

Executive Message

Metro North Health



Chief Executive Adj. Prof. Jackie Hanson

Dear colleagues,

Here at Metro North, we acknowledge that our people are our most valuable asset. We recognise that for staff to successfully perform the business of Metro North, which is to care for patients, we must first and foremost, take care of our staff.

Making Metro North a great place to work is a key focus of our Metro North Strategic Plan 2024-2028. This involves creating a flexible and respectful workplace focused on team-based interdisciplinary care, where everyone feels valued, safe, and empowered to reach their full potential, and supported to build fulfilling careers. Having this type of workplace enables us to do our jobs to the best of our ability which in turn, supports us to deliver excellent care to our patients.



I am keen to hear your views on how we can make Metro North a great place to work as well as on other key areas of the strategic plan. The draft plan is [available here](#) and you can share your feedback by completing a [short survey](#) before the end of February. The strategic plan is the overarching guiding document for our decision making. This is your opportunity to have your say on the direction of our organisation over the next few years so I encourage you to get involved. You can complete the survey [here](#).

Metro North Shadow Leadership Team

[Expressions of interest](#) are now open for the new Metro North Shadow Leadership Team (MNSLT), which will work with the Metro North Senior Executive Team on strategic initiatives. We are looking for 12 members in the early stages of your careers not currently in leadership positions who are interested in helping to tackle challenges affecting the wider health service.

As a member of the MNSLT you will gain leadership experience along with development and mentorship from members of the Senior Executive Team, and insight into the decision-making processes and complexities of leading the biggest public health service in Australia.

Members will serve for 12 months and the key project will be Optimal Care Pathways, along with any other projects assigned by the Metro North Senior Executive Team.

If you would like to submit an [EOI](#), discuss your interest with your line manager and then create either a 3-minute video or a 2-page statement on why you want to be considered, what you would bring to the group, and what you would like to gain from the opportunity. Written EOIs should be emailed to CE_MNHS@health.qld.gov.au by close of business Friday 31 January 2025. If you wish to send a video, please email CE_MNHS@health.qld.gov.au to arrange to send via Teams. More information [here](#).

Introducing the Metro North Clinical Council

The Metro North Clinical Council (MNCC) is the peak clinical advisory body for the Metro North Hospital and Health Service Executive Leadership Team. It provides clinical direction and leadership by facilitating clinical involvement in issues of strategic significance for the Hospital and Health Service.

Accompanying the recently appointed Chair and Deputy Chair, Dr Alan Yan and Elizabeth Bennett, the MNCC comprises various Staff Council chairs from our Metro North facilities. Over the coming weeks, we will profile these Chairs to familiarise staff with their local representatives, starting with STARS' Staff Council Co-Chairs, Oliver Mason and Ben Frost.

Oliver Mason

As the Director of the Rehabilitation Engineering Centre (REC) at STARS, Oliver has built a career on innovation and compassion. With almost 18 years of experience in engineering, he leads a talented team of engineers and technicians who design and fabricate custom assistive technologies, helping patients regain mobility and independence.

But Oliver's leadership goes beyond just the technical side. He's deeply invested in helping the helpers, ensuring that his team, and the people they serve, feel supported and heard. He knows that sometimes a simple conversation can make all the difference. Whether it's brainstorming solutions for a patient or just listening to a colleague, Oliver strives to create a caring, inclusive environment where everyone feels understood and empowered to embrace their true selves.



Ben Frost

Ben Frost is the friendly face at the Front Reception of STARS. He may have started his career in hospitality, but he's quickly found his passion in healthcare. Since STARS first opened its doors in 2021, Ben has been an integral part of the team, first as a Patient Support Officer and now as an Administration Officer, assisting with everything from wayfinding to enhancing the patient experience. Ben's approach to leadership is all about empowerment. He's a firm believer that everyone's voice matters and is dedicated to ensuring that both staff and patients feel heard and respected.

Ben is passionate about making sure the hard work and dedication of his colleagues don't

go unnoticed. He is always looking for ways to celebrate the efforts of his team, and loves being part of a group of like-minded individuals who think outside the box, challenge the status quo, and work together to improve the workplace.



Have Your Say survey

In the next six months, we are planning to hold our fourth bi-annual Metro North Have Your Say staff survey, and I'm looking forward to hearing from as many of you as possible. The culture at Metro North is paramount to our success and there has been a great deal of work going on behind the scenes since the 2023 survey, in response to what you told us.

Quite a few new initiatives are about to launch that came out of the Metro North Have Your Say action groups, such as resources to help manage unplanned leave, a revised Values in Action framework, and an improved PDP process. I'll have more to say on these soon so please keep an eye out and be ready to take part in the next Have Your Say survey when it rolls around.

Staff profile - Dr Lee Minuzzo

Dr Lee Minuzzo has recently been appointed as Executive Director Women's and Families Stream, Metro North Health.

As Deputy Director of RBWH's Obstetrics and Gynaecology Service for the last five years, Dr Minuzzo brings extensive experience to her new leadership role. Prior to her directorship, Lee was a consultant within the obstetrics department for around 20 years, giving her comprehensive understanding of the challenges associated with delivering maternity care in a large, complex health care organisation.



In her new role as stream lead, Lee is keen to foster genuine connectivity and collaboration between Metro North's various women's health services with the view to creating high-level, standardised care that remains women-centric. She believes this approach will enable women to receive the best care in the right place all of the time, irrespective of which facility they visit.

Lee places great value on integrity, fairness, authenticity and teamwork, believing that all women deserve the quality of care that people would expect their own daughter or sister to receive. She is passionate about providing women with a supportive environment from

the very start of their health care journey so they feel valued and respected during some of their most vulnerable moments.

Improving Metro North

Patient flow

Patient flow is an ongoing priority and challenge for Metro North. As the patient population of our health service grows and demands on our services increase, we are required to look at different ways to help ensure that patients who access our facilities for treatment continue to receive appropriate, safe and timely care.

Next week, we are hosting a special patient flow workshop to be attended by members of the Metro North Senior Executive Team and several clinical staff from across the organisation who work in patient flow. This workshop will provide an opportunity to discuss our current action plans and processes relating to patient flow and discharge, and identify opportunities for improvement.

We recognise that effective patient flow requires a practical and sustainable whole-of-organisation approach to ensure we can continue to deliver the best possible care for our community now and into the future. I will share the outcomes of this workshop in one of my upcoming messages.

The new [Ministerial Charter Letter](#) also contains a number of deliverables relating to improved patient flow and service delivery and I encourage staff to familiarise themselves with this document.

Safety at work

As part of our ongoing commitment to maintaining a safe work environment, it is essential that we understand our responsibilities in helping ensure a safe and healthy workplace for ourselves and our colleagues. Safety is our top priority, and we all need to be mindful about the importance of complying with Health and Safety legislation and following current Metro North policies, procedures and systems of work.

Managers and supervisors have the responsibility for implementing relevant policies, procedures and systems of work as an integral part of their accountabilities. Equally, staff must comply with a lawful and reasonable direction from their employer and take reasonable care for their own health and safety, and that of others.

While at work, it is important that all staff:

- Work safely
- Follow instructions
- Cooperate with Metro North policy, procedure or system of work relating to health or safety at the workplace
- Ask if you're not sure how to safely perform the work
- Use personal protective equipment (PPE) in the way you were trained and instructed to use it
- Report injuries and unsafe and unhealthy situation to your supervisor and in RiskMan.

Following these steps will help ensure a safe and health workplace for everyone.

Kind regards,
Jackie

Acting Chief Operating Officer **Dr Elizabeth Rushbrook**



Metro North is continuing the Medical Leadership Intensive Program, carefully designed to enhance the leadership skills of senior medical staff across the organisation. Initial dates for 2025 have been released!

The program provides comprehensive knowledge to help medical leaders navigate the challenges of the complex and changing environment within the healthcare environment, and contribute to positive change. The program is available to Clinical Directors and Medical Directors within Metro North, and senior doctors aspiring to those positions. It is delivered in three individual sessions over a 12-week period, day 1 is a whole day, and days 2 and 3 are half days). There are currently up to 30 positions available in the upcoming cohorts.

Cohort 11

Day 1: Thursday 30 January

Day 2: Thursday 13 March

Day 3: Thursday 24 April

Cohort 12

Day 1: Friday 31 January

Day 2: Wednesday 12 March

Day 3: Wednesday 23 April

Cohort 13

Coming soon

Express your interest in being a part of the program by following this link: [Expression of Interest Form](#). To find out more, reach out to MedicalLeadershipIP_MN@health.qld.gov.au

Regards,
Liz

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.



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