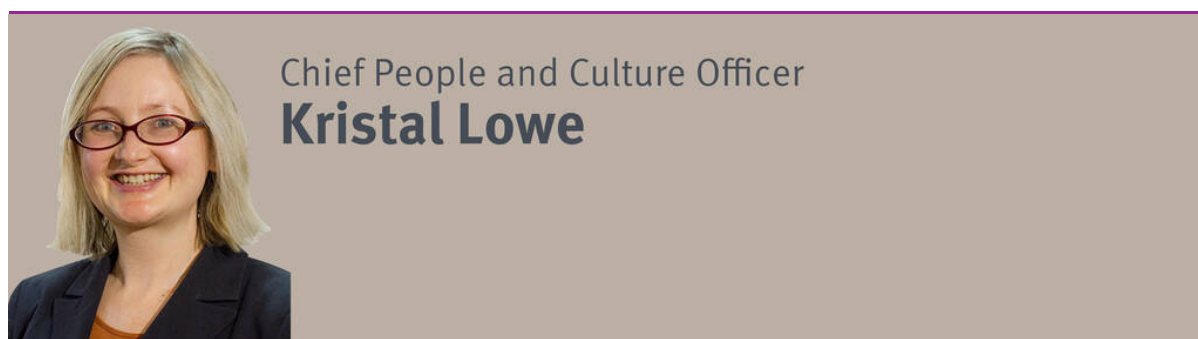




December 2023

"Under poor leaders we feel like we work for the company, with good leaders we feel like we work for each other." – Simon Sinek



Dear Metro North managers,

This year has again had an extraordinary impact on our people, our workforce and patients, the community, and, of course, the economy.

Despite everything 2023 has given us as leaders, we have witnessed our people at Metro North coming together to support one another. In our Have Your Say survey results, our people consistently say that each other is what makes Metro North a great place to work. This is a timely reminder, as we near the end of the year, that what's truly important is our people.

At Metro North, the year has also given us the opportunity to adapt to our patients' changing needs and ensure we continue to offer the best and safest care possible.

Providing safety and support.

As Metro North's leaders, we're continuing to make proactive decisions and take action to keep our staff and patients safe and increase support. This includes stringent new psychosocial safety measures within our facilities, with an increased focus on job demands and control, reward and recognition, violence and aggression, and workplace conflict, to name a few.

As one of our 1668 Line Managers at Metro North, we will continue to provide you with information to support you to understand your role in addressing psychosocial hazards in your workplace. Your efforts to stay informed have been crucial in supporting staff and patient safety. This is deeply appreciated by our senior and executive leadership team, and our people will experience the benefits of a safer workplace as a result, leading to improved patient outcomes.

Adapting to the changing needs of our workforce, patients, and community.

With these measures in place, we've paid close attention to the increased demand for our

services and maintaining our focus on safety and quality. There has been an urgent requirement for increased focus on workload and resourcing concerns, career development as well as increased flexible work practices. This was evidenced in this year's Have Your Say (HYS) staff feedback. As a direct response to your feedback and in addition to local facility and team HYS Action Plans, my team in People and Culture drafted the new Metro North-wide HYS Action Plan that focusses on four key themes:

- Responsive leadership
- Safety
- Recognition and appreciation of staff
- Workload and resourcing issues.

This plan will be open for consultation with key stakeholders before sharing the action plan more broadly with you and your staff. There will be opportunities to be involved in the co-design of initiatives that sit within each of the four categories listed above – so watch this space early next year.

And, while our MN32 strategic vision is already in motion to improve safety and quality and other priorities listed above and our health equity agenda, the process has been accelerated to keep up with our workforce and patient needs (including the 2023 HYS staff feedback). This includes the development of our draft Workforce Reform Roadmap, which has involved Metro North staff (and other key stakeholders) in the co-design and consultation. The draft roadmap, due to be approved by our Board before the end of the year, addresses our medium to long term workforce challenges, and I thank you for your support of this agenda to date.

Thank you.

I'd like to thank you and your staff and community for your understanding and support throughout 2023. Please know that as we rethink and refine our models of care and workplace practices, we do so with you in mind.

Finally, I want to acknowledge how humbled I am by everyone's commitment and support during another extraordinary year. Despite the various challenges we've all faced, it's been wonderful to work together, and I look forward to this continuing into 2024 and beyond.

Regards,
Kristal Lowe
Chief People & Culture Officer



As we wrap up 2023, I'd like to acknowledge and thank all Metro North Health managers for your commitment to our health equity agenda and working towards improved health outcomes for Aboriginal and Torres Strait Islander peoples.

The Metro North Health Equity Strategy 2022-2025 continues to be our direction and focus of the Aboriginal and Torres Strait Islander health agenda as this is our guiding plan developed with and for community. This plan is not just ours to create system impact and change, it is the foundation for all our work and direct reflection of the voices of the Aboriginal and Torres Strait Islander community.

I look forward to working with you again in 2024 and hope you enjoy a well-deserved break with family and friends over the Christmas/New Year period.

Until next time, stay safe and deadly.



Looking Back - 2023 Wrap Up!



At a Glance



Developing our Leaders

Metro North Leadership and Learning

This year we had over 1200 new staff join Metro North and attend the All Staff Orientation sessions across all facilities. Metro North's ninth cohort completed the Executive Leaders Program (ELP) and another eight cohorts of the Leadership Essentials for Managers Program (LEMP), bringing a total of 24 cohorts and 611 participants completing LEMP since its inception in 2019. This is more than one third of our line managers at Metro North – congratulations to all of you who have completed one or more of these career development offerings.



QH Leadership Programs

Nominations for Metro North participants in the state-wide leadership programs - Step Up, Take the Lead, and Manage 4 Improvement closed late November 2023 with an overwhelming response of almost 450 applications. These programs are scheduled to run from January to June 2024, and we have high expectations for the positive impact they will have on leadership skills and organisational effectiveness. Metro North is offered only 52 places available per program (a total of 156 places across the three programs), with these positions decided by executive and high-level leaders for each facility and stream.

For more information on upcoming courses or how to express your interest in future courses, [visit QHEPS](#) or email MNTraining@health.qld.gov.au.

Metro North Coaching Culture

As a people leader at Metro North, you are eligible to access a Metro North internal coach which includes four one-on-one coaching sessions to support you in your role. If one-on-one coaching support is of interest to you, please email mncoaching@health.qld.gov.au or simply complete the [Internal Coaching request form](#) and someone will get in touch with you early in the new year.

Supporting our Managers and Staff

HYS Managers Toolkit

To ensure managers and staff are equipped to make the most out of their employee engagement survey results, the [Have Your Say Managers Toolkit](#) has been developed to assist you with transforming feedback into solutions and engage with your team to empower success.



[Managers Toolkit](#)

Healthy Body and Mind Hub

Supporting our commitment to you and your team's wellbeing, the [Healthy Body and Mind Hub](#) offers staff a variety of programs that support health and wellbeing.

People and Culture

HEALTHY BODY & MIND Hub

November 2023

Leadership for Life

VALUES IN ACTION

Regardless of your role, you are a leader and have the power to positively influence your environment and surroundings – whether this be in the workplace or at home. Discover the tools and resources required to empower you to become CEO of your life.

Peer Responder Program

Metro North's peer responders promote help seeking behaviour at work, and utilisation this year has increased by 25%. 2023 data indicates our people are seeking peer responder support for work related concerns including bullying and harassment, change management, work/life balance, workload and workplace relations, with staff also accessing external support from our employee assistance provider TELUS (previously Benestar) for personal support.



Our aim is to continue to grow our solid base of volunteer peer responders. More than 80 new staff were trained this year in Psychological First Aid, the core training to become a peer responder. In 2024, a focus to build the peer responder network in on areas less represented such as operations, technical staff and security will be a priority. Given the evidence of the value of Metro North's peer responders, it is important for each work area to have representation.

On behalf of Metro North, **thank you for supporting your people to be involved in and become a valued peer responder.**

Find out more

ALICE – Maternity Services Program

On 4 December, the Queensland Health ALICE Maternity Services program was launched at Metro North for the first time.



Due to popular demand, an additional five workshops will open for registration in January 2024, with program dates expected to spread across the first six months of next year. If you're in maternity services and interested, please email MNTraining@health.qld.gov.au.

Growth and Change

Workforce Reform – addressing workload and resourcing issues

This year has seen significant effort to understand what we need to start doing now for Metro North's future workforce. The Workforce Reform Roadmap which looks to the next 10 years is in final draft and 12 Roadshows across Metro North were hosted by each facility and facilitated by our Chief Executive Jackie Hansen and Chief People and Culture Officer, Kristal Lowe.

You and your team members have an opportunity to be a part of the next stage of our workforce reform journey by becoming "futurists" (also known as frontline change champions). If this is of interest, or for more information, please contact MNWorkforceReform@health.qld.gov.au for more information.

Health Equity

The People and Culture Health Equity Workforce Committee was recently established with 54 Aboriginal and Torres Strait Islander workforce members and allies. The committee is working together to co-design solutions and initiatives from the Metro North Health Equity Strategy.

If you or your teams are interested in participating in programs of work including implementing a paid leave entitlement for Sorry Business/Sad News and building a new talent portal for Aboriginal and Torres Strait Islander staff contact us on

Catherine.Jurgensen@health.qld.gov.au.



Business Support Services

2023 has been a very busy and exciting year for our business support services with a key focus on collaboratively worked towards improving workplace culture across Metro North by offering resources, program workshops and support for you and your teams. Some examples include:

- Flexible Work Arrangement documents and resources being made available on QHEPS.
- 543 line managers have attended Part 1 and Part 2 of the HR Fundamentals Program facilitated by People and Culture Services.
- 1000+ new positions (400+ FTE) and welcomed over 3500+ new starters!
- AskHR has taken 7766 phone calls and 5732 email enquiries in 2023.
- **myHR** Support team averaged over 100 calls per day!
- IWFM Rostering system has begun rolling out and had 22 new Roster Support Officers (RSOs) join the team and are excited to start working with the managers and in the live system. They have been put into groups of three or four and allocated to support a specific facility or directorate so you as line managers will always have direct access to the same RSOs via phone or email.

Looking Ahead – Coming Up in 2024!

NEW + Coming Soon!

2024 Leadership Programs Intake

New Virtual WORKSHOPS

DISABILITY Service Plan

Wellbeing TOOLKIT

IWFM Rostering System

LGBTIQ+ Working Group

New Coaching PROGRAMS

Leadership Programs and Virtual Workshops

Looking ahead to 2024, an array of workshops and programs have been lined up for you and your staff.

Intake for the Metro North positions in the statewide leadership programs from (June-December 2024) will be made available in the new year.

[Find out more](#)

New Coaching Programs

All 2024 [Coaching Conversations](#) workshops will be scheduled and made available for registration over the coming months, so keep an eye on TMS for upcoming workshops at your facility.

Staff Wellbeing

Wellbeing Toolkit - Coming soon!

Launching in early 2024 the wellbeing toolkit will assist you to embed staff wellbeing activities into your teams. Metro North is committed to ensuring employees are working in teams that are happy, healthy, safe, and engaging, where our people can thrive and perform at their best. This toolkit will consist of a simple process that focusses on five key elements of wellbeing: mental, social, physical, financial and workplace. Keep an eye on QHEPS for the wellbeing toolkit launch in early 2024! For more information on Wellbeing resources available to you and your team, [contact us](#).

Diversity, Equity & Inclusion

Staff feedback from the Have Your Say survey indicated our people want more support to build a more inclusive workplace for all diversity groups. This is what has been commenced as a direct response this year with more initiatives coming your way in 2024:

1. The Metro North Disability Service Plan 2024 – 2029 draft and includes actions to help managers recruit and support employees with disability.
2. The Metro North LGBTIQ+ working group was established with a focus on encouraging and promoting trust in the workplace.
3. The RBWH 5 Things in Nursing podcast covering the topic of diversity, equity, and inclusion (DEI) went live last month, featuring discussions about why DEI is important for our consumers and our staff. Managers will find the last “Thing” useful as it’s all about how to be active allies in the workplace. Check it out here: [RBWH 5 Things Nursing podcast](#)

For more information or to get involved in Metro North Diversity, Equity, and Inclusion actions, contact MNHWorkforceReform@health.qld.gov.au



What's Happening



Learning and Development

Clinical Skills and Development

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



Developing You



Wellbeing Considerations by Staff Psychologist Andrew Craker

As the year draws to a close in addition to focusing on the years



successes and challenges, it is also an opportunity to reflect and assess our needs in terms of energy. I think of our working lives as tapping into two types of energy, physical and emotional. **Rest** is key to recovering our physical energy and can be influenced by key lifestyle factors:

Our emotional energy levels reflect the quality of our interactions with others, as well as our ongoing sense of meaning and purpose. **Recharge** your emotional energy by connecting with pleasurable and meaningful activities in our lives (work and personal).

REST:	RECHARGE:
<ul style="list-style-type: none"> • Are we getting enough sleep? • Are we eating healthily enough? • Are we getting enough exercise? 	<ul style="list-style-type: none"> • Are we having positive/challenging interactions (patients / staff)? • How are we managing these interactions? • Are we engaging regularly in activities that give us pleasure and meaning?

In the Spotlight

Peer Responder Development Day

We celebrated our first peer responder development day with 100 peer responders from across Metro North, supported by the People and Culture Team. The day was created to acknowledge and celebrate the work each peer responder does and enhance their skills and knowledge.



This event provides a platform for these individuals to share experiences, learn from one another, and gain insights from experts in the field. Peer responder development days are crucial in fostering a supportive and empathetic environment, enabling peer responders to better assist those in need and contribute positively to our Metro North employee experience.

Active peer responders help to regulate distress in teams and promote help seeking behaviours before things escalate to sick leave or absenteeism from work. They are your wellbeing champions. High employee wellbeing means higher levels of engagement, and lower sick leave and staff turnover. Please continue to support peer responders in their role by granting offline time where possible to attend supervision and training opportunities.

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.

Resources

End of Year Reminders!

myHR

- Line managers often take leave at this time of year, ensure you have **alternative arrangements** in place to ensure approvals are actioned and completed on time. Ask our team for advice on alternatives.
- Many temporary positions end on 31st December - extend these positions now before they expire as they **cannot be reinstated once they are delimited (pass the expiry date)**.
- Many employee contracts also end around this time of year - Employee Movements (EMRs) extensions need to be finalised prior to the end date to ensure these employees are paid correctly.
- **Remember:** if you extend or implement a temporary contract for an employee with **myHR** support access, you **MUST** do a new IWFM User Access Request (UAR), to extend, retain or create their required **myHR** access.

The myHR Support team is here to assist you and provide advice on any myHR processes.

E: MNmyHRsupport@health.qld.gov.au

P: 07 3506 2622 (opt 1)

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

- [myHR Knowledge Bank](#) (has lots of great information and guides for using **myHR**)
- [Integrated Workforce Management \(myHR & Rostering\)](#)
- [IWFM Program information](#)
- [Nursing & Midwifery Implementation](#)
- [Payroll calendars | Human Resources \(health.qld.gov.au\)](#)

Recruitment Updates

Applicants deemed best suited for appointment or secondment within Metro North Health are required to disclose any history of serious disciplinary action taken against them by a public sector entity.

For more information, [check QHEPS](#)



Monday to Friday 8.30am to 4.30pm

[Ask HR](#): 1800 275 275 or email MNAskHR@health.qld.gov.au



Give us your feedback



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

[Provide your feedback](#)

The next issue will be in the new year. Please [contact us](#) if you would like to speak to someone about content in the Managers Memo.

Missed an edition?

All previous Managers Memos are available on the [Metro North Staff Extranet](#).

Metro North Health acknowledges the traditional custodians of the land, and pays respect to Elders, past, present and future.



Metro North
Health



Queensland
Government

Produced by the Metro North Communication Directorate

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[Email us](#)