



Metro North Health

# Diversity, Equity and Inclusion Action Plan

2026–2030

## Metro North Health's vision

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

**Metro North**  
Health



**Queensland**  
Government

# Acknowledgement of Country

Metro North Health respectfully acknowledges the Traditional Owners and Custodians of the land where our health services are located. We pay our respects to the Aboriginal and Torres Strait Islander Elders and valued persons, past, present, and future and recognise the strength that Aboriginal and Torres Strait Islander people and their ancestors have displayed in laying strong foundations for the generations that follow. For it is through building a joint understanding of land, water, and community that we work together to reduce health inequities. We recognise the contributions made throughout this plan by the Aboriginal and Torres Strait Islander workforce and especially those who live with intersectionality.

Published by the State of Queensland (Metro North Hospital and Health Service), February 2026



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# Message from the Chief Executive

Nick Steele



Metro North Health aspires to have a workforce that represents the community we care for. We know that when 'norms' are challenged and varied perspectives and lived experience are respected and represented, our healthcare services provide a better employee and consumer experience, and importantly, improved patient care and decision making about this care.

Following two Equity and Diversity Audits at Metro North Health, and in collaboration with our diversity groups, consumers and the Department of Health, I am proud to present our first Metro North Health Diversity, Equity and Inclusion Action Plan.

One of the five key commitments in the Metro North Strategic Plan 2024–2028 is a workplace to be your best. This is a workplace where everyone feels valued and empowered to reach their full potential and is supported to build fulfilling careers. The important word here is everyone.

As the largest employer in the Metro North area, Metro North Health has significant opportunities to address diversity inequity, and we have already commenced numerous actions to support, grow and recognise our colleagues of all identities, abilities and cultures, ensuring everyone has a voice and equal opportunity. This includes:

- Workforce-related actions to deliver Health Equity for the Aboriginal and Torres Strait Islander communities in Metro North and across Queensland
- Commitment to reducing the gender pay gap

- Increasing representation of all diversity groups in our workforce
- Ensuring we offer a safe, culturally sound and healthy workplace.

We commit to addressing systemic barriers that prevent our diverse colleagues from fulfilling career aspirations and have no tolerance for all forms of discrimination and harassment within our workplace.

Within this plan, Metro North Health has three immediate key focus areas:

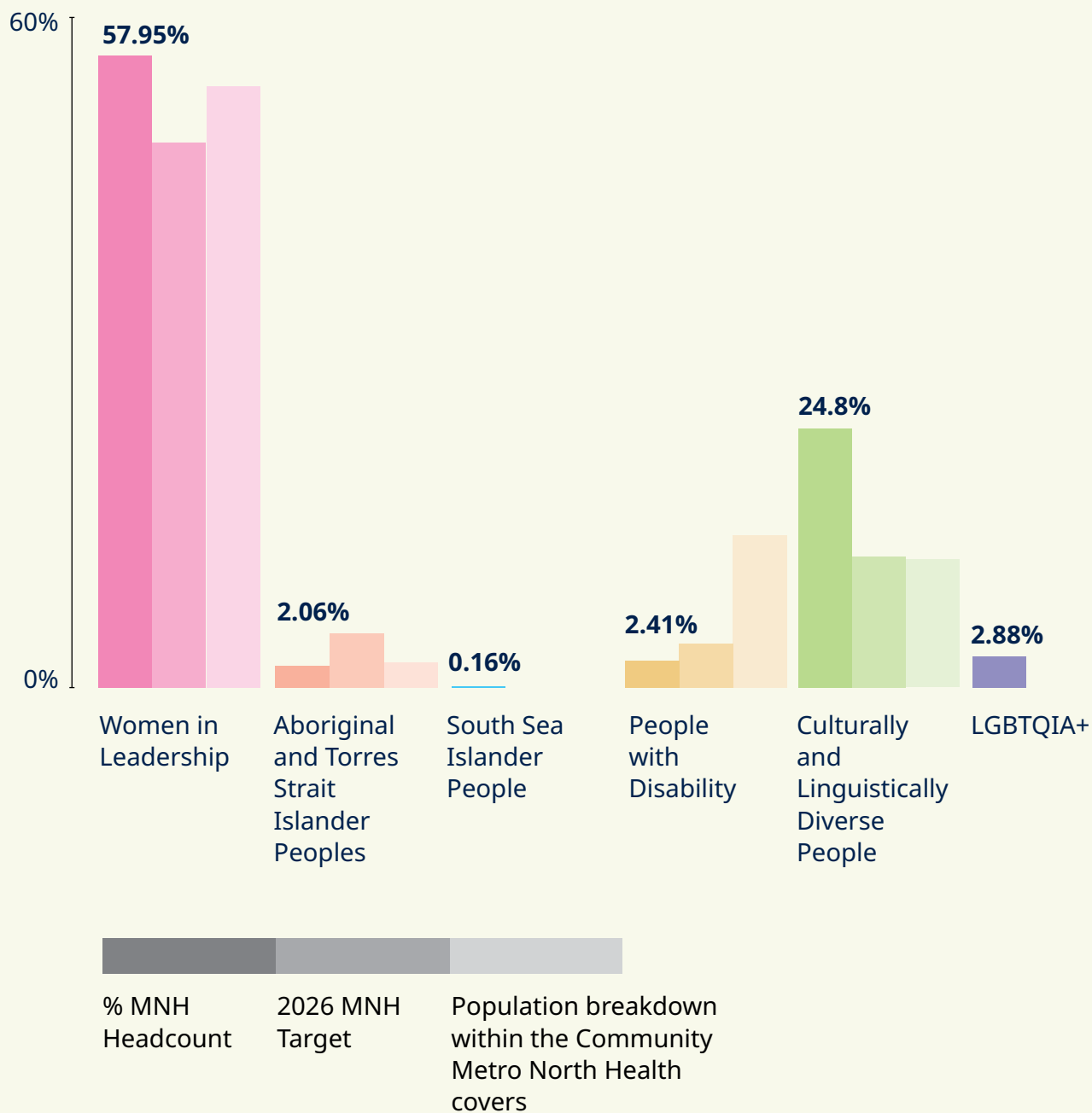
- Supporting, growing and retaining the Metro North Health Aboriginal and Torres Strait Islander workforce
- Supporting, growing, retaining and celebrating the Metro North Health disability workforce
- Addressing the systemic barriers impacting on the gender pay gap within Metro North Health that are within our span of control.

While the three key areas above will be our primary focus, this plan also identifies opportunities to address inequities for the following workforce cohorts:

- Multicultural communities
- LGBTQIA+ community.

It is the responsibility of all employees at Metro North Health to embed the principles of this plan into your day-to-day work practices. I have called on the Metro North Senior Leadership Team to support and prioritise the actions and I ask you to do the same. Together, we create a workplace that values equity, inclusion and the richness of all communities.

## The state of diversity within the Metro North Health workforce



## Workforce breakdown

|                           |        |
|---------------------------|--------|
| Women                     | 73.61% |
| Men                       | 26.19% |
| Non-binary                | 0.19%  |
| Gender Pay Gap (Earnings) | 11.26% |

# Health Equity

Adj.Prof. Sherry Holzapfel



Metro North Health is committed to providing equity of access to high quality health care services and building relationships based on inclusion.

We believe if we get it right for Aboriginal and Torres Strait Islander people, we create a healthcare model that works for everyone. Cultural determinants are fundamental to caring for our communities, and this approach ensures access to care that is culturally responsive, empowers self-care and choice, and improves health and wellbeing for all.

The Metro North Health Diversity Equity Inclusion Action Plan aligns to and supports the Metro North Health Equity Strategy, focusing on actively eliminating racism, cessation of workplace discrimination, improving healthcare services, influencing the social, cultural, and economic determinants of health, and partnering with consumers to co-design health services, for the Aboriginal and Torres Strait Islander peoples within our workforce.

We are dedicated to advancing health equity for Aboriginal and Torres Strait Islander peoples by embedding culturally safe practices, listening to community voices, and supporting workforce representation. Our goal is 5% Aboriginal and Torres Strait Islander employees by 2026, ensuring safe and empowering pathways through initiatives such as the Murrumba Committee and Better Together Staff Gatherings.

I am delighted to support the Diversity Equity and Inclusion Action Plan as the Executive Sponsor and to provide a culturally supportive lens for Aboriginal and Torres Strait Islander health and the health equity agenda.



OUR COMMITMENT

**5% ABORIGINAL and/or  
TORRES STRAIT ISLANDER  
EMPLOYEES BY 2026/  
COMMUNITY  
POPULATION IS 2.3%**



# LGBTQIA+

Adj. Assoc. Professor, Grant Carey-Ide



As the Executive Sponsor for Pride in Metro North, I commend this new plan to you as a vital step in ensuring that our workplace reflects the diversity of the communities we serve. Our health service is committed to fostering an inclusive environment where every individual, regardless of sexual orientation, gender identity, or background, can thrive and feel valued.

Diversity is a cornerstone of innovation and excellence, and when we embrace different perspectives, we are better positioned to deliver high-quality, compassionate care to all. This plan outlines our commitment to breaking down barriers, creating supportive policies, and encouraging a culture of respect and understanding. It also highlights the importance of allyship and collaboration across all levels of our organisation.

For our LGBTQIA+ colleagues, this plan represents a continued dedication to ensuring

that everyone feels safe, respected, and empowered to bring their authentic selves to work. We aim to build a future where diversity is not just accepted but celebrated. Together, we can create a safer and healthier workplace for everyone.

Thank you for your support as we work toward a more inclusive Metro North Health.



**85%** OF ALL MNH STAFF  
TO UNDERTAKE  
**LGBTQIA+**  
**AWARENESS TRAINING**



# Multicultural Communities and Persons with Disability

Michelle Stute



Metro North Health cares for an incredibly diverse community.

It has been my privilege to be the Executive Sponsor for Multicultural and Disability agendas in Metro North Health and learn from the diverse experiences from the community. We continue to strive for health equity for people of Multicultural communities, and people with a disability, their families, carers, and supporters.

We know that we better serve our community when we have representatives of those diverse communities employed in our workforce. We recognise that the diversity of Metro North Health's workforce often does not currently reflect the levels of representation present in our community. It is important that we all work together to make our organisation an attractive employer, because better representation means better health outcomes for our community. By removing barriers and

promoting inclusivity we will create a more equitable and compassionate healthcare system for all.

The Diversity Equity and Inclusion Action Plan is an important start in understanding what we are doing well, and where we can improve. We are striving for a workplace culture where the values of equity, respect, inclusion, and cultural safety are embraced and demonstrated every day.

We are proud to publish this plan and strengthen our commitment to diversity, equity and inclusion in Metro North.

OUR COMMITMENT **3-5%** OF  
**PEOPLE WITH DISABILITY**  
IN OUR WORKFORCE BY 2026 /  
CURRENTLY SITTING AT  
**2.41%**



# People and Culture

Lorna Morton



I proudly support the Metro North Health Diversity Equity and Inclusion Action Plan. This plan is a critical enabler of our broader People Strategy and directly supports the Metro North Strategic Plan: Prioritise the physical and psychological health, safety, and wellbeing of our workforce.

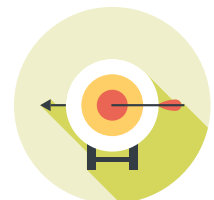
As the largest Hospital and Health Service in Queensland, this plan is instrumental in driving key performance actions that bring our Metro North Health values to life. It supports a respectful and inclusive culture across all teams and facilities—essential to delivering person-centered, safe care.

The Diversity Equity and Inclusion Action Plan provides a roadmap towards a safer, healthier and more inclusive workplace, where all staff feel valued, empowered to reach their full potential, and supported to bring their authentic selves to work. This plan complements and aligns with several

key Metro North strategies and frameworks, including the Health Equity Strategy, the Strategic Workforce Plan, and the Disability Services Action Plan. It also builds on insights from the Equity & Diversity Audit Report 2026, ensuring actions are evidence-informed and designed in partnership with our workforce and community.

As Chief People and Culture Officer for Metro North Health I commend this plan and thank you for your support and commitment to building a workforce that truly reflects the diversity of the communities we serve. Together, we all hold the responsibility—and the opportunity—to embed equity, inclusion and belonging into the heart of Metro North Health.

**EXCEEDING  
TARGET OF 12%**  
**MULTICULTURAL EMPLOYEE  
HEADCOUNT IS 24.84%!**



## Metro North Health Diversity Equity Inclusion Action Plan 2026–2030

| Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Accountable Officer              | Responsible Officer                               | Timeframe    | Outcome                                                                                                                                                                                                                                                             | Original Strategy (if applicable)                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1.0 Recruitment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                  |                                                   |              |                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                |
| <b>1.1 Deadly Start School Based Traineeships.</b><br>Improve Deadly Start School Based Traineeship program across Metro North Health. Successful completion of program will provide participants with enhanced access to future employment opportunities.                                                                                                                                                                                                                                                                                                            | Chief People & Culture Officer   | General Manager People and Culture Programs       | January 2028 | Integrated and seamless partnerships between the Metro North Health Deadly Start Program and partners, including the VET sector.<br><br>Increase completion rates every year.<br><br>Deadly Start graduates continue to have positive employment outcomes.          | <a href="#">Metro North Health Strategic Plan 2024 - 2028</a><br>(Strategy 1.6)<br><br><a href="#">Metro North Health Equity Strategy 2025-2028</a><br>(Action 1.3a)                                                                           |
| <b>1.2 Develop clear employment structures and process for Deadly Start School Based Traineeship into entry level roles.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                          | Chief People & Culture Officer   | General Manager People and Culture Programs       | January 2028 | Year-on-year increase in retention rates for Deadly Start and cadet graduates as structures and processes are embedded.                                                                                                                                             | <a href="#">Metro North Health Strategic Plan 2024 - 2028</a><br>(Action 1.3a)                                                                                                                                                                 |
| <b>1.3 Develop clear employment structures and process for Cadets into Graduate pathways.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chief Allied Health Practitioner | Director, First Nations Training Pathway Programs | January 2028 | Refreshed pathway from Deadly Start into Cadetship or entry level roles with Metro North, after a review of the Deadly Start and Cadet employment commitment memorandums and their effectiveness to date.                                                           | <a href="#">Metro North Health Equity Strategy 2025-2028</a><br>(Action 1.3a)                                                                                                                                                                  |
| <b>1.4 Pathways Awareness and Marketing Program.</b><br>Develop a series of communication articles on topics for the Vocational Education Training providers, Universities, and Federal Government Employment Service Providers (Workforce Australia and IEA). Topics to include health careers, health career pathways, qualifications required, onboarding processes, while focusing on cultural safety, Aboriginal and Torres Strait Islander perspectives, support for staff with disability, LGBTQIA+ experiences, gender equity, and multicultural communities. | Chief People & Culture Officer   | General Manager People and Culture Programs       | January 2028 | Pathways clearly promoted and easily accessed by potential candidates.<br><br>Increase in number of applications via Smart Jobs from key diversity groups including Aboriginal and/or Torres Strait Islander, South Sea Islander and people with disability groups. | <a href="#">Metro North Health Strategic Workforce Plan 2020–2025</a><br><br><a href="#">Metro North Health Disability Services Action Plan 2024–2029</a>                                                                                      |
| <b>1.5 Education2Employment Pathway Programs.</b><br>Promote Education2Employment programs that provide training and recruitment opportunities for people with disability, Aboriginal and Torres Strait Islander peoples, multicultural backgrounds (including youth), and LGBTQIA+ communities into entry-level health careers.                                                                                                                                                                                                                                      | Chief People & Culture Officer   | General Manager People and Culture Programs       | June 2027    | Improve integration of the education sectors to align supply to future jobs and strengthen health careers and consumer care.                                                                                                                                        | <a href="#">Metro North Health Strategic Workforce Plan 2020–2025</a><br><br><a href="#">Metro North Health Disability Services Action Plan 2024–2029</a><br><br><a href="#">Metro North Health Equity Strategy 2025-2028</a><br>(Action 1.3a) |

## Metro North Health Diversity Equity Inclusion Action Plan 2026–2030

| Action                                                                                                                                                                                                                                                                                                                                            | Accountable Officer                                             | Responsible Officer                                                                                                       | Timeframe     | Outcome                                                                                                                                                                                                                                                                                                                                        | Original Strategy (if applicable)                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1.6 Implementation of the Disability Recruitment Audit.</b><br>Implement the recommendations, where appropriate, from the completed National Disability Recruitment Coordinator (NDRC) recruitment audit, to strengthen disability inclusive recruitment practices.                                                                            | Chief People & Culture Officer                                  | General Manager People and Culture Programs                                                                               | January 2029  | Delivery of a Metro North Health wide educational campaign for hiring managers that ensures recruitment processes are disability inclusive.[sp13.1][TS13.2]<br>Increased numbers of people with disability in applicant pools.                                                                                                                 | <a href="#">Metro North Health Disability Services Action Plan 2024–2029</a>                                                                                                                                                                                     |
| <b>1.7 Increase the use of Section 25 identified positions across clinical and non-clinical areas to improve Aboriginal and Torres Strait Islander workforce representation.</b>                                                                                                                                                                  | Chief Executive                                                 | Director, Systems and Performance, Aboriginal and Torres Strait Islander Health                                           | June 2027     | Increase in the proportion of Aboriginal and Torres Strait Islander (EEO) workforce.                                                                                                                                                                                                                                                           | New                                                                                                                                                                                                                                                              |
| <b>1.8 Advertise Aboriginal and Torres Strait Islander identified roles for at least six weeks and promote via 'Better Together – Our Health, Our Way' social media.</b>                                                                                                                                                                          | Executive Director Aboriginal and Torres Strait Islander Health | Manager, Metro North Recruitment<br>Manager, Communications and Planning, Aboriginal & Torres Strait Islander Health Team | June 2027     | Increase in the proportion of Aboriginal and Torres Strait Islander (EEO) workforce.                                                                                                                                                                                                                                                           | New                                                                                                                                                                                                                                                              |
| <b>2.0 Recognition and Belonging</b>                                                                                                                                                                                                                                                                                                              |                                                                 |                                                                                                                           |               |                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                  |
| <b>2.1 Engage with the Metro North Health Disability workforce.</b><br>Engage with MN ENABLE (Employees Navigating Access Barriers Leadership and Equity) reference group to provide lived experience input into the development of organisational policies, practices and programs.                                                              | Chief Allied Health Practitioner                                | General Manager People and Culture Programs                                                                               | June 2029     | Position and promote Metro North Health as an employer of choice for people with a disability.                                                                                                                                                                                                                                                 | <a href="#">Metro North Health Disability Services Action Plan 2024–2029</a><br>(Target Area – Workforce – KPI1)                                                                                                                                                 |
| <b>2.2 Promote Flexible Working Arrangements (FWA) for employees with disabilities and employees who care for people with disabilities.</b>                                                                                                                                                                                                       | Chief People & Culture Officer                                  | General Manager People and Culture Programs<br>Executive Directors                                                        | December 2027 | Metro North Health to meet employment targets of 3 - 5% by 2026 and aspire to meet employment target of 6 - 8% by 2029 (EEO measures).                                                                                                                                                                                                         | <a href="#">Metro North Health Equity Strategy 2025-2028</a><br>(Strategic 1.1)                                                                                                                                                                                  |
| <b>2.3 Inclusive Orientations.</b><br>Review and update Metro North Health orientation to include stories and lived experiences from employees, consumers, and supporters to highlight and promote workplace inclusion for Aboriginal and Torres Strait Islander peoples, staff with disabilities, LGBTQIA+ communities, and multicultural staff. | Chief People & Culture Officer                                  | General Manager People and Culture Programs                                                                               | June 2027     | Review and refresh orientation content annually to ensure it remains relevant and inclusive for all staff.<br>Orientation feedback shows improved perception of an inclusive and culturally safe workplace.<br>Ensure new starters are aware of support and resources available and able to join Pride in Metro North, MN ENABLE and MN CARES. | <a href="#">Metro North Health Strategic Plan 2024 - 2028</a><br>(Strategic 1.1)<br><a href="#">Metro North Health Disability Services Action Plan 2024–2029</a><br>(KPA 3.1.2)<br><a href="#">Metro North Health Equity Strategy 2025-2028</a><br>(Action 1.3b) |

## Metro North Health Diversity Equity Inclusion Action Plan 2026–2030

| Action                                                                                                                                                                                                                                                          | Accountable Officer                         | Responsible Officer                                                                                         | Timeframe     | Outcome                                                                                                                                                                                                                                                                  | Original Strategy (if applicable)                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| <b>2.4 Build active allyship program/s.</b><br>Develop and deliver active allyship programs to support staff in advocating for and engaging with colleagues from underrepresented groups, with a focus on LGBTQIA+ community.                                   | MN Executive Sponsor - Pride in Metro North | MN Executive Sponsor - Pride in Metro North<br>General Manager People and Culture Programs (reporting only) | June 2027     | Support engagement by promoting active allyship across Metro North Health workforce with a focus on the LGBTQIA+ community.<br><br>Promote belonging and improved wellbeing for staff, reducing psychosocial hazards associated with exclusion due to diversity factors. | New                                                                                       |
| <b>2.5 Peer Responder, Mentoring and Leadership Programs.</b><br>Promote the Peer Responder program to increase representation of Peer Responders that identify as Aboriginal and Torres Strait Islander, Multicultural, LGBTQIA+ and people with disabilities. | Chief People & Culture Officer              | General Manager People and Culture Programs                                                                 | June 2029     | Promote belonging and improved wellbeing for staff, reducing psychosocial hazards associated with exclusion due to diversity factors.                                                                                                                                    | <a href="#">Metro North Health Equity Strategy 2025-2028</a><br>(Action 1.3a)             |
| <b>2.6 Review wellbeing and capability programs to ensure the content is inclusive and promotes better representation for all diversity groups including the Aboriginal and Torres Strait Islander workforce.</b>                                               | Chief People & Culture Officer              | General Manager People and Culture Programs                                                                 | June 2029     | Promote belonging and improved wellbeing for staff, reducing psychosocial hazards associated with exclusion due to diversity factors.                                                                                                                                    | New                                                                                       |
| <b>2.7 Provide education to all existing and new Peer Responders assisting them with diverse and safe conversations.</b>                                                                                                                                        | Chief People & Culture Officer              | General Manager People and Culture Programs                                                                 | June 2029     | Promote belonging and improved wellbeing for staff, reducing psychosocial hazards associated with exclusion due to diversity factors.                                                                                                                                    | New                                                                                       |
| <b>2.8 Develop and deliver reasonable workplace adjustments tools and resources package using internal and external resources to build understanding, empathy, and inclusive behaviors across the workforce.</b>                                                | Chief People & Culture Officer              | General Manager People and Culture Programs                                                                 | December 2027 | Reasonable workplace adjustments to retain staff in the Metro North Health workforce.                                                                                                                                                                                    | <a href="#">Metro North Health Disability Services Action Plan 2024–2029</a>              |
| <b>2.9 Create and publish staff profiles and articles highlighting LGBTQIA+ employees and relevant issues on the Pride in Metro North Health intranet page to promote visibility, representation, and understanding.</b>                                        | MN Executive Sponsor – Pride in MN          | MN Executive Sponsor - Pride in Metro North<br>General Manager People and Culture Programs (reporting only) | December 2027 | Raise awareness and promote belonging for LGBTQIA+ employees within Metro North Health.                                                                                                                                                                                  | New                                                                                       |
| <b>2.10 Implement the recording of patient and or supporter disability status in the identified hospital information system and offer staff education on sensitive enquiry.</b>                                                                                 | Chief Allied Health Practitioner            | Disability Program Director, Allied Health<br>Metro North Disability Advisory Team                          | December 2027 | Utilise a system wide policy and procedure alongside the patient identification program.                                                                                                                                                                                 | <a href="#">Metro North Health Disability Services Action Plan 2024–2029</a><br>(KPI 4.3) |

## Metro North Health Diversity Equity Inclusion Action Plan 2026–2030

| Action                                                                                                                                                                                                                                                                                                                                                                  | Accountable Officer                | Responsible Officer                                                               | Timeframe     | Outcome                                                                                                                                                                                                           | Original Strategy (if applicable)                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| <b>Gender Pay Gap</b>                                                                                                                                                                                                                                                                                                                                                   |                                    |                                                                                   |               |                                                                                                                                                                                                                   |                                                                                              |
| <b>2.11 Create equal opportunities for medical women to reach senior roles, leveling up perceptions, levelling up support and levelling up gender representation.</b>                                                                                                                                                                                                   | Chief Medical Officer              | Deputy Chief Medical Officer                                                      | December 2028 | Metro North Health wants every medical professional to have the support and opportunities to achieve greatness, regardless of their gender.                                                                       | <b>Metro North Equity &amp; Diversity Audit Report 2026</b>                                  |
| <b>2.12 Promote increased awareness of:</b> <ul style="list-style-type: none"> <li>Non-traditional roles such as administration for men and women in trades.</li> <li>The accessing of parental leave by the male workforce.</li> <li>Within the workforce that both sexes/both parents can be “primary care giver” for the purposes of paid parental leave.</li> </ul> | Chief People & Culture Officer     | General Manager People and Culture Programs<br>Executive Directors                | December 2028 | Increase the awareness and utilisation of Parental Leave for the male workforce and amongst LGBTQIA+ staff.                                                                                                       | <b>Metro North Health Equity &amp; Diversity Audit Report 2026</b>                           |
| <b>Celebrating the diverse communities within Metro North Health workforce</b>                                                                                                                                                                                                                                                                                          |                                    |                                                                                   |               |                                                                                                                                                                                                                   |                                                                                              |
| <b>2.13 Support of the LGBTQIA+ community within the Metro North workforce, with actions such as visible LGBTQIA+ themed symbols, promotions, signage and/or artwork in all facilities and online, and via workforce education and the continued growth of the employee reference group, Pride in MN.</b>                                                               | MN Executive Sponsor – Pride in MN | MN Executive Sponsor - Pride in MN<br>General Manager People and Culture Programs | January 2029  | Actively promote the growth of Pride in Metro North to improve survey responses within the Metro North Health Have Your Say survey for the LGBTQIA+ community.                                                    | <b><u>Metro North Health Disability Services Action Plan 2024–2029</u></b><br>(Strategy 1.1) |
| <b>2.14 Utilise data from HYS to improve the direction and effectiveness of employee reference group Pride in MN, where the data indicates improvement is required, and identify opportunities to align Pride in MN activities with local and HHS Have Your Say responses.</b>                                                                                          | MN Executive Sponsor – Pride in MN | MN Executive Sponsor - Pride in MN<br>General Manager People and Culture Programs | December 2027 | Answers will demonstrate workplace culture and assist with developing education and/or cultural safety initiatives.                                                                                               | New                                                                                          |
| <b>2.15 Pride in Metro North to assist the LGBTQIA+ community by supporting those employees who identify as part of the LGBTQIA+ community, ensuring it remains safe to be open in identity and to share information, including connecting people to appropriate employee support and HR services.</b>                                                                  | MN Executive Sponsor – Pride in MN | MN Executive Sponsor - Pride in MN<br>General Manager People and Culture Programs | December 2028 | Measures in employee opinion surveys for key diversity target groups in the Metro North Health workforce report higher rates of psychological safety and psychosocial safety relating to their diversity profile. | New                                                                                          |
| <b>2.16 Metro North Health LGBTQIA+ community to participate in external LGBTQIA+ Pride events and training.</b>                                                                                                                                                                                                                                                        | MN Executive Sponsor - Pride in MN | General Manager People and Culture Programs                                       | December 2028 | Raise awareness and promote belonging for LGBTQIA+ employees within Metro North Health.                                                                                                                           | New                                                                                          |
| <b>2.17 Engage with the Metro North Health Multicultural workforce.</b><br>Engage with MN CARES (Culture, Awareness, Respect, Engagement (for Staff) reference group to provide lived experience input into the development of organisational policies, practices and programs.                                                                                         | Chief Allied Health Practitioner   | General Manager People and Culture Programs                                       | December 2028 | Raise awareness and promote belonging for multicultural employees within Metro North Health.                                                                                                                      | New                                                                                          |

## Metro North Health Diversity Equity Inclusion Action Plan 2026–2030

| Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Accountable Officer                                                | Responsible Officer                                                                | Timeframe     | Outcome                                                                                                                                                                                                       | Original Strategy (if applicable)                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| 2.18 Hold “Better Together” staff gatherings four times a year, with managers encouraging and supporting Aboriginal and Torres Strait Islander staff to attend.                                                                                                                                                                                                                                                                                                                                                                           | Executive Director<br>Aboriginal and Torres Strait Islander Health | Director, Systems and Performance,<br>Aboriginal and Torres Strait Islander Health | December 2028 | Raise awareness and promote belonging for Aboriginal and Torres Strait Islander employees within Metro North Health.                                                                                          | New                                                                        |
| Retention and safety for people to identify                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                    |                                                                                    |               |                                                                                                                                                                                                               |                                                                            |
| 2.19 Ensure Employee Assistance Program (EAP) provider and Sexual Harassment Contact Officer network provides support that is LGBTQIA+ inclusive, and culturally appropriate and safe for Aboriginal and Torres Strait Islander staff.                                                                                                                                                                                                                                                                                                    | Chief People & Culture Officer                                     | General Manager People and Culture Programs                                        | June 2027     | Utilise EAF (Employment Assistance Fund) and Work Assist programs, funded and managed by Department of Social Services, to support adjustment to facilitate staff employment and retention.                   | <a href="#">Metro North Strategic Plan 2024-2028</a><br>(Strategy 1.1)     |
| 2.20 Review MN PDP process and PDP document to ensure general inclusivity of diverse groups, such as Aboriginal and Torres Strait Islander, multicultural community, persons with disability and LGBTQIA+ community.                                                                                                                                                                                                                                                                                                                      | Chief People Culture Officer                                       | General Manager People and Culture Programs                                        | June 2027     | Inclusive PDP program that is easy to understand for line manager and employees from all diverse backgrounds.                                                                                                 | New                                                                        |
| 2.21 Develop and implement a staff engagement campaign to encourage employees to review and update their Equal Employment Opportunity (EEO) self-identification information.                                                                                                                                                                                                                                                                                                                                                              | Chief People Culture Officer                                       | General Manager People and Culture Programs                                        | June 2027     | Increase in the proportion of Aboriginal and Torres Strait Islander peoples, multicultural communities, LGBTQIA+ communities and person with disability within the workforce via EEO data                     | <a href="#">Metro North Equity &amp; Diversity Audit 2026</a>              |
| 2.22 Review Metro North Health anti-racism campaign materials, policy and reporting processes to ensure it is inclusive of multicultural communities and helps eliminate racism within Metro North Health                                                                                                                                                                                                                                                                                                                                 | Chief Executive                                                    | General Manager People and Culture Programs                                        | June 2029     | Broaden anti-racism efforts to include staff from all diverse communities, while keeping a strong focus on Aboriginal and Torres Strait Islander people, to help eliminate racism across the system.          | <a href="#">Metro North Operational Plan 2025 – 2026</a><br>(Action 4.1.4) |
| 2.23 Multicultural Mental Health Clinicians continue to deliver across Metro North:<br><ul style="list-style-type: none"> <li>Interdisciplinary Collaboration in Cross-Cultural Communication, tailored to health practitioners and language specialists.</li> <li>Core skills in Multicultural Mental Health Practice.</li> <li>Cultural considerations for cognitive assessments.</li> <li>Cultural considerations with consumers with forensic matters.</li> <li>Practice considerations to DFV, Culture and Mental health.</li> </ul> | Executive Director, Metro North Mental Health                      | Multicultural Mental Health Clinicians                                             | December 2030 | Improved communication and collaboration between clinicians and language specialists, resulting in culturally safe and responsive care for all patients, especially those within the multicultural community. | New                                                                        |

## Metro North Health Diversity Equity Inclusion Action Plan 2026–2030

| Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Accountable Officer            | Responsible Officer                         | Timeframe     | Outcome                                                                                                                                                                                                                                           | Original Strategy (if applicable)                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| <b>3.0 Learning and Training</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                |                                             |               |                                                                                                                                                                                                                                                   |                                                                    |
| <b>3.1 Develop a series of newsroom articles or an internal communication campaign on topics such as cultural safety, Aboriginal and Torres Strait Islander perspectives, support for staff with disability, LGBTQIA+ experiences, gender equity, multicultural communities, and good news stories sharing the positive initiatives happening in this space. Content could include leadership insights, key cultural practices, active allyship, and be an accessible resource for staff.</b>                                                   | Chief People & Culture Officer | General Manager People and Culture Programs | December 2027 | Raise awareness and promote belonging of all diversity groups in Metro North Health.<br><br>Increase visibility over the diversity of the Metro North Health workforce to promote belonging and inclusion for the workforce and our consumers.    | <b>Metro North Health Equity &amp; Diversity Audit Report 2026</b> |
| <b>3.2 Explore issues aligned to diversity and equity considerations for people in the workforce through early identification of intention to leave through employee opinion surveys</b><br><br>Work with diversity groups to identify and design programs to support and engage these cohorts more effectively at a systems-level.                                                                                                                                                                                                             | Chief People & Culture Officer | General Manager People and Culture Programs | December 2030 | Ensure programs are co-designed with the Metro North Health diverse workforce and have the lived experiences of the workforce embedded.                                                                                                           | <b>Metro North Health Equity &amp; Diversity Audit Report 2026</b> |
| <b>3.3 Explore the viability of improving datasets in collaboration with P&amp;C Data Analytics, the Department of Health and DSS, to demonstrate the impact of activities such as temporary to permanent conversions, new pathways into Metro North Health workforce and occupation-based advancement by:</b><br><ul style="list-style-type: none"> <li>• Gender;</li> <li>• Aboriginal and Torres Strait Islander peoples;</li> <li>• People with Disability;</li> <li>• Multicultural communities;</li> <li>• LGBTQIA+ community.</li> </ul> | Chief People & Culture Officer | General Manager People and Culture Programs | December 2028 | Help measure both current state and opportunities from trends, while exploring diversity group outcomes to better understand if policies and activities implemented under this Action Plan (and other strategies) are having the intended impact. | <b>Metro North Health Equity &amp; Diversity Audit Report 2026</b> |



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