have Your Say TMS Support Sessions. These sessions aim to provide targeted support and practical advice on how to talk to your team, deliver your survey results, and transform feedback into actionable solutions. They are an opportunity for open discussion to share ideas in a safe and supportive environment. For further information and guidance on the support available to you, do not hesitate to contact your P&C business partner. Your active participation is key to our collective commitment to continuous improvement.

Wellbeing Considerations by Staff Psychologist Andrew Craker

In September, Chief People and Culture Officer Kristal Lowe and Staff Psychologist Drew Craker delivered a dedicated [HYS support for managers vidcast](#), providing our managers with some tips on how to interpret the results, what to focus on in the HYS reports and a segment focusing on manager's wellbeing. The below are some of the key points from that session.

When preparing to receive and give feedback relating to the Have Your Say survey, it is recommended that managers consider staff wellbeing across three levels.

1. **Individual wellbeing (Am I OK?)**

It is important to check in on yourself:

- How stressed do I currently feel?

- How am I feeling overall?
- What have I learnt are my warning signs when it comes to stress or other difficult experiences?
- What have I learnt that helps me get through tough times?

2. Colleague wellbeing (R U OK?)

It is important to reach out and check in with a peer (e.g. other manager)

- Supporting others can help you better look after yourself as well.

3. Team wellbeing (R We OK?)

When feeding back the survey results to your team be aware of the impact this can have on team functioning and morale:

- The managers toolkit has resources to help the manager check in with staff and discuss wellbeing needs as part of the overall action plan that is developed.

While all levels of wellbeing are important, you should start by focusing on your needs, as it's difficult to support others and support the team if you are struggling yourself.

Building Your HR Capability

As you may be aware, People and Culture facilitate training for new managers, and existing line managers want to refresh their knowledge on the foundations of HR here at Metro North known as **HR Fundamentals**. All workshops are delivered via TEAMS and are available for registration via our TMS. Final sessions for 2023 are being run in October and November so sign up now and take the opportunity to join this interactive session with our People and Culture Partners.

Register for Part 1

Register for Part 2

Flexible Working Arrangements

Another great learning opportunity exists every month for line managers, and your teams too, and that is education on the application of Flexible Working Arrangements here at Metro North. These sessions are also run by People and Culture Partners from across Metro North and are closing out for the year so final sessions for 2023 are being run in October and November. If you are interested in refreshing your knowledge on this topic, please [register via our TMS](#). For additional resources, including two excellent vidcasts on this topic, [please visit QHEPS](#).

Leadership Development Programs

We are excited to announce that nominations are now open for our Statewide leadership programs, including Take the Lead, Step up, and Manage4Improvement, as well as cohorts 25 – 27 of the Metro North Leadership Essentials for Managers Program. These workshops will run from January till July 2024, offering an incredible opportunity for your professional growth and development. To explore each programs details and to help align your choice with your career goals, please visit the [Statewide Leadership QHEPS page](#) or [Leadership Essentials for Managers QHEPS page](#). To submit and Expression of interest for any of these programs, kindly click on the relevant nomination form below.

The deadline to submit a nomination is November 10 2023.

[Statewide - Take the Lead](#)

[Statewide - Step Up](#)

[Statewide - Manage4Improvement](#)

[Leadership Essentials for Managers](#)

TED TALK: How Great Leaders Inspire Action – Simon Sinek

Simon Sinek believes inspiring leaders create lasting change and his [TED Talk, “How Great Leaders Inspire Action”](#), highlights the power of inspiring leadership in motivating individuals. Through his concept of *The Golden Circle* framework he explains how starting with “*the why*” rather than the “*what*” or “*how*” can motivate others to take action.



HOW TO GUIDE: S/4HANA Assistance



Are you an S/4HANA user? Do you know:

- How to apply for access?
- How to goods receipt?
- How to navigate through certain tiles?
- How to create purchase requisitions?
- How to navigate ‘my inbox’?
- How to code invoices in ‘VIM’?
- How to remove access for users who know longer require access?

If you are unsure of how to do things in S/4HANA, there is a wealth of assistance on the “help and support” page on QHEPS [Help and support | S/4HANA \(health.qld.gov.au\)](#)

The page includes useful references for common support queries such as those mentioned above.

There is also a “knowledge bank” with step-by-step work instructions on how to complete tasks in the system.

If you are unable to use the help and support knowledge bank to resolve your query, a list of subject matter experts (SME’s) appears on our local assistance page for you to call or email. Refer - [Local assistance | S/4HANA \(health.qld.gov.au\)](#). Just select “Metro North HHS” as the ‘entity’ to see the relevant SME’s contact details.

Developing the Team



Identifying Psychosocial Hazards in the Workplace

[Psychosocial hazards](#) and their effects are not always obvious. Some psychosocial hazards, when present at low levels over a long period of time, can accumulate to significantly affect psychological health. Other psychosocial hazards may cause more immediate harm, such as a single stressful event. In many circumstances, psychosocial hazards will interact and combine to create the risk of harm.

Here is some useful guidance on [what psychosocial hazards might “sound” like in the workplace](#).

When to undertake a Psychosocial Risk Assessment

Psychosocial hazards can arise from organisation-wide systems, work practices, work environments and workplace behaviours, or they can be specific to a task or job. Depending on the circumstances, hazard identification may need to be undertaken at an organisational level (e.g. a survey of all workers or a review of relevant data for all workers), or a task/role-specific level (e.g. gathering information from individual workers or work teams), or a combination of both.

For further information please see the information on [QHEPS](#).

Psychological First Aid

People and Culture Programs are launching Psychological First Aid (Foundations) training. These two-hour face-to-face sessions are aimed at providing managers and interested staff with the foundations of Psychological First Aid (PFA).

The Course outlines the five principles of PFA and four actions that form part of providing PFA with a focus on self-care. We aim to promote understanding of the nature of Peer Responder support in Metro North and this initial course can be built on by either an additional two-hour applied workshop (which will allow Managers to apply some of the PFA techniques in their workplace) or with a four-hour face-to-face session in the applied skills of PFA and Peer Responding (which allows participants to become an active Metro North Peer Responder).

The initial round of training will be offered across Metro North at all major facilities between October and December and can be booked [via TMS](#). Staff are welcome to participate at the facility that best suits their needs.



Peer Responder Program at Metro North

We are building a support network of specially trained staff from across Metro North to support their peers in times of need. As professionals in the health environment, we strive to provide care, compassion and support to our consumers daily. But what about care, compassion, and support for ourselves and each other?

Peer Responder Programs across Metro North support staff wellbeing by utilising the skills and experiences of our staff to create an approachable, accessible, and friendly pathway to support for staff members in times of distress.

Peer Responders are a team of people who volunteer to provide trusted, confidential support to colleagues when needed.

For more information about Peer Responders or to become one, please see the attached resources, [our page on QHEPS](#) or email MNPeerResponder@health.qld.gov.au



For this spotlight, we're proud to focus on the STARS: Occupations Therapy Team who successfully improved their Have Your Say engagement by 17.1 percent! This was achieved by consulting with their team and creating a tailored action plan addressing their highlighted areas of concern. We had the pleasure of speaking with the Director of Occupational Therapy at STARS, Tamsin Mahoney, to hear about how she approached her action plan and achieved this result.



What lessons have you learned from your experience in culture improvement that you believe could be applied in other areas or departments within Metro North?

The value of authentic leadership! Involving the team regularly in forming suggestions and solutions for change, providing reward and recognition (especially to those staff living the Metro North values), clearly defining the values and mission of your team in alignment with STARS and Metro North, communicating expectations clearly, regularly and consistently, making yourself available to support the team – clinically on the ward and communicating the “why” and “what’s in it for me”.

In your opinion, what are the most critical qualities or attributes a leader should possess to successfully transform a team’s culture?

- Open, transparent and honest communication
- Openness to feedback and asking for it regularly
- Proactive in seeking feedback from the team – especially the more challenging personalities – the disengaged
- Genuinely living the MN Values
- Making yourself available to the team

How did you involve team members in the process of addressing the 2021 survey feedback and fostering a more positive culture?

We provided the BPA survey results via email a week ahead of meeting with the team to talk through our results to formulate an action plan with all the actions, ideas and suggestions coming from the team. We then provided quarterly updates regarding how we’d progressed and met those actions.

Can you share any challenges or obstacles you encountered while trying to improve the team’s culture, and how did you overcome them?

The main challenge was engaging the few disengaged and disruptors. I made a conscious effort to gain their insights/ feedback and really encouraged them to be a part of the solution.

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



Resources



Health 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.

View the October edition of the [Healthy Body & Mind Hub](#) to learn what psychosocial risks are and how to identify and minimise them. By empowering yourself with tools and resources you can protect your wellbeing and create a better work environment.



Supporting managers with COVID-19 vaccine mandate repeal

Health and Safety have now published on [QHEPS](#) the resources to support managers with the transition of employees returning into the workplace following the decision to repeal the COVID-19 vaccination mandate.

[The manager's guide](#) contains key information relating to:

- Staff safety and well-being
- The transition process including conversation guides and tips to manage reactions that may surface through the transition; and
- How to build culture and engagement including tips to build connections and trust.

People and Culture landing page on QHEPS

Now it's even easier for managers to access everything HR related with the updated [People and Culture QHEPS landing page](#). Check out the updated page for information on recruitment and onboarding, supporting your employees' performance, staff benefits and wellness. If you have any questions or require advice, please contact the friendly AskHR team on 1800 275 275.



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

TELUS Health - Assistance for managers, supervisors and team leaders of employees

For assistance navigating people management challenges such as hiring, developing, motivating and correcting people to set and accomplish team goals, or simply to develop your leadership style and skills contact the manager hotline today.

The hotline is answered by qualified psychologists and counsellors who provide confidential, one on one advice with the option of arranging face to face appointments.



Benestar becomes TELUS Health

Benestar will now be known as **TELUS Health**, effective from 1 August 2023.

However, their services remain the same. Employees can still access **TELUS Health** on

1300 360 364

Please note: From 30 November 2023, Benestar phones will be answered "**TELUS Health**".

Please always remember to cancel EAP appointments should you be unable to attend.



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 middle of December. 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