

# Executive Message

## Metro North Health



### Chief Executive Adj. Prof. Jackie Hanson

Dear colleagues,

Yesterday Metro North hosted its first pop-up consultation session at Herston for staff to provide feedback on the Metro North Strategic Plan 2024-2028. The Strategic Plan 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'd like to thank those staff who took the time to attend the session and share their views on the draft plan. Your input and feedback are important in helping guide the direction and position of Metro North over the next few years, and inform how we can continue to make Metro North a provider of excellent health care and a workplace of choice.

Improving the way we care for our patients and staff is a key priority. We support a patient population that is not only growing in size but also in age, complexity and diversity. This requires us to be agile and innovative in our approach to service delivery and supported by appropriate staffing, models of care, infrastructure and technology so we can continue to meet the needs of our patients and consumers.

Achieving this correct balance of resources requires extensive planning, flexibility and responsiveness. That's why I am keen to hear from as many staff as possible about our proposed future direction and how we can build on the great work we do every day.

Staff are invited to attend the following sessions scheduled in the coming weeks.

**RBWH - Education Centre foyer**

Thursday 30 January, 9.30am - 10.30am

Friday 7 February, 1pm - 2pm

**Redcliffe Hospital - Education Centre, Lecture Room 4**

Friday 31 January, 1pm - 2pm

## TPCH - Education Centre foyer

Thursday 6 February, 10.30am - 11.30am

Details of further sessions at other Metro North locations will be provided shortly.

All staff are invited to consult on the draft plan which is [available here](#) and share your feedback by completing a [short survey](#) before the end of February.



*First Strategic Plan pop up session at Herston*

### **Metro North Shadow Leadership Team**

[Expressions of interest](#) are still 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](mailto: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](mailto:CE_MNHS@health.qld.gov.au) to arrange to send via Teams. More information [here](#).

### **Patient Flow**

With demands on our services increasing every year, there is continual pressure on our ability to deliver safe and timely care. Last Friday, we hosted a Patient Flow workshop attended by approximately 70 staff from across the health service, to look at how we can improve access and patient flow across Metro North.

The workshop was a valuable opportunity to discuss our current plans and processes for managing capacity, and identify what we can do differently and better to improve flow, reduce delays and deliver patient-centric care more effectively. Important learnings were gathered from the workshop which will be collated and used to develop an action plan.

The new [Ministerial Charter Letter](#) also contains a number of deliverables relating to improved patient flow which will be considered in the development of our plan.

I encourage you to read the Ministerial Charter Letter [here](#).

### Introducing the Metro North Clinical Council

The Metro North Clinical Council is 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 TPCH Chair Staff Council Dr Lucy Dakin.

#### *Dr Lucy Dakin*

Dr Lucy Dakin is the Director of Geriatrics and Subacute Services and a geriatrician in the Geriatric Evaluation and Management Unit. Prior to joining TPCH in 2018, she was a geriatrician with Ipswich Hospital's older person and hospital in the home services.

Originally from the United Kingdom, Lucy worked as volunteer with a medical non-governmental organisation for three years in Afghanistan before relocating to Brisbane and qualifying as a geriatrician.



Lucy's vision for the Council is for it to become a strong link between those who work directly to deliver patient care and the organisation's Executive leaders. She is eager to build greater cohesion across different service streams and disciplines and amplify the voice of the consumer in the care provided by TPCH.

Lucy values the privilege of working with talented and dedicated colleagues and doing what she considers one of the most rewarding jobs in the world. She is passionate about seeing staff come together and supporting each other despite the pressures and the challenges to deliver excellent care to people in our community.

### Improving support for our staff

After receiving your feedback in the 2023 Have Your Say (HYS) survey, four key focus areas were identified in the [Metro North Employee Engagement Action Plan 2023-25](#)— two of them being *improved support for employees* and *staffing and workloads*.

One of the various HYS initiatives launched which addressed both these key focus areas, was the **Metro North-wide Unplanned Leave HYS Action Group**. I'm pleased to advise through co-design and collaboration within the action group, some great resources have been developed to help all employees manage unplanned leave, with a strong focus on equipping our leaders to have proactive conversations, support staff and prioritise wellbeing.

### *Find out more on QHEPS*

At Metro North, we want to foster a positive attendance culture and the new [Unplanned Leave QHEPS page](#) houses a comprehensive suite of tools and resources, such as guides for wellness conversations, links to flexible work information, checklists for managing leave proactively, and factsheets designed to make the process smoother and more effective for everyone.

### *Micro learn sessions*

To help you get the most out of these resources, register for one of the [Navigating the Unplanned Leave QHEPS Page and Essential Tools](#) micro learn sessions in February. These sessions will guide you through the new page, offer practical navigation tips, and show you how to leverage the resources effectively. Whether you're a line manager or an employee, you'll leave feeling confident and prepared to manage unplanned leave proactively.

### **Staff profile - Dr Jason Jenkins**

Dr Jason Jenkins is the Executive Director Surgery Stream, Metro North Health.

As the RBWH Director of Vascular Surgery and Director of Procedural Services for STARS, Jason has vast experience in providing support to hundreds of vascular clinicians through comprehensive training and mentorship. Throughout this career, he has contributed to numerous published vascular research studies and papers, further solidifying his reputation as a leading authority in the field.

As stream lead, Jason acts as an indispensable point of contact within Metro North, offering invaluable surgical support for executives, his surgical colleagues and for emergency and complex vascular cases.

Jason is focussed on providing quality care to patients with highly complex vascular issues, and champions preventative care and opportunistic screening where possible to ensure better health outcomes.

He has been extensively involved in pursuing health equity for Aboriginal and Torres Strait Islander communities throughout Queensland and is the Executive Sponsor for the Deadly Feet Vascular Outreach Program.



### **Mould prevention during warmer weather**

The risk of mould appearing in our facilities due to more humidity and moisture in the air has increased.

Metro North has a mould management program in place to ensure that identified mould is addressed in timely way and our facilities are kept safe and hygienic for patients, staff and visitors.

Staff can play their part in helping manage mould on a day-to-day basis by practicing good

hygiene and housekeeping, including preventing and controlling water intrusion and monitoring excess moisture.

For more information or to report instances of mould, please contact your local Facility Support Services area or BEMS.

### Shout out

I'd like to give a shout out to the team at the Brighton Interim Care Unit who received a wonderful letter of appreciation from the husband of a recent patient, complimenting the quality of care received by the team. Here is an excerpt from the letter which highlights how the practice of compassionate care makes a genuine difference to the lives of patients, especially our most vulnerable ones. Well done to the entire team!

*It is perhaps with a sad note that we leave you at Brighton today. Our Interim Stay of these last couple of weeks has been so enlightening; and this has come about due to the excellent care and attention of so many of the staff.*

*There have been so many happy faces helping us. We particularly make mention of Welfare Officer, Candace Neo who has overseen our negotiations through the hurdles of Aged Care transfer.*

*The men in blue except for Bruce (in green) have been a constant source of untold assistance. Rob Douglas is no doubt, the most valuable asset in this environment demonstrating compassion and caring devotion to duty of care.*

*The nursing girls of the 'Interim' – it is so hard to pick just one, they are just worthy recipient of sincere thanks.*

*And to Matron Shannaen, you have always had an 'open door' for us, resolving our problems and requests. Again it is your compassion, care and diligence to duty that has given your QLD Health unit here such a high degree of praise from all quarter.*

*We thank you with all our hearts and trust this degree of high care you have established here remains for many years to come.*

### Lunar New Year

Next Wednesday 29 January is the beginning of the Lunar New Year. This is the most important holiday celebrated not only in China, but in Vietnam, South Korea and Singapore and also marks the Year of the Snake. I was interested to learn that the Year of the Snake is a time for wisdom, transformation, growth and flexibility – which sounds very positive for our year ahead in Metro North. I would like to wish everyone celebrating Lunar New Year prosperity and good luck for the upcoming year.

Kind regards,  
Jackie



Executive Director,  
Sustainable Assets and Infrastructure  
**David Walker**

### Health infrastructure review underway

Some of you would have seen recent media about the review of the Capacity Expansion Program (CEP) projects and health infrastructure projects and maintenance.

Reviews of this nature are not uncommon with an incoming government, particularly on large scale projects.

The Queensland Government has confirmed that it is committed to new and upgraded hospitals which are essential to deliver health services. The review will help understand the status of the CEP projects, any cost and time pressures, value for money, and capacity constraints on the construction industry, before they advise on the next steps.

Metro North met with the review team earlier this month and provided comprehensive feedback on the progress of Metro North's CEP projects to date, which includes expansions at The Prince Charles Hospital and Redcliffe Hospital, as well as the new Queensland Cancer Centre.

In the meantime, we are continuing to progress elements of our projects where we can such as design and user groups, stakeholder engagement and some minor works.

We are continuing to review the detailed design report that Metro North received for both The Prince Charles Hospital and Redcliffe Hospital CEP projects.

Agreement to the second stage of contracts will be subject to the submission of stage 2 offers from Managing Contractors.

Initial project design milestones for the QCC have been achieved including the conclusion of the schematic design stage and we are continuing planning activities including the development of future models of care.

A report on the review is anticipated to be provided to government by the end of February 2025.

Regards,  
David

**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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