

MESSAGE FROM THE ED METRO NORTH MENTAL HEALTH

Metro North Health

Dr Kathryn Turner



Dear Staff,

In October 2023, the MNMH Executive Team hosted the inaugural middle leader's forum with over 80 leaders from across Metro North Mental Health coming together to connect, collaborate and plan for 2024 and beyond.



The focus of this first forum was an opportunity to reflect as a leadership group on the findings from the 2023 Have Your Say (HYS) survey. The forum commenced with a presentation on the overall results for Metro North Mental Health. We took the time to dive into some of the detailed results and examine direct comments provided by our staff. We spent some time exploring the different reactions we can have when responding to employee feedback ranging from shock, anger and rejection to acceptance and hope.

With the support of our People and Culture partners we reviewed the Managers Toolkit that has been developed to support our management group work with their teams to review, interpret and share results. We also explored the various tools available to support teams to identify actions they want to take in response to feedback from staff to build on and improve the culture and engagement within their teams.

The 2023 results highlighted several teams within our service that had what is described as a 'Culture of Success'. Cultures of Success were teams who had greater than 60% levels of employee engagement, with employee engagement defined as the level of positivity that is embedded in an organisation's culture. We wanted to celebrate those teams and hear from their leaders about the steps they have taken as a leader and a team to build these positive workplace cultures. The following teams were recognised:

- Adis
- Alcohol and Drug Service
- Lived Experience (Peer) Workforce
- Insight
- QFMHS (Statewide Services and Team Leaders)
- QFMHS (CFOS)
- QFMHS Medical
- QFMHS
- RBWH Alcohol and Drug Service (HADS)
- RedCab Medical and RMO
- RedCab Nursing Casual
- RedCab CYMHs



Left: RedCab team
Right: Insight and ADS Team



Left: Lived Experience Team
Right: Qld Forensic Mental Health Team



We also wanted to recognise and learn from those teams who have made a significant improvement in their levels of staff engagement since the last survey period in 2021. The following teams were celebrated for their improvements. Each of these teams had at least 20% improvement in results.

- ADS Medication Assisted Treatment Teams
- RBWH ACT
- TPCH East Wing
- TPCH Nundah Team
- TPCH Pine Rivers Team
- TPCH Nursing Admin



Left: RBWH ACT team
Right: TPCB Team



ADS Medication Assisted Treatment Teams

In the final session of the leader's forum, we turned the spotlight on us as an Executive Team and reviewed the feedback staff provided about our performance as an Executive group. There was some good news for the Executive Team in that staff described the MNMH Executive Team as competent and professional.

However, your feedback suggests there is more we can do to gain your trust, show we are responsive, accessible, visible, supportive, good communicators and role models and inspirational as leaders. Taking on board this feedback we asked the middle leadership group to work with us to identify some tangible actions we can take. Suggestions included continuing with Executive Rounding in 2024 and continuing to host specific focus groups around service improvement opportunities to meaningfully engage staff in co-design of our services. We will also continue with our staff forums in 2024 and already have some great suggestions from our middle leaders on topics to prioritise.

Following the middle leader's forum, MNMH Executive further reflected on the HYS feedback at our recent planning day. Taking on board the feedback for us as an Executive group, we have several initiatives in the pipeline for 2024 including the development of a new Clinical Services Plan, the finalisation of a workforce strategy and the development of an action plan to respond to known psychosocial hazards in the workplace. We look forward to partnering with staff on these initiatives and hope these will go some way to addressing your feedback for us.

Thanks again to you all for taking the time to give us feedback in the HYS survey. We are committed to acting on your feedback. A reminder though, that this is not the only time we want to hear from you, so please be sure to continue to provide feedback on how we can better support you and the consumers and clients we are here to serve.

Dr Kathryn Turner, Executive Director Metro North Mental Health

and

Kylie Whyte, Director of Allied Health Metro North Mental Health