

## MESSAGE FROM THE EXECUTIVE DIRECTOR CABOOLTURE, KILCOY AND WOODFORD

Metro North Health

Karlene Willcocks



*We respectfully acknowledge the Traditional Owners and Custodians of the land on which our facilities are built. We also pay respect and acknowledge Elders past, present and the future.*

### **Kia Ora CKW,**

There is an old saying that the whole is greater than the sum of its parts. We all have individual roles which ensure the best possible care of our patients but when we all work together, we have greater success and achieve better outcomes.

CKW and Metro North continue to experience exceptionally high demand at all facilities. CKW and Metro North have been on a Tier 3 for most of the week.

It's a team effort. As always, it was a privilege to see everyone refocused on supporting the acute demand. This has meant postponing non-critical education and training and redirecting our education time and staff to support the significant number of over census beds open in wards and areas such as Planned Procedure Ward (PPW) that don't usually have inpatients.

Sustained high demand and the increasing numbers of acutely unwell patients presenting to emergency departments across Metro North is impacting other services and while we continue to do Category 1 – urgent and category 2 - at risk of clinical deterioration and day cases, it has had impact on other patients and staff, who are having to talk to patients about rescheduling planned procedures.

At CKW, we are working towards increasing our medical staffing in General Medicine to manage the workload they have seen for a sustained period. We are also working on permanently recruiting staff for the beds that have been open for some time, alongside a number of other strategies to try to improve access for patients requiring care and supporting our team.

Metro North Executive is very engaged in the current situation and working closely with the clinical directorates (ie CKW and others) and the Department of Health to support some quick enhancements to improve patient access and service demand.

One such strategy is Community and Oral Health commissioning additional beds at Ebbtide House in Brighton to operationalise more beds as quickly as practical.

I really do want to thank you all for your hard work and patient/community centred approach in responding to this period. A special thanks and acknowledgement to our General Medical team which really is going above and beyond to keep care being delivered to our patients.

### **Our first Ambulance Wish!**

Here's some great news! Caboolture Hospital's first Queensland Ambulance Wish occurred last week and it was truly heart-warming!

Ambulance Wish Queensland is a charity organisation that grants people one last wish before they die.

Earlier this month, one of our palliative care patients, Denis, wished to go to his son's property and share a few whiskeys around a fire.

Our Palliative Care team made an application to Ambulance Wish, which was able to facilitate this for him. His wife was also a great organiser and they ended up with more than 80 friends and family at the property.

Caboolture Hospital GEMS nurse Anuva Dhungana was his clinical escort and an amazing support for Denis on the day. Right up until his death, his family continued talking about what a great day they had together and it is clear from the pictures just how special this time was for them.



**Above: Cheers to Denis from his friends and family.**

**Below: Denis and wife Sue with Ambulance Wish volunteers and Caboolture Hospital escort Anuva.**



### Caboolture Hospital mortuary handed over to Metro North

More good news! The Caboolture Hospital Redevelopment Project achieved a big milestone on Wednesday this week - the new refurbished mortuary was completed and officially handed over to Metro North.

This is the first area to be handed over as part of the refurbishment phase of the redevelopment project, with many more areas to come.

The new refurbished mortuary will provide an enhanced service with:

- increased capacity
- increased safety features including nurse call and duress and CCTV
- the ability for Tissue Bank services to be undertaken in situ
- a purpose-built viewing room
- capacity to manage deceased bariatric patients
- an enclosed hearse bay for greater patient privacy.

Operational readiness activities are now underway to prepare the environment and ready the workforce, with the new mortuary planned to have a rolling commencement of services from early July (noting air flow for the hearse bay is progressing and therefore we cannot have exhaust fumes in the area immediately).

If you have any questions about operational readiness activities, contact the CHRP team by emailing [Caboolture\\_Projects@health.qld.gov.au](mailto:Caboolture_Projects@health.qld.gov.au). Otherwise, the CHRP team will keep us updated in the lead up to service commencement.

### CKW Safety and Quality Business Case for Change

A reminder that the Business Case for Change for the CKW Safety and Quality Unit is now open.

This is an opportunity for us to realign the unit to ensure contemporary and robust clinical governance. A modern safety and quality structure will ensure patient safety metrics are well embedded in service provision and governance.

Feedback should be provided to Acting Director Operations David Thompson via [email](#) by Thursday (27 June).

Visit the [CKW Safety and Quality Business Case for Change QHEPS page](#) for more details.

## Have Your Say update!

You **told** us that there was a lot of change and instability in management positions.

We **interpreted** this to mean that you feel the effects of changes in the executive and management teams and when these roles are stable, you feel better supported and have clearer direction which builds your confidence and trust in CKW.

We **have** permanently filled many of the CKW Executive roles, including the Director of Allied Health and Manager of Performance and Planning. But we have a few more jobs to go.

I am also pleased that, after being vacant for more than 12 months, the CKW Director of Medical Services position will be filled by Dr Ted Chamberlain, who will start with us on 22 July.

The Director of Nursing recruitment is progressing with the advertising closed and shortlisting progressing.

In our Senior leadership team, the Nursing Director for Emergency, Kilcoy, Woodford and Minor Injury and Illness Clinics, Medical Director for the Medicine and Older Persons service line and Emergency Management Coordinator roles have been permanently filled.

Additionally, new leadership positions have been put in place to ensure more frontline staff have easier access to and greater support from your managers, including:

- Assistant Nursing Director Emergency, Kilcoy, Woodford and Satellites Service Line (appointed)
- Assistant Nursing Director for Paediatrics (initially this was appointed and is filled as a temporary project role, however it is now advertised as a permanent role)
- Clinical Director Paediatric Emergency Medicine (recruitment is in the final processes)

We have achieved a lot more in the past six months, since I was appointed as CKW Executive Director. This includes:

- Improvements to patient safety and complaints metrics with complaints and incidents managed in expected timeframes
- Opening of CHRP
- One of the best Patient Off Stretcher Time (POST) results in Queensland
- Responded well to a flood emergency
- Moved Allied Health clinics at the GP Super Clinic back on-site at Caboolture Hospital

We also have several key enhancements happening soon – which includes the new mortuary and Bribie Island Satellite Hospital in the next few weeks.

The CHRP Refurbishment program will deliver several refurbished or relocated services, including a medical day unit, Day Chemotherapy Unit, Neonatal Unit, Community Connect location, new pathology, new Central Sterilisation Department, new Pharmacy, new Transit Lounge, Aboriginal and Torres Strait Islander Health Services home and courtyard and social work administration area.

## Child Safety relocation

A reminder that the CKW Child Safety team has moved to the Caboolture Hospital Paediatric Ward on the ground floor (previously the Infection Control office).

A fantastic relocation letting paediatric team communicate more effectively with the Child Safety team to



improve the care and management of our children and families.

Contact information remains the same.

### Supporting staff after incidents

In response to feedback in the Have Your Say survey, and at the staff occupational violence forum last year and some critical incidents, Metro North Health has developed a [Post Critical Incident Staff Support Guideline](#).

The guideline provides a framework to ensure a consistent approach is taken to staff support across Metro North, minimising the harm from exposure to significant events such as serious workplace accidents, a tragic or grief-inducing incident, or occupational violence.

[Watch this video](#) for more information on the guide or visit the [QHEPS page](#).



### Annual Bed Audit

The annual Queensland Health Bed Audit will be held on Wednesday (26 June). The audit aims to capture all bed and equivalent beds in clinical throughout Metro North.

The data is publicly reported and supports planning for infrastructure and clinical planning.

For more details, contact CKW Finance Business Manager Tracy Farnham on 5316 3925 or Nursing Director, Patient Access and Clinical Effectiveness Katrina Kalmar on 0436 808 164.

### Caboolture Hospital Staff Lactation Room

The Caboolture Hospital Staff Lactation Room is now open just outside the entrance to the former Ward 4A. It was established exclusively for staff use and can be accessed via swipe entry.

The room is accessible 24/7. Bookings are not required. Key features include:

- A private, hygienic and lockable space with an 'Available/In Use' sign
- A fridge with labels for staff to use for milk storage
- A table/bench to support breast-feeding equipment
- A power point for operating a breast pump

It is a comfortable and convenient space designed to support staff.

### Caboolture Hospital NAIDOC Week event

Please put this into your calendar now! Caboolture Hospital will host a NAIDOC Week event on Wednesday 10 July from 10am to 12pm.

It will be held in the clinical services building courtyard. In case of wet weather, it will be held in the Lecture Theatre. Lunch will be provided.

I would encourage everyone to attend, where possible. More details to come next week!

### Casey McCoist profile

I am Emergency Management Coordinator for the Caboolture, Kilcoy and Woodford Directorate. My role coordinates the CKW Incident Management Team (IMT) response during an emergency or incident, ensuring emergency response and business continuity plans are enacted and downtime processes conducted during an event.

As Emergency Management Coordinator, I perform my role from the CKW Emergency Operations Centre - [EOC-CabKilcoy@health.qld.gov.au](mailto:EOC-CabKilcoy@health.qld.gov.au). This mailbox is the central contact point for CKW incident management, coordination and escalation to Metro North.

I have worked in a similar role at Community and Oral Health (COH) over the past three years, coordinating the IMT through severe weather, COVID response and many other incidents.

I have an administrative background, working in health for seven years in various project, executive support and facility roles across COH. I have also previously supported the Director of Nursing here at Caboolture. It's great to be back at Caboolture and see some familiar faces.

I am excited to join the CKW team as the directorate has such an interesting range of facilities and services. I look forward to growing my new role and making new connections with many of you!

I am currently building a new home and have a very energetic Kelpie who keeps me busy on the weekends!



*We are very excited to have you on board, noting all the emergency and incident events we have had since I started in December including floods, power outages, heatwaves and others, this is a well overdue role to support the safety of our sites, patients and staff.*



### **Caboolture Hospital volunteer Vanessa Hart**

#### ***What is your volunteer role?***

Ward 4D Volunteer

#### ***Why do you volunteer or why did you start volunteering?***

I retired in 2023, and wanted to volunteer in some capacity, having cared for my mother in her later years. A close friend suggested the Caboolture Hospital as she worked there and knew that volunteers were required leading up to and going

on post the new build opening. I decided to apply and was successful. It is a way of giving back to the community.

#### ***How has volunteering changed your life?***

It has given me a new outlook on life generally, knowing what is important from both a patient's perspective and from the visitors' point of view. Walking around in someone else's shoes changes my own perceptions.

Sometimes all the patient wants to do is have a chat. It can be very boring in hospital, when the only time of interaction is staff taking specimens, eating and drinking (if they can). Staff are busy and do not have time to chat.

#### ***Would you recommend volunteering to others? If so, why?***

Yes, I would. Many volunteers give their time for different reasons. It can fill a gap, for me it's a way of giving back to the community, being busy as I am not a couch sitter, and meeting people from all walks of life. My background is Customer Service at the "front desk" end, making sure that whoever comes through the door has a reasonable if not good experience.

### **Nominate today for the Research Excellence Awards**

Time is running out to submit a nomination for the Metro North Research Excellence Awards. Nominations close at 5pm Wednesday (26 June).

The Metro North Research Excellence Awards is our annual opportunity to bring the research community together and celebrate achievements. This year, Metro North is also holding the inaugural Metro North Research Summit - both events will be held on Thursday 5 September.

Submit your Metro North Research Excellence Awards nominations [here](#).

It would be great to see high representation of our CKW researchers in these awards as we have an amazing group of researchers doing fabulous research.



Our Research Development Unit is a great team that continues to grow an exciting research culture at CKW.

Dr Andrew Hislop, has recently moved into the acting Research Coordinator in the CKW Research Development Unit (RDU) really hits all the right notes.

Dr Hislop has a strong clinical background in orthopaedic physiotherapy at The Prince Charles Hospital. He has a post-graduate clinical masters and works in Advanced Musculoskeletal Physiotherapy, leading multi-disciplinary alternative models of care teams across Metro North Health.

Another arrow in his quiver is becoming a Clinical Researcher and taking on the acting Research Coordinator role with CKW.

You can find more details in the [Metro North Newsroom](#).

### Staff Shout Outs!

Congratulations to midwife Julie McMahon from the Caboolture Antenatal Clinic, who received a Staff Shout Out during May.

The Shout Out described Julie as being polite, kind, quiet, achieving midwife and a real pleasure to work with.

Julie is always busy in the Antenatal Clinic on a Friday yet finds time to check in on her colleagues and work efficiently so her women and families are not kept waiting, then ends her day by offering to assist or help in any way so everyone can leave on time.

Julie is on leave at present but we'll make sure she receives this well-deserved recognition!

Julie is pictured here (seated) with Sandra Kramer (standing behind). They work together in the Antenatal Clinic every Friday.

Congratulations to our other Staff Shout Out recipients for May:

- Julie McMahon – Antenatal Clinic
- Corrina Green – Safety and Quality
- Kylie Annetts – Central Admissions
- Josh Tussler – Ward 4D
- Judy Jones – Infection Control
- Prabhjot Kaur – Ward 3B
- Biijay Bajracharya – CCU
- Lorraine Klip – CAMHT
- Patricia Free – ICU
- Aisla Nicol, Mellissa Menso, Ingrid Hagedoom, Katelyn Schuss, Sarah Tait, Jessica Murphy and Kristine Marino – Ward 3C
- Michael Rabbit – Operational Services
- Karla Tionko – ICU
- Rylee Woodgate – ICU
- Glen Strong – Physiotherapy
- Karen Barron – Food Services
- Kristy Murray – Maternity



- Rajaguru Amaradasa – Ward 4C
- Karen Nightingale – Maternity
- Dr Rajaguru Amaradasa – Ward 4C
- Caboolture Food Services Team

## Artwork protocols

We are so privileged to have the aboriginal art that has been commissioned for Metro North and our Clinical Directorates and services. This privilege is not without responsibility though. Please be sure if you are planning to use the artwork you have checked the Metro North Aboriginal and Torres Strait Islander Artwork Protocols guide.

This guide supports greater awareness of the available artwork and templates across Metro North Health. It includes copyright obligations and how the designs can be utilised to support Aboriginal and Torres Strait Islander health initiatives.

Learn more from the [Visual Identity Guide](#) and submit an [online request form](#) to request use of the artwork.

## Congratulations Lachlan!

Congratulations to new CKW Acting Deputy Director Medical Services Dr Lachlan Gordon who was a finalist in the Queensland Health 2024 Awards for Excellence for his work with the Cairns Junior Medical Workforce Team.

Lachlan helped establish the largest John Flynn Prevocational Doctor Program in Queensland with former colleagues from Cairns and Hinterland HHS, Torres and Cape HHS, the Royal Flying Doctor Service and Gurriny Yealamucka Health Services in Far North Queensland, along with other medical workforce initiatives to enhance and develop a sustainable regional, rural and remote medical workforce.

Lachlan received his award at a gala event at Brisbane City Hall on Wednesday night. Well done, Lachlan – such wonderful recognition of a job well done!

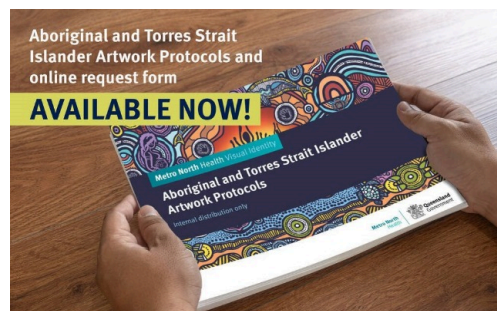
Click [here](#) for more details.

## Positions Advertised

- [Clinical Director Gastroenterology](#)
- [Senior Medical Officer – Kilcoy Hospital](#)
- [General Practitioner – Bribie Island Satellite Hospital](#)
- [Manager Facility and Support Services](#)
- [Assistant Nursing Director – Paediatric Services](#)
- [Nurse Practitioner – Paediatric Emergency](#)
- [Advanced Physiotherapist – Emergency Department](#)
- [Patient Experience Manager](#)
- [Senior Executive Officer](#)

## Reflection

In amongst all the demand and 'business' (my least favourite word ever!), I am so impressed when I see teams coming together to support each other or leaning in to support other teams.





People regularly let me know about people or teams they are worried about, which I really appreciate.

The sadness I sometimes feel is that when I follow up with those people or teams I have been alerted to as 'under pressure' or 'unhappy', part of their challenge may have come from the person or team raising the concern.

This impact is generally inadvertent or unintended. However, I ask you to always remain astute and aware to your impact, both in words and actions, on others.

When we are all under pressure, there is a risk that we take shortcuts that impact on others who are under just as much or even more pressure than us. We may make decisions (or worse don't make decisions) that negatively impact others, or in some way act or speak in a way that does not support them to achieve the expectations that are required of them in their roles.

I believe if we all focus on four things we will even in these pressured times be a stronger higher performing team:

- behaving compassionately to our patients
- acting with kindness to our colleagues
- working to our role expectations and responsibilities
- communicating fully and openly.

I was thinking a lot about decision fatigue this week. Decision fatigue is well recognised in psychology as the deteriorating quality of decisions after making lots of decisions.

[Kaiser Permanente \(2022\)](#) provides four tips to dealing with decision fatigue that I thought it may be timely to share:

- Create simple routines
- Make a list of priorities
- Ask for advice
- Find time for self care

As I read these headlines, I was thinking in my head... "yes, but in a busy time how do you do that?" but as I read this I thought further "how can we not?"

I really think the article and these tips highlight the need for us to truly look after ourselves and lean in with open ears to help each other.

Whilst we don't always focus on ourselves or planning, looking after ourselves and finding time for planning is essential not only to success but for survival. When we are managing a disaster, we don't just rush in, we have routines we follow which include planning.

We also need to promote an environment where we are both confident and encouraged to ask for help, where working together is our normal... our culture.

Lastly, please find some time to reenergise yourself... what makes you feel good again?

For me its running, or hugging a dog or talking to family and friends... again what is your energiser?

Please find time for you – you are our most important resource and your time is the greatest gift you give!



*What is important is that we make sure to work together, that we understand our strength comes from unity and not division. Barack Obama.*

Kind Regards,

Karlene.

**Got a question  
or suggestion for the  
CKW Executive Director?**

**EMAIL ASK KARLENE**

