



Have Your Say staff survey special edition | May 2025

As a leader, I'm counting on you to enable and encourage your team to **have their say**

At Metro North, our people are our greatest asset. We can't change what we don't know which is why it's important for our leaders to show their support for the Have Your Say staff survey over the next month and help your team find time to complete the survey.

This survey, we are committed to maximising visibility. I encourage you to empower staff by showing them that their voices truly matter and to take a positive and transparent approach in sharing the results and taking meaningful action.



As a leader, your primary focus is your team and our patients. Although it's not realistic to always please everyone in such a large organisation, being empathetic, understanding, open and transparent will help build trust and honest two-way conversations with staff.

It's important to hear what your people are feeling and thinking. Your role as a manager is to listen and co-design solutions with your team and your own leader. However, it's not all on your shoulders. Take advantage of the supports below during and after the survey period to use the feedback to improve your team culture and feed up what could be improved at a higher level.

This is our opportunity for Metro North to celebrate what we are doing well and build on what could be done better, for our people.

Jackie Hanson
Chief Executive, Metro North Health

The point of the Have Your Say (HYS) staff survey is to improve our culture and make Metro North Health a great place to work.



This year, we've brought in new supports and simplified ways of actioning the feedback. All of the information in this Managers Memo is important, but if you have limited time to check out the resources, prioritise the ones with the HYS tick icon (pictured).

WHAT'S CHANGING THIS YEAR

Goal setting vs action planning

Every leader who receives a report (must have a team of at least 10 people with at least 5 completing the survey) is expected to goal set this year.

In previous years, managers have been expected to create an action plan based on survey feedback which we understand can seem arduous and too big to tackle. This year, there will be a Metro North-wide action plan and directorate action plans, however, all other teams will only be expected to complete three goals.

The new goal setting process will be completed in an easy-to-use MS Form, created to make the process easy for people leaders and also feed that information up to higher management. Leaders will be expected to input their three goals which will also form part of their regular performance and development plan (PDP) with their own line manager.

You can find out more on the new goal setting process and resources to help make it simple on the [QHEPS Have Your Say Managers Toolkit](#). There will also be a 'Goal setting and taking action' vidcast coming up which managers will be encouraged to attend.

Additional support for managers

We've listened to feedback from previous surveys and this year have created more supports for managers when navigating the Have Your Say survey period and feedback.

- **New resources** have been created to support managers when interpreting and communicating results, especially for those who are new to the organisation.
- **New training** is on offer – learn more by scrolling down to the training options
- Each directorate has been allocated a **People and Culture Programs team member dedicated** to supporting the Executive Director and their teams when it comes to Have Your Say results and taking action.

You can find all the resources and information on the [Managers Toolkit QHEPS page](#). If you're looking for more support or have an idea for a resource that would help leaders, contact [People and Culture](#).

New way of categorising team culture

This year, BPA Analytics, who administer the Have Your Say survey for Metro North have updated the culture labels used when analysing and categorising the results for teams.

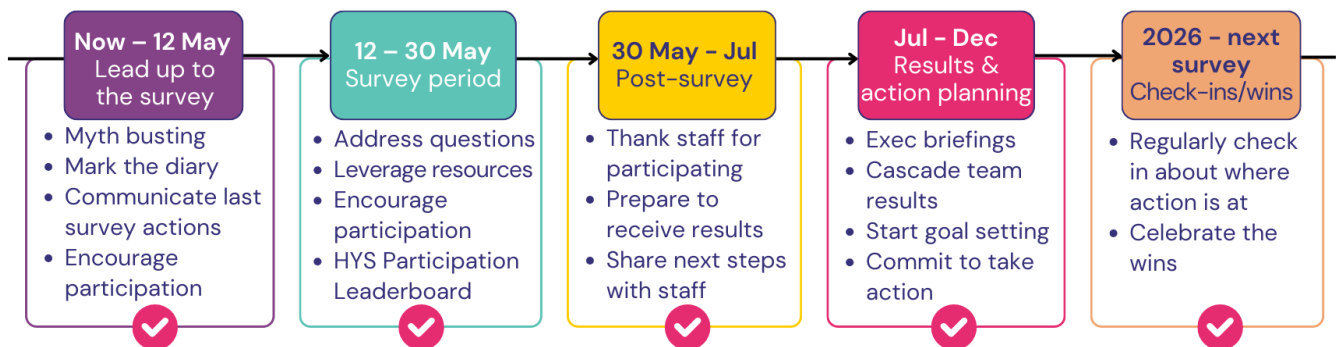
With the hope to lose some of the negative connotations attached to the labels and to set the tone for managers wanting to move to the next level, rather than feel hopeless and blamed, BPA's 7s Model of Engagement was born. And, because momentum is a dynamic thing, the labels were cast as action words each ending in 'ing'.

Read more about the new categories in [BPA's 7s Model fact sheet](#) on QHEPS. Click on the image to zoom in.

New label for each Type of Culture	Former label
	New
	Formerly Success
	Formerly Ambition
	Formerly Consolidation
	Formerly Reaction
	Formerly Blame
	Formerly Blame+

WHAT'S HAPPENING WHEN

2025 Have Your Say survey timeline



When to expect staff communications

A high-level communications snapshot can be accessed to have oversight on when certain messages and timings will be communicated with staff about the 2025 Have Your Say survey.

[Take a look at the communications snapshot](#)

Personal Preparation: Navigating HYS Feedback



Do you know how to turn Have Your Say feedback into action that builds trust and engagement?

Join this one-hour, online session designed to help leaders confidently receive, interpret, and respond to employee engagement results.

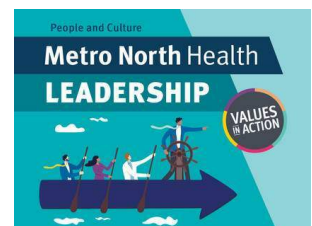
Why attend?

- Learn how to navigate feedback conversations with empathy
- Build personal and team resilience when navigating difficult feedback
- Access tools to support your team during and after the survey

[Find out more and register](#)

Leading Culture and Engagement course

This Metro North Leadership Program full-day in-person workshop includes a session on interpreting Have Your Say data. This deep-dive is an opportunity to increase your awareness of the indicators for team success and the tools leaders at Metro North can utilise when driving employee engagement and performance.



[Find out more and register](#)

Have Your Say vidcasts



To help staff and leaders prepare for the survey, a series of vidcasts have been broadcasted over the last month. These are specifically important for managers and you should have received a calendar invite for each in your inbox.

If you were unable to attend, you can watch the recordings on [QHEPS](#).

Have Your Say – Why it's important and myth busting

Monday 7 April | [Watch recording](#)

Have Your Say – Your role as a leader and driving change

Tuesday 15 April | [Watch recording](#)

Have Your Say – Supporting you and your team

Tuesday 6 May – 10.30-11.00am | [Join vidcast](#)

Have Your Say – Goal setting and taking action
Postponed – new date coming soon

RESOURCES FOR MANAGERS

Managers Toolkit on QHEPS



The [Have Your Say Managers Toolkit on QHEPS](#) has had a refresh and is a one-stop-shop for information you'll need before, during and post survey.

There's a survey timeline, a step-by-step guide of how managers should approach their results, links to conversation guides, e-learning modules and more.

The page will continue to evolve with more support for managers as we move through the phases of Have Your Say. If you have any ideas for resources or want to get in touch with someone for support, contact [People and Culture](#).

Key resources to have in your back pocket

To arm you with the correct and up to date information, if staff come to you with questions, please have a read of the below documents and have them bookmarked ready to share with your team before and during the survey period.

[Have Your Say FAQs](#)

[Key messages for line managers to relay to staff](#)

[One-page list of key supports available](#)

Creating safe spaces

In order to create a safe space at work you need to understand what 'safe' means to you and your staff.

Psychological safety is defined as the belief that it is safe to speak up without fear of reprisal. Psychological safety does not mean an environment that is free from stress and/or conflict.

It is important to understand what is needed when talking to staff that are stressed or distressed. Psychological first aid is a conversational approach that maximises communication and understanding in these situations.

Training for managers in [Psychological Safety](#) and [Psychological First Aid](#) is available on TMS and is offered by the Culture, Engagement and Wellbeing team within People and Culture services.



MANAGER PROFILE - APPROACHING THE SURVEY WITH PURPOSE

Perry Judd, Director of Allied Health at TPOCH is passionate about using the Have Your Say feedback to continue his team's 'culture of success' BPA rating. Perry answered a few quick questions on how he leverages the survey results to take practical, simple yet meaningful action—which in turn fosters a team culture where everyone feels valued and supported.



How does your team approach the survey results?

Prior to the results being released, we make sure we've communicated with staff what has been improved since the previous survey. Once we have our current year survey report, we share the feedback with all staff and celebrate the successes, then we highlight the areas of future focus and collaboratively develop an action plan to address these, supported by our Allied Health Strategy and Innovation Leads.

We endeavour to foster transparent communication between all staff levels, a safe / no blame culture, taking staff feedback on board and progressing changes with visible action planning processes and open feedback.

What has been the greatest benefit from the actions you/your team took since the last survey?

We did a lot of work around prioritising the importance of a supportive culture and staff wellbeing, listening and valuing staff, sharing a sense of optimism and acknowledging and celebrating team member's successes and achievements. This has resulted in a reputational benefit that has improved our recruitment and retention outcomes.

What advice would you give other managers or teams who want to improve their culture after the 2025 Have Your Say staff survey?

Use the survey results as an opportunity to workshop with your team what could improve the culture at your local level. Involving all members means there is a collective responsibility to make improvements which will positively affect the whole team and your work outcomes. Consider what leadership style will develop trust and a positive workforce culture as your top priority. The leadership behaviour that works for your team will then naturally lead to improved performance and staff satisfaction.

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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

Missed an edition?

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

Please [contact us](#) if you would like some **news from your team** included in the Managers Memo.



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