

Executive Message

Metro North Health



Chief Executive Adj. Prof. Jackie Hanson

Dear colleagues,

With the start of the new year, I am pleased to welcome many new faces to Metro North, with over 400 new staff, including medical interns, nursing and allied health graduates, as well as non-clinical staff, having commenced so far, and more to start with us in the coming weeks and months.

This is an important time for our health service. It is an opportunity for all of us to share the values and culture of Metro North with our newest team members so they understand what they have become part of – an organisation committed to excellence in service delivery which places great value on its people in the process.



As Australia's largest health service, we hold a privileged position through our ability to positively impact the health outcomes of many thousands of people. However with this privilege comes a significant level of responsibility and expectation that we are the best at what we do.

Understanding this position of being 'the best' is key to how we approach our work and how we plan for the future. Achieving excellent patient care outcomes requires excellent people with the necessary skills who are supported and nurtured to become their very best over time through well-equipped, innovative and technologically efficient work environments.

There are many levels to developing this type of workplace which requires considerable planning and consultation. Our Metro North Health Strategic Plan 2024-2028 is the overarching guiding document for our current and future decision making. It outlines our five key strategic focus areas: Service excellence; A great place to work; Advance equity; System of care; and Innovation and research.

I invite you to consult on the draft plan which is [available here](#) and share your feedback by completing a [short survey](#) before the end of February. This is your opportunity to have

your say on the direction of our organisation over the next few years.

In the coming weeks, we will be holding a series of pop-up consultation sessions including listening posts and gallery walks to talk about the draft plan. Details will be provided shortly.

Investing in our people

Investing in our people is a priority and we recognise that this needs to be supported at every level, from our newest team members, right through to our most senior leaders. We've used feedback from the 2023 Have Your Say survey to upgrade many of our learning and development opportunities. I wanted to share a few examples below.

Metro North Leadership Program

The previous Leadership Essentials Managers Program—now renamed [Metro North Leadership Program](#) has had a revamp. To remain responsive to workforce demands this program is now being delivered in a flexible format, where participants can choose the order and timing in which they attend the five individual training sessions (below) throughout the year.

- [Developing your leader identity](#)
- [Empowering people and relationships](#)
- [Building strong and effective teams](#)
- [Leading culture and engagement](#)
- [Future-focused leadership](#)

I encourage all our new, existing and emerging leaders to review the courses above and register for one or all the workshops, to further develop your skills and be the best leader you can be for your team.

Speaker Series for all staff

Further to the communication sent earlier this week, People and Culture have launched a new Metro North Speaker Series with the first event this February—Bernard Salt: 'The decade ahead'.

Bernard Salt is a well-known public figure, specialising in demographic and social trends and how to use these when planning for the future. Bernard will apply his research at a Metro North Health level and discuss how we can tackle the changes predicted when it comes to workforce, aged care, health equity and more. There will also be an expert panel of speakers providing their input and time for questions.

Speaker Series event with Bernard Salt AM

Thursday, 6 February

9am – 1pm

RBWH Education Centre

[Register now](#)

With a new year comes an opportunity to focus on personal growth and improvement. Explore the variety of courses Metro North has to offer on [QHEPS](#) and if you missed the learning and development dedicated communication in December, [catch up](#) on the many new offerings for all staff.

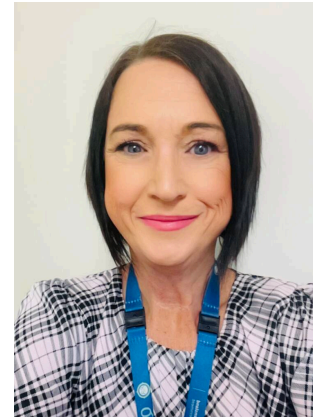
Introducing the Metro North Clinical Council

In my message last week, we began profiling members of our Metro North Clinical Council, the peak clinical advisory body for the Metro North Hospital and Health Service Executive Leadership Team. This Council provides clinical direction and leadership by facilitating

clinical involvement in issues of strategic significance for the health service. This week we will profile Community and Oral Health (COH) Chair Staff Council Belinda Sawtell.

Belinda Sawtell

Belinda Sawtell is the Nursing Director, Specialised Aged Care, Community and Oral Health (COH). Having worked in Metro North since 2006, Belinda was previously the Nursing Director at Coinda and Gannet Houses and prior to this, the Nurse Unit Manager Coinda House.



As Chair of COH Staff Council, Belinda aims to foster an inclusive, supportive, and collaborative environment where staff can thrive personally and professionally. Her priority is to enhance patient safety and ensure exceptional care delivery. She believes that cultivating a workplace culture where individuals feel seen, respected and included empowers them to contribute their unique strengths and talents, which collectively raises the bar on excellence.

Belinda values succession planning and developing future leaders to ensure sustained growth and success. Her greatest passion lies in making the Metro North Residential Aged Care Facilities the best possible place for residents to call home, as well a workplace where staff feel motivated and valued to deliver their best.

Staff profile - Dr Michelle Davison

Dr Michelle Davison has recently been appointed as Executive Director Critical Care Stream – Emergency, Metro North Health. Michelle joined the CKW team last year as Medical Director of Emergency Service Lines which includes the Caboolture Adult and Paediatric Emergency Departments, the Satellite Hospitals at Caboolture and Bribie Island, Kilcoy Hospital and Woodford Correctional Facility.



With 25 years of emergency medicine up her sleeve, Michelle brings a wealth of expertise to Metro North, having previously worked at the Sunshine Coast University Hospital in an ED Director role.

In her new role as stream lead, Michelle is most looking forward to the opportunity to collaborate, network and capitalise on resources between the Metro North facilities. She is fortunate to have worked in all four Metro North EDs during her career and has forged relationships and a wealth of knowledge about the uniqueness, opportunity and expertise that presents from each of those ED streams.

Michelle is passionate about equity of access and value-added care, and ensuring that the care delivered is of most value and benefit to patients.

Closing thought

The commencement of our new starters is a good reminder about the role each of us play in shaping and continuing a positive, person-centred and inclusive culture based on the values of respect, integrity, compassion, high performance and teamwork. We are all influencers when it comes to the culture of Metro North through our personal actions and interactions with others and how we conduct our work on a daily basis. Making Metro North a workplace of choice is something we can all contribute to.

In considering this, I'd like to share a positive story from our Metro North facebook page this week about twins Erisa and Avissa who have just started as medical interns with our health service. Read their story [here](#).

Kind regards,
Jackie

Metro North Health



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

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



**Queensland
Government**

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