



February 2024

Coming together is a beginning; keeping together is progress; working together is success.” - Henry Ford



Chief Nursing and Midwifery Officer
Adj. Prof. Alanna Geary

Dear Metro North Line Managers,

As we embark upon a new year, 2024 brings with it a wave of fresh new talent joining our organisation. With the influx of new starters, it's imperative for us as leaders, managers, and supervisors to set up our teams for success.

Your role in this process is critical and there's no better time than the new year for leaders to prioritise the successful integration of our new starters; define new goals and systems for the entire team; ensure expected behaviours and standards are clear; and, start scheduling [performance development](#) plan (PDP) conversations in advance.

Setting inspirational goals, defining clear standards of behaviour, and creating a psychologically safe environment for people to perform at their best should be at the top of your list of priorities as a leader. Familiarising yourself with new policies and fostering safe, respectful, and inclusive workplaces is important in understanding and aligning to Metro North's goals.

Another important step to take is scheduling and having regular conversations with your direct reports (at least every six months). We know that for some of you, particularly NUM and MUMs, this can be tricky with so many direct reports. But finding creative ways to achieve this is key. A friendly chat in the corridor or scheduling quick regular sessions with individuals can make the world of difference when supporting staff to be the best they can be.

I also find that just offering staff an opportunity to come and talk to you when they are feeling a little overwhelmed or burdened helps. An open invitation is a great way to foster relationships and encourage staff to be open and honest and seek support when necessary. When individuals get better, the team gets better. And when the team performs better, we achieve better patient outcomes.

Your role as a line manager is to encourage and coach your team to be the best they can be. Before meeting with the team or having PDP conversations, allow time to think about gains they have made and the opportunities for improvement and their personal development goals. PDPs especially should be considered and thoughtful, and all about supporting the individual as well as the broader team goals. Our most successful leaders at Metro North understand these elements of setting up a team for success and prioritise their time to embed these practices.

As we navigate the challenges and opportunities of the year ahead, we thank you for your commitment to setting up your team for success and fostering safe, inclusive, and respectful workplaces. Our personal success is intrinsically tied to the success of our teams and, ultimately, the success of Metro North Health. Our patients depend on us, and we need to be the biggest, best and the nicest to ensure that the excellent care we provide continues to be delivered.

Please read on to find out what support is available to you and your teams to empower you for a year of growth, wellness, collaboration, and collective achievement.



When referring to wellbeing for Aboriginal and Torres Strait Islander people, this travels beyond our physical and mental wellbeing. It also encompasses our social, emotional, and spiritual wellbeing.

The new Metro North Health Social and Emotional Wellbeing (SEWB) Program was established as a direct response to the Metro North Health Equity Strategy 2022-2025, providing support to Aboriginal and Torres Strait Islander staff through a holistic approach that addresses four domains: individual, community and family, cultural, and systems and support. The program will also look to support the managers of Aboriginal and Torres Strait Islander staff.

The SEWB Officers have planned a [Staff Wellness Expo](#) for Aboriginal and Torres Strait Islander staff to take place next month on the 28 March at Deception Bay Community Hall. The day will provide an opportunity for Aboriginal and Torres Strait Islander staff to connect with wellbeing and support services available to them, both internal to Metro North Health, and external services available within the Metro North region.

As managers, I kindly ask that you support Aboriginal and Torres Strait Islander staff to attend the upcoming Staff Wellness Expo to engage with services that can support their social and emotional wellbeing, and the wellbeing of their family and community.

Until next time, with thanks and unity.

Nominations still open!

Nominations for the upcoming Aboriginal and Torres Strait Islander Leadership Program **close on 8 March**.



Designed to support the professional development of Aboriginal and Torres Strait Islander staff within Metro North Health, this program aligns with our commitment to health equity by addressing key themes related to employee retention and professional development.

What to do as a manager

We seek your commitment to consider, nominate and support any Aboriginal and Torres Strait Islander staff members who you feel would benefit from this fantastic opportunity.

[Submit a nomination](#)

Mentorship Opportunities

Mentors will play a crucial role in supporting our participants throughout this leadership development journey, and we are inviting passionate leaders like you to consider joining our program as a mentor! You do not have to identify as Aboriginal and/or Torres Strait Islander to become a mentor.

Mentors and mentees will be thoughtfully matched, based on role/career orientated goals, with mentors fostering a supportive environment for participants to pinpoint career objectives, identifying areas for skill and knowledge enhancement, and providing encouragement and assistance in their mentee's leadership development journey.

[Submit your EOI](#)

Find out more

For further information please visit the [QHEPS page](#) or contact program manager Charlie Nugent at MNTraining@health.qld.gov.au

Social and Emotional Wellbeing QHEPS page

The **new Aboriginal and Torres Strait Islander Social and Emotional Wellbeing QHEPS page** is now live!

Metro North Health is committed to providing a culturally safe and supportive working environment to the Aboriginal and Torres Strait Islander workforce, free from racism and discrimination and ensuring that staff have access to holistic culturally safe and responsive person-centred care.

Aboriginal and Torres Strait Islander staff can access support from the Social and Emotional Wellbeing team, with an [overview resource attached here](#) and available on the new [QHEPS page](#).

For general enquiries the team can be reached via email: A_TSILclinical_innovation_strategyMNH@health.qld.gov.au



Coaching Corner



Metro North Professional Coaching

It is exciting to see the level of interest and enthusiasm for coaching across Metro North.

Several new coaching initiatives are planned for 2024. These new offerings build on our established "Coaching Conversations" workshops to provide a learning pathway for all Metro North employees, through a tiered approach, as follows:

- Level 1 – Coaching Conversations – open [for registration on TMS](#)
- Level 2 – Positive Psychology Coaching – available April 2024
- Level 3 – Leadership Through Coaching – available July 2024

All workshops have been co-designed with the Australian Institute of Professional Coaches. Workshop levels 2 and 3 offer recognition towards a Diploma of Professional Coaching.



Being coach-like is about creating an environment where your team members feel comfortable asking for help and know they will be listened to and taken seriously. A coach-like leader takes the time to get to know their team members, understand their goals, and will actively support them to achieve those goals.

Further information on coaching initiatives for 2024 can be found at [Coaching Culture | Training and Development | People and Culture | Metro Health](#), or contact MNCoaching@health.qld.gov.au

How to have better workplace conversations

Want to have better conversations with your team members? Consider trying a “coach-like” approach. A coaching model, such as GROW, provides a framework and underlying structure for your conversations. It can help you to support your team members to consider their options and identify solutions to workplace challenges.

In the simplest terms, a coaching model is a method that can assist you to support your team member to move from current state to where they want to be, by encouraging them to:

- Establish a goal for the conversation
- Understand where they are in relation to their goal
- Explore options for where they are headed
- Identify barriers and obstacles
- Establish a plan of action

The coaching model can help you both stay on track and avoid getting bogged down in the details!

Want to know more about how to have a coach-like conversation? Check out our resource on [QHEPS](#).

[Register for Coaching Conversations](#)

Building Cultures of Success workshop

Are you a leader looking for ways to strengthen your team culture and implement effective strategies to build cultures of success? Designed for leaders and managers, this is a facilitated face-to-face group session designed to share actionable insights from teams across Metro North that have built and sustained positive workplace cultures.

At the end of the program participants will:

- Develop an increased awareness of workplace culture and how it can drive employee engagement and affect performance.
- Reflect on your core values and Metro North’s values to explore how they form the foundations for happiness and achievement at work.
- Discover effective strategies to build workplace cultures that support wellbeing and promote individual and team success.

This workshop will be held across all Metro North facilities.

[Register on TMS](#)



Developing You



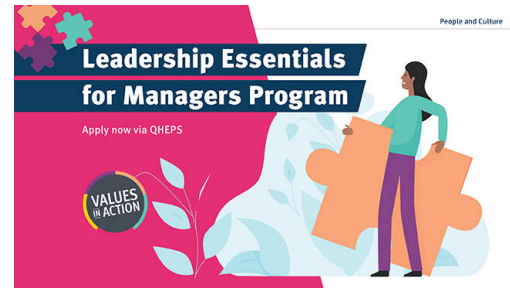
Metro North Programs update

Ready to take the next step in your career? Whether it's brushing up on the basics, developing leadership skills or looking to become a coach for your peers, People and Culture Programs is here to help!

We have a range of courses and workshops available to help you on your journey.

Leadership Essentials for Managers Program

One of our most in demand programs is back for 2024! Leadership Essentials has been a favourite among line managers with over 600 graduates to date! This year we have another six cohorts in the program. There are **very limited** spaces left, so please complete [our EOI](#) if interested to participate this year. More information can be found on [QHEPS](#).



State-wide Leadership Programs

We are thrilled that over 300 Metro North team members are participating in our statewide Leadership Programs; Manage 4 Improvement, Take the Lead, and Step Up! While all positions for the first intake of 2024 have now been filled, please complete [this EOI](#) to be among the first to hear when the second wave of nominations opens mid-year. More information on these programs can be found on [QHEPS](#).

Suggestion Box

If you haven't found the course you were looking for or have staff asking for training and you don't know where to direct them, send them to our [Programs Suggestion Box](#).

We want to hear what training and courses you'd like and encourage you to circulate the link amongst your teams for their input also. This may be your chance to influence our 2025 programs.



Business Continuity Plans

Business Continuity Plans (BCP) are essential to assist minimising risks and disruptions that may otherwise be incurred from adverse events, for example significant weather events, cyberattacks, supply chain or staffing changes (as seen during COVID). While all staff have a responsibility to work together to strengthen MN resilience to disruption events, developing a BCP is a manager's responsibility, and we encourage you discuss and action further with your Emergency Management Coordinator to collaborate using their expertise.

Once your BCP has been developed:

- Ensure your Business Continuity Plans are reviewed regularly, updated accordingly, discussed, and socialised across departments, teams, or wards.
- Ensure all department, team or ward members are aware of their roles before, during and following a business disruption.

For more information about Business Continuity, please visit [QHEPS](#) or contact Metro North Business Continuity Manager [Deb FitzPatrick](#).

Psychosocial Hazards at Work Training Course

The Psychosocial Hazards at Work training package is a 30-minute interactive [course](#) to increase employee knowledge of the *Queensland Work Health and Safety (Psychosocial Risks) Amendment Regulation 2022* and *Workplace Health and Safety Queensland Managing the Risk of Psychosocial Hazards at Work Code of Practice*. Updates to WHS regulation require employers to treat psychosocial risks in a similar manner to physical risks.

This short course is [now on TMS](#) and will introduce learners to the regulation changes, what are the common psychosocial hazards and guidance on risk management.

Psychosocial Wellbeing Vidcast

Metro North Chief Executive Jackie Hanson and Jason van Schie from FlourishDx held a vidcast about psychosocial wellbeing in (month).



Watch the vidcast recording

Taking action on your Have Your Say result

By now, you should have seen your Have Your Say survey results and be diving into action with your team. First things first, remember to celebrate the good results – the improvements, the successes, and all that your team values and wishes to continue.

We know some results can feel a bit overwhelming – the issues raised are often complex, and figuring out where to start can seem difficult, but it's important to embrace the challenge and demonstrate to your team that you have listened and are doing something with their feedback.

If you need some help to tackle the local concerns in your team and focus on solutions, the [Have Your Say Managers Toolkit](#) has some practical advice on where to start.

- 1 Choose Your Focus Areas**
With your team, decide on the top issues that need to be addressed
- 2 Identify Goals for Actions**
Consider input from your team and best practices
- 3 Create a Plan of Action**
Outline steps, assign due dates, and assign roles and responsibilities
- 4 Communicate Actions**
Communicate the proposed actions to the team

Metro North has been working through the feedback at an organisational level, and a draft organisational wide action plan is being finalised as a direct response to employee feedback.

Metro North's senior and executive leaders are committed to ensuring that the initiatives in the draft action plan will be designed by our people for our people, and you and your team will have the opportunity to get involved in the co-design of initiatives and programs that you and your teams are passionate about improving.

Watch this space for more information about the plan and how to get involved in shaping these new initiatives aimed at improving our culture at Metro North.



myHR: New year, new team members

Have you had new team members join you in the new year? For a seamless start with payroll please encourage them to log in and set up their myHR.

This will be their one-stop-shop to update their personal, banking and emergency details as well as apply for leave, check their payslip, and manage their inbox. Accessible from the Queensland Health desktop icon or by searching on personal devices, myHR can be accessed anywhere, anytime.



TMS TIPS – New starters and pre-hire accounts

The on-boarding process for a new or existing employee can be complex. As a manager it's helpful to know exactly what's expected of you, anticipated timeframes, and how to make the process more efficient. The Talent and Learning Solutions team have created a [handy guide](#) outlining the steps and responsibilities when a TMS account is created.

Performance Development Planning (PDPs)

Planning for 2024 provides the perfect opportunity to consider how you will approach developing the members of your team. A good Professional Development Plan (PDP) is about up-skilling and improving individual employability, whilst helping your team meet its goals and objectives.

A meaningful PDP conversation should be conducted with the following principles in mind:

- A joint partnership in which both manager and staff member benefit.
- Supporting the team member to achieve their personal development goals.
- Working together to create well thought out goals for work.
- Improving employee engagement.
- Improving performance.

Learn more about PDPs and other critical leadership practices

People and Culture Services is excited to share with you an upcoming opportunity to participate in various courses, that cover a diverse range of people management topics. These sessions will be scheduled for from February to December 2024. We invite you to register to attend any of these online and in-person sessions via [TMS](#).

If you have any questions or require additional information, your local [People and Culture partners](#) are available to assist you.

TELUS Health: Family Wellbeing Program

People and Culture has engaged TELUS Health to run a Family Wellbeing Program from January through to June 2024.



As some of you know and will have been made aware through working with your teams, managing work and family can sometimes be stressful and challenging. Family wellbeing is vital as it boosts employee morale and engagement and is a great way to help your staff not only succeed at work but also at home.

This program is a great way to show your support for your employee's family needs. This program can also contribute to a positive workplace culture, improving performance not only of the individual but the team.

Although the program started in January, once registered you will have access to monthly parenting resources right through to the end of June 2024. With access to replays of webinars missed, additional resources, podcasts, and summary guides. See the list of webinars.

DATE	TOPICS
2024	Bonus Video – Raising healthy kids: Nurturing good eating, exercise and sleep habits.
23 Jan 11-11.30am AEST	Getting Organised: Strategies for managing work and family
15 Feb 11-11.30am AEST	Relationships: Overcoming sibling rivalry and peer conflict
14 Mar 11-11.30am AEST	Parenting Together: Navigating the challenges of different approaches
11 Apr 12-12.30pm AEST	Self-regulation: Supporting children to develop this important life skill
16 May 12-12.30pm AEST	Family Wellbeing: Thriving as a family with children toddler to teen
13 Jun 12-12.30pm AEST	Supporting Child Safety: Bully-proofing your child

There are currently only **500 places** available for the program, so please ensure you [Register](#) as soon as possible.

Adding new staff to directorate emails

Did you know that you're responsible for adding your new starters to relevant email distribution lists to receive regular updates about Metro North and your directorate? To add new starters to the distribution list, email MetroNorth-Communications@health.qld.gov.au with your new starter's QH email address and the relevant directorate list/s.



Voluntary Assisted Dying team

The Metro North [Voluntary Assisted Dying](#) (VAD) team won the Values in Action award at the 2023 Metro North Staff Excellence Awards, so we sat down with the team to learn more about them and the work they do so that managers across Metro North can be aware of this wonderful team, the important work they do and how to be in touch if required within their roles.

Who are Team VAD?

Kobie and Lisa sit in the Clinical Nurse Consultant roles whilst Ramari is our administration support for the Metro North VAD team. We're a dynamic, responsive and cohesive team that provides support to patients who are navigating their voluntary assisted dying assessment journey. The VAD team has operated since January 2023 and currently sits under the operational leadership of the Chief Medical Officer.



What should Metro North Managers know about your team and work?

The Voluntary Assisted Dying legislation has changed the face of healthcare in Queensland. Regardless of your role within our HHS, if a patient tells you they want to have more information about or want to access voluntary assisted dying, we want you to know **how** to help that patient.

They've been brave and courageous asking for that help – so we want everyone within Metro North to know how to support them.

How can they do that?

- Assure them that you may not be the best person to help them with this particular enquiry, but you know who is (us!) and you will connect that patient with the right team to support them.
- Ring us directly on 1800 879 486.
- You can give patients or their relatives our phone number.
- You can email us at metronorth_VAD@health.qld.gov.au

How can Managers support their staff to be informed about voluntary assisted dying?

We are very happy to come and provide in-service to your team. Regardless of whether you manage a clinically forward-facing team or not. Please pop us through an email and we will schedule you a time.

Our Metro North [QHEPS page](#) has a wealth of information and relevant forms for both staff and patients.

Congratulations on your Values in Action win at the Staff Excellence Awards, how do you feel your team showcases the values?

We think our team, and the service we provide our patients, is the epitome of the Metro North Values in Action.

We have navigated the nuances of working with brand new legislation whilst integrating a new choice of end-of-life care to our patients plus educating staff within Metro North along the way! Our scope is not limited to the staff within Metro North facilities. We support GPs, RACFs, community services and those patients who live in the community. It is a huge undertaking.

Every patient we care for is treated with the upmost dignity, respect and compassion. Until well after they take their last breath, we work relentlessly to ensure their dignity is upheld. We practice with great integrity and have exemplary teamwork.

Although our patients are met with these values, we believe we consistently meet our Metro North colleagues with the same level of respect and compassion. Our door is always open – if you want to know more about us, please just ask!



What's Happening



Learning and development

March

06/03/2024	Personality and Performance Culture	TMS	Virtual
06/03/2024	Workload, Email and Meeting Management	TMS	Virtual
07/03/2024	Conversations That Make a Difference	TMS	Virtual
07/03/2024	Personality and Performance Culture	TMS	Virtual
13/03/2024	Maximising Project Outcomes	TMS	Face to Face - RBWH
13/03/2024	Solutions Thinking	TMS	Virtual
14/03/2024	Maximising Project Outcomes	TMS	Face to Face - RBWH
14/03/2024	Leading Innovation	TMS	Virtual
14/03/2024	Quality and Healthcare Improvement	TMS	Virtual
18/03/2024	Personality and Performance Culture	TMS	Virtual
20/03/2024	Customer First (Empathy and the patient experience)	TMS	Virtual
28/03/2024	Leading Through Meetings	TMS	Virtual

April

15/04/2024	Solutions Thinking	TMS	Virtual
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Clinical Skills and Development

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



Resources



Monday to Friday 8.30am to 4.30pm
[Ask HR: 1800 275 275](tel:1800275275) or email MNAskHR@health.qld.gov.au

Did you miss a recent vidcast?

It can be tough to be available to join into live Vidcasts. See below for a list of links to recent Vidcasts on topics you might be interested in:

- [Respect@Work all staff vidcast](#)
- [Respect@Work manager vidcast](#)
- [Workforce Reform Roadmap vidcast](#)



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](#).



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