



Read time: 5+ min



Audience: Managers



For: Information

The first few months of the year can be a time to reset and do things differently. Read below for updates on support and resources available to you as a manager and to your team, to be high performing while building a positive workplace culture throughout 2026.

Manager Memo feedback

Message from the Chief Executive

Our managers and team leaders play a critical role in shaping the day-to-day experience at work for our people. Metro North's workplace culture is built through the decisions we make, the problems we solve and how we support our people to do their best work.

Across the organisation we're continuing work to strengthen our culture by making it easier for teams to raise issues, be solutions-focused at a local level and remove unnecessary barriers that get in the way of exceptional care and efficient work.

If you see something that could be improved, whether it's a process or piece of bureaucracy, I encourage you to address it within your team and change it if it's within your delegation, speak with your leader or raise it through [SMART MN](#) so it can be reviewed. Small improvements made every day add up to meaningful change.

You'll hear more over time about the culture work underway to support leaders, reduce friction in our systems and ensure staff feedback leads to visible action. In the meantime, thank you for the leadership you show every day in supporting your teams and improving how we work.

-Nick



Aligning local work to strategic objectives

You may have heard a lot recently about the organisation's priorities for the next 18-months through the [Metro North Uplift Strategy](#).



However, what does this mean for those teams on the ground?

As a manager, you can find ways to align your work to these projected outcomes by looking for opportunities to get involved with the *Future Metro North – Reimagining Healthcare 2026–2041* roadmap that is in consultation phase. Your voices are needed for the plan to be successful and meaningful so look out for consultation opportunities or you can contribute via the [Future Metro North extranet page](#).

Use the values as your 'true north' navigation system

An organisation's values underpin its identity and behaviour, guiding decision-making, shaping company culture, and aligning employee behaviour with strategic goals.



After a while, values can turn into just words on paper and it's for this reason, various team activities and guides have been created for managers to incorporate the values into team meetings or regular day-to-day work. You can see the full list on the [extranet](#), with some popular options below.

- [Values spotlight activity](#)
- [Self reflection activity](#)
- [Shark tank challenge](#)
- [The power of gratitude](#)
- Contact the [Capability, Engagement and Wellbeing team](#) to run a customised workshop, helping your team to connect and embed Values in Action.

Foster a solutions-focused way of working in your team

As leaders, one of the most impactful ways we can support our teams is by creating the conditions for effective, localised problem-solving. This means, building a psychologically safe environment, taking the time to understand the real problem before jumping to solutions, encouraging teams to work within their circle of influence, and ensuring clear pathways to escalate what sits outside of it.

By approaching challenges this way, we build capability, momentum, and more sustainable outcomes for our people and our patients.

Some resources and learning opportunities to help build problem-solving capability are listed below.

- [Future Focused Leadership](#) – 1 x full day face-to-face course
- [Psychological Safety](#) – 4-hour face-to-face session

Your part in leading culture at Metro North

Culture isn't a buzzword – it's the conditions we create every day

Over the past year, we've been listening carefully to leaders about how work is being experienced across Metro North. While there are many strengths, the feedback highlighted common challenges, including silos between areas, uncertainty about decision-making, and a desire for stronger collaboration and psychological safety.

In response, Metro North is developing a targeted focus on organisational culture to strengthen how we work together. The aim is not to launch another program, but to support practical changes in leadership behaviours, systems and ways of working to help teams thrive and deliver the best care.

The difference between Have Your Say and Culture Improvement Plan

Have Your Say remains one of the most important ways we hear directly from staff about their experience at work.

The targeted culture work builds on these insights by looking at the broader organisational factors that shape how work happens. These insights help leaders focus on what will make the biggest impact.

Have Your Say locally – where managers should be at

Last year, managers should have shared their local team results with staff and collectively agreed on at least two team goals to address the feedback, as well as one leader goal.



This year, set a reminder to check in on the status of your goals once a month and report back to the team on where you're at as a group. Reflect on whether things are improving—this will keep the momentum going and cement a culture of shared responsibility when it comes to culture.

Resources to support you to have these conversations are available on the QHEPS [Managers Toolkit](#).

An important way your team can support health equity

It's everyone's responsibility to create a health system that supports equity, cultural safety, and improved outcomes for all and that we foster cultural respect in the workplace. It is for this reason it's **an expectation that all staff complete the Beyond Diversity training** as soon as possible.

New dates are added regularly for a different location, with the next training coming up in April. Please ensure your staff have time away from their daily work to complete this important training.

[Find out more and register on TMS](#)



The **BEYOND DIVERSITY** WORKSHOP is a powerful, personally transforming, two day staff workshop that helps participants understand the impact of race on their lives, their work, and the community they serve.

All staff are invited to attend!

How to register
- Search '**BEYOND DIVERSITY WORKSHOP**'
on TMS.

For more information, please call 3170 4467 or email: ATSILT_CapacityBuilding@health.qld.gov.au

Feedback on critical incident support

Supporting staff following difficult or distressing events is an important part of leadership. People and Culture are seeking brief feedback from leaders to understand current awareness and use of the [Critical Incident Staff Support Guideline](#), and how staff are supported following critical incidents.

This short survey (2-3 minutes) is intended as a pulse check on implementation and will help us better understand what is working well and where additional guidance or support may be helpful.

[Take the survey](#)

Easy accessible learning

The [CLE Library](#) is an online learning platform that supports personalised upskilling through self-paced online courses, hands-on practice, virtual live online classes, skills benchmarking and AI simulations.

It's accessible anytime, anywhere, on any device, including private computers, phones and tablets.

The [Management and Leadership Essentials suite](#) tailored for Queensland Health is a great place to start if you're a new leader and seasoned leaders may also benefit from refreshing their skills.

Also check out the [Line Manager's Toolkit](#).

How partnering with a coach or mentor levels up your leadership

Whether you're a manager or there's a member in your team unclear on how to approach a challenge, a coach can be a great way to work through options and have a confidential space to reflect.

On the other hand, if you or a staff member are looking for longer-term guidance, a mentor can provide insights, support and networking opportunities to get you to that next stage in your career.

[Take advantage of these Metro North growth opportunities – find out more](#)

Coaching vs Mentoring

Task-oriented

Involves intuitive feedback

Shorter-term relationships or intervals

Recognises coachee's personal strengths and ability to achieve their goals

Goals established to support individual based on coachee's needs not the coach's agenda

Coachee is supported to explore a range of possibilities and options, and commit to action

Focuses on progress and growth

Involves explicit directive feedback

Often long-term relationships

Based on mentor's personal experience and wisdom

Works towards career goals and capabilities

Shows you where you went wrong and are going right

Mutually beneficial for both parties

Diversity data in myHR – why it's important

To ensure all staff feel valued, empowered and supported, we need to first have an accurate picture of who our staff are.



We want to ensure our workforce reflects the diversity of the communities we care for, and that our staff have the means to succeed in their roles, realising that everyone is different and deserves a voice.

This is why we **need you and your team to input up-to-date diversity data into [myHR](#)**. It's anonymous and only takes one minute!

Please share this with your team and set a deadline for completion. It's important!

Metro North Diversity, Equity and Inclusion Plan

Following two Equity and Diversity Audits at Metro North and in collaboration with our diversity groups, consumers and the Department, we have set out a plan that commits to addressing diversity inequity and supporting and valuing our colleagues of all identities, genders, abilities and cultures.



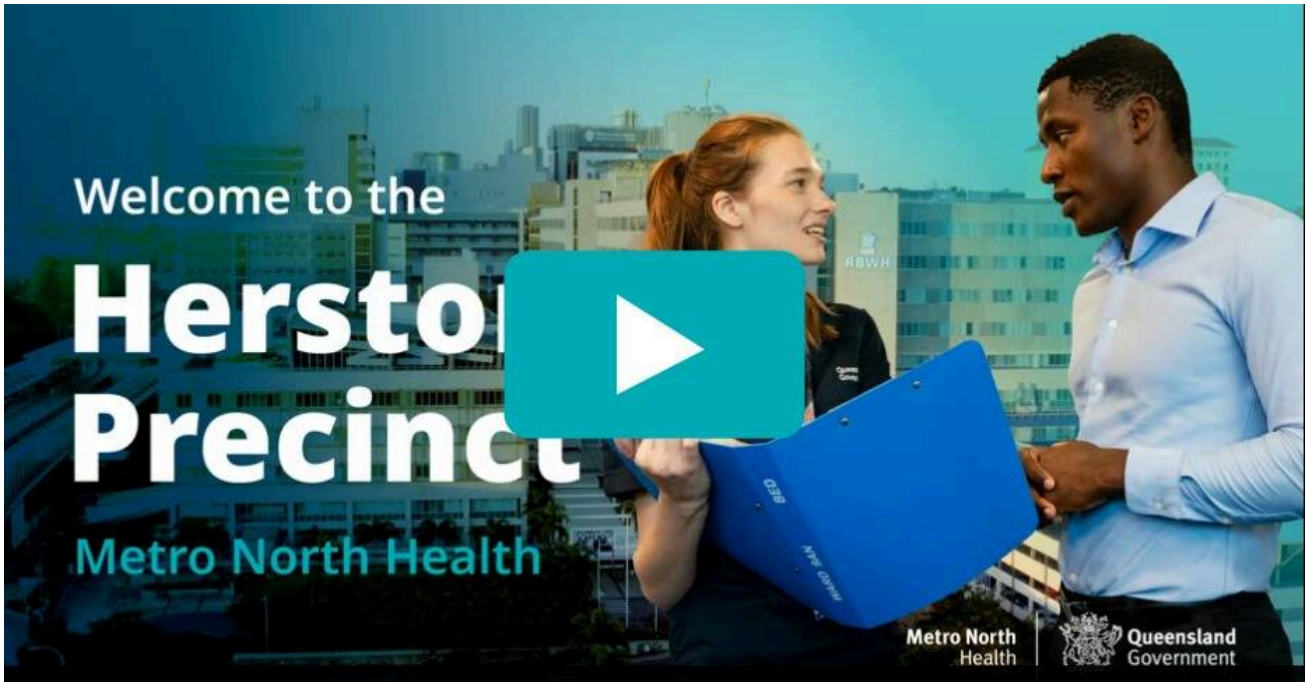
It is all our responsibility to embed the principles of this plan into our day-to-day work practices. As a leader, you play an important role in ensuring that how you recruit, manage and delegate work is inclusive and that by respecting and embracing the differences all team members bring to the table, everyone feels valued and empowered to reach their full potential.

[Read the Diversity, Equity and Inclusion Plan](#)

Helping new starters find their way around the Herston campus

It can sometimes be overwhelming finding your way around a hospital and health service, so a suite of new starter videos for the main Metro North Health facilities are being produced—with Herston up first.

If you're recruiting a new starter at the Herston campus, be sure to send this [video link](#) to them before their first day, so you can set them up for success and help them find their way around.



Please [contact us](#) if you would like to include some news in the Managers Memo.



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