



Have Your Say staff survey *results and action* special edition | September 2025

Dear managers,

Thank you for the warm welcome I've received in my first few weeks at Metro North. It's clear our strength lies in the dedication and comradery of our people and the commitment of you, our leaders at all levels.

It's been a priority of mine to get across the recent Have Your Say (HYS) survey results as they provide valuable insight into how our staff are feeling. As a complex and busy health service I understand it's sometimes hard to know where to start with feedback. However, listening to staff and taking action doesn't need to be a daunting task—and you're not in this alone.



Access to reports and acting on feedback at a local level has been simplified for managers this year. Take advantage of this and the [support available](#) outlined in this memo.

To ensure a transparent and constructive approach, **it is an expectation that you:**

- Share and discuss the Have Your Say results with your team.
- Work with your teams to set at least two team goals and one leader goal in response to the feedback.
- Submit these goals via the [Team and Leader Goals Form](#) as soon as possible - your local goals will help inform action and make change at an organisational level.

Whether you received your own report or not, all managers are expected to speak with their team and submit goals. If you don't have a local report, use the results of the wider team your unit is part of.

Culture change is everyone's responsibility. Your role as a leader is not only to listen but to work with your team to co-design meaningful solutions.

Taking action is not about ticking a box. It's about showing our people that their voice matters and we're committed to turning their feedback into change. By doing this we not only build stronger, safer and more connected teams but also deliver better outcomes for our patients and community.

We will have a pulse survey next year to chase these results.

Thank you for your leadership, commitment, and ongoing support to your teams.

Accessing your local results



Most local team results have now been shared with managers via your Executive Director or leader.

It's easier this year for reports to be accessed with one generic SharePoint link holding all the reports; however, each file has specific locked down access for only that manager or leader to open.

If you had five or more people in your team complete the survey and haven't yet received your report, reach out to MNpeopleandcultureprograms@health.qld.gov.au for assistance.

Interpreting your results

Interpreting HYS results is a crucial step in understanding employee experience, team culture, and areas for improvement. To make the most of the HYS results, it's essential to analyse the data with a strategic mindset and attempt to take any personal emotion out of it (easier said than done!).

Various supports are available to you as a manager to help you through this stage, whether it be understanding the data or providing tools to look practically (not personally) at the feedback.

Find more information under the *1. Review and reflect on HYS results* heading on the [QHEPS Managers Toolkit](#).

Support and resources for managers

- [Leadership program – leading culture & engagement](#)
- [HYS e-learning module – step by step guide to reading your results](#)
- [Review survey data guide \(PDF 407 kB\)](#)
- [Problem solving workshop – think before you fix](#)
- [1:1 HYS support session](#)

New way of categorising team culture

You've likely heard about the changes this year to the culture labels BPA Analytics use when 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.

Read more about the new categories in [BPA's 7s Model fact sheet](#) and click on the image on the right 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+

Prioritise your wellbeing – taking on feedback can be tricky

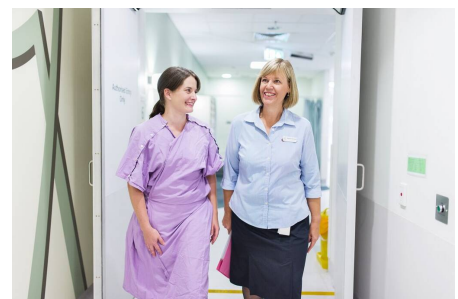
Wellbeing is a priority for our people and the team culture along with workload, lack of support and feeling undervalued or unheard can impact wellbeing. It's important to hear what your people are feeling and thinking, however, it's just as important for you, as a manager to look after yourself.

Hearing negative feedback is challenging and has a way of impacting even those with the toughest skin. People and Culture and your own leader are here for support, **you are not expected to take the results on your shoulders alone**. Taking action is a team effort and your key role as the manager is to communicate the results and facilitate discussion around what improvements could be made and how your team might go about that.

Use the resources below and on [QHEPS](#) to become aware of what wellbeing support is available. You can also **reach out to your HYS Culture Partner in P&C** to work through and normalise how you're feeling. If you're unsure who your Culture Partner is, email mnpeopleandcultureprograms@health.qld.gov.au.

Support and resources for managers:

- [Wellbeing extranet – various resources](#)
- [Metro North Coaching Program](#)
- [Metro North Mentoring Program](#)
- [Peer Responders](#)
- [Staff Psychology](#)
- [Social and Emotional Wellbeing Program](#)
- [TELUS Health](#)



Sharing the results

As a people leader, it's important to create opportunities for team discussions to explore the results collaboratively and gather input on next steps. Key actions when sharing the results are:

1. **Be prepared.** Know the results and have a plan to share them sensitively and transparently. It may help to pre-empt any difficult conversations that could come up.
2. **Hold team meetings** to share results and open the discussion to explore survey feedback.
3. **Reflect** with the team on where you've come from and balance positive with the negative.
4. **Work with the team** to identify actionable team-based goals.

Support and resources for managers

- [Line manager guide to discussing HYS results](#)
- [Metro North Leadership Program: Building strong and effective teams](#)
- [Metro North Leadership Program: Empowering people and relationships](#)
- [HYS Key Insights template for team discussions](#)

Taking action is as simple as 3 goals

This is the first year we are able to track progress and hold leaders accountable to sharing results and taking action by introducing the easy-to-use [goal setting form](#). All managers are asked to report on their local HYS goals—it's a positive step to ensure we are listening to our people and demonstrating action.

The goals don't need to be large pieces of work. They can be small but impactful changes that solve everyday problems for your team.

When setting your goals, identify the primary strategic pillar from the [Metro North Strategic Plan](#) that each goal supports. Once input into the goal setting form, you can tick a box to have a PDF copy sent to you. Find more information and tips on taking action on [QHEPS](#).

Support and resources for managers

- [Goal brainstorming worksheet](#)
- [Metro North Leadership Program: Future-focused leadership](#)
- [Taking action on your results document](#)
- [SMART goal guide](#)

[Access goal setting form](#)

What's in it for you?

Using the goal setting form will:

1. Help you and the team articulate your goals and align them to the Metro North Strategy.
2. Enable your ED to track action at your facility and report back to staff about what change is happening (we rated poorly at this in the survey).
3. Ensure local goals input into the form help inform organisational change.

Logging your goals is quick and easy

"I found the goal setting form easy and quick to complete. It was good to have targeted questions aligning to the organisation's strategic priorities rather than having a vague action plan and trying to make it suit. It also helped to guide the goals and conversation with the team."

Goal setting managers vidcast

Join Manager of Capability, Engagement and Wellbeing at Metro North, Hannah Gowans and Clinical Council member and Director at STARS, Oliver Mason to learn more about the simplified goal setting process for managers when it comes to taking Have Your Say action and have the chance to ask questions.



Tuesday 7 October

1pm to 1.30pm

[Join on Teams](#)

From strengthening to soaring—TPCH Allied Health Admin team

When **Lynelle Ferguson, Allied Health Administration Manager at TPCH**, stepped into her role two months before the 2023 HYS survey results, her team sat in a culture of strengthening, with 45.5% engagement. Two years later, they are thriving in a culture of soaring, with engagement climbing to 71.2%.

Lynelle describes her team as cohesive, caring, and genuinely invested in each other's success.



Recognition and celebration are part of everyday. Whether it's celebrating birthdays, team meeting 'shout outs', or 'pat on the back' emails captured in RiskMan to ensure they're formalised.

Everyday rituals build connection. From light-hearted '*on Wednesdays we wear pink*', to morning greetings that make each person feel seen.

Trust and transparency underpin everything. Lynelle is open about organisational updates, encourages the team to raise issues, and empowers them to co-design solutions.

Since 2023, the focus has been on recruiting for team fit and creating sustainable workloads. New starters are buddied, process manuals ensure smooth delivery of work, and everyone is encouraged to rotate roles if interested.

Lynelle's advice for other managers looking to strengthen team culture...

"Trust your team, be visible, and make it personal. Greet people each day, share in their successes, and be transparent. Recognition and open communication create a safe space where people want to contribute—and the results will follow."



In other manager news...

Nominate for ELP – closing soon!

The [Executive Leaders Program](#) (ELP) has been a valued initiative of Metro North Health for over a decade—A statewide leadership program designed to identify, develop, and retain senior leaders who possess the ability, engagement and aspiration to progress into Executive Director roles within a health environment.

[Nominations are now open](#) to staff across Queensland Health (closing 6 October). Senior leaders interested should speak to their Executive Director for endorsement. Find more info on [QHEPS](#).



People and Culture

Metro North Health SPEAKER SERIES

Finding purpose and compassion in healthcare
Reconnect with your sense of purpose—strengthen resilience, enrich empathy, and elevate the quality of patient care.

In person event, open to all Metro North staff.

Wednesday, 5 November 9am to 11am
RBWH Education Centre

REGISTER NOW!

Special guest speaker,
Dr Dinesh Palipana OAM
Doctor, lawyer, researcher,
disability advocate, 2021 Qld
Australian of the Year.

**LIMITED SEATS AVAILABLE.
SECURE YOUR SPOT!**

Metro North Health

Queensland Government

TAFE courses tailored for Metro North

TAFE Queensland, in collaboration with Metro North Hospital and Health Services, offers tailored courses to suit the busy lives of Metro North Health professionals.



Whether you want to enhance your administrative skills, develop leadership capabilities, or advance your expertise in project management, these courses provide flexible study options, enabling healthcare professionals to balance work, life, and education seamlessly while gaining practical, industry-relevant skills that align with your career goals.

Find out more on the [website](#) or email mnhhs.brisbane@tafeqld.edu.au.

The graphic features a dark teal background with a large, stylized circular pattern on the right side, composed of concentric rings in white, yellow, green, and brown. A yellow circle with black text is positioned in the upper right area.

Aboriginal and
Torres Strait Islander

**Cultural
Practice Program**
(face-to-face)

**NOW
MANDATORY
FOR ALL
STAFF!**

Identification Training
Training (online and face-to-face)

Visit TMS to register for these courses.
TMS will auto assign these courses to all staff from
Monday 15th September.
New starters will have 90 days to complete.
View updated Metro North Health Mandatory Training
Policy for more information.

For more information email:
A_TSILT_MNHHS@health.qld.gov.au

Metro North Health

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?

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.

