



Summary:

- Thanking our staff
- Improving our culture
- Electrical infrastructure upgrades
- Shout out

Message feedback



Audience: All staff



Read time: 4 min



For: Information

Dear Team

As all the Christmas items make way for hot cross buns at the supermarket, it serves as a good reminder to take time to be grateful, to celebrate and to say thanks – especially when life and work start to get busy again with the turn of 2026.

The privilege of leading Community and Oral Health is that there is always an opportunity to be grateful for the staff who go over and above to support each other and the people we serve.

In the past weeks, I have read some heartfelt expressions of thanks from families who are grateful for the care their loved ones received within our services. I have also been moved by the care and compassion staff have shown to each other when individual staff members have been going through tough times.

All this has happened while staff have leaned into discussions about the growth in some services in response to demand, and how we may respond better to the changing needs of the people and communities we serve.

It makes me confident that we will continue to be a kind, caring compassionate Directorate throughout 2026, to do what matters most, and to do it well and with great heart.

Looking ahead, I invite you to join Metro North's first vidcast of the year to be hosted by Board Chair Bernard Curran and Chief Executive Nick Steele next Tuesday 20 January, 1pm

who will discuss focus areas and priorities for 2026. Staff are invited to ask questions in advance.

[Ask a question in advance](#) | [Join the Vidcast](#)

Improving our culture

Last year, Metro North commenced a dedicated piece of work around improving organisational culture. We know that culture matters to staff – how staff feel when they come to work and how they are supported to do their best work.

The work builds on the findings from the Have Your Say (HYS) survey, helping to understand why some of the common themes identified in the HYS survey continue to trend. It will take a deeper look into how factors in the day-to-day work environment including systems, leadership visibility, behaviours, cultural habits, physical and psychological safety can enable or hinder high quality care and performance.

Around 2,000 staff from across Metro North including COH participated in the Culture Fitness Diagnostic (CFD) survey late last year. This survey forms part of a broader diagnostic approach and complements the HYS survey by exploring the organisational leadership and system factors that can enable or get in the way of positive staff experience across different roles, services and locations. Broad themes emerging through this work include leadership consistency and visibility, communication, transparency and trust and system friction. Key pain points identified relate to processes, workload and competing demands that can erode goodwill over time.

Findings from the CFD survey, together with insights from one-to-one and group diagnostic sessions as well as HYS data, will inform upcoming co-design sessions with staff and leaders. These sessions will help shape an organisational culture plan, expected to be in final draft by the end of February and released later in March.

Thank you to those staff who have taken the time to participate in this important initiative. I will continue to share updates as this work progresses.

Electrical infrastructure upgrades

CoH has been advised that funding has been secured to undertake the work to upgrade the electrical infrastructure at the Brighton Health Campus, Coinda House and the Zillmere Residential Transition Care campus. Thanks to the Infrastructure Governance team for their support and assistance.

Shout out

I'd like to give a big shout out to Clinical Lead, Brain Injury Community Integration Service, Andrea Rapolthy-Beck who has just completed her PhD. Andrea's Australian-first research looked at the introduction of Occupational Therapy (OT) in the Intensive Care

Unit (ICU), focusing on the importance of early rehabilitation in achieving better long-term patient outcomes.

Through her research, Andrea showed that OT driven rehabilitation was beneficial to functional improvement and cognition at three months. This has led to the development of a treatment approach as well as contributions in future staffing guidelines for ICUs and communities of practice for skill sharing. All of the results of her various trials and surveys have been published in international peer-led journals. Well done Andrea! We commend you on your wonderful achievement, while continuing to provide full-time support to the patients and staff of COH.



Closing thoughts

On a personal note, I have enjoyed reading *Endurance* immensely. It's the story of the Imperial Trans-Antarctic Expedition led by Ernest Shackleton in 1914.

Shackleton reportedly received an overwhelming response when he advertised for people to join the exploration. The advertisement read: *Men wanted: for hazardous journey. small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honour and recognition in case of success.*

For myself, it is worth pondering whether people were keen to work for a man hailed as a great leader. Someone who believed that *our prime purpose in this life is to help others*. Shackleton is also credited with the quote: *Great works are not performed by strength but by perseverance. Only those who will risk going too far can possibly find out how far one can go.*

Shackleton's sentiments certainly provide an interesting lens on how we approach our own lives, both from a professional and personal perspective. While we don't undertake immense physical risks in our day-to-day work, we experience our own unique set of challenges in COH which come from caring and supporting people and families facing significant health issues - requiring the utmost patience, care and endurance of compassion. It is through this continuous service and care for others, that we do great work.

Glynis Schultz
Executive Director

Metro North Health



We uphold our commitment to health equity through our Values in Action
Respect | Integrity | Compassion | High Performance | Teamwork



Metro North Health acknowledges the Traditional Custodians of the Land upon which we live, work and walk, and pay our respects to Elders both past and present.

Metro North Health's vision

Creating healthier futures together—where innovation and research meets compassionate care and community voices shape our services.



**Queensland
Government**

If you have received this email and do not work for Metro North please follow this link to be removed from the mailing list.

[Email us](#)