

Executive Message

Metro North Health



Chief Executive Adj. Prof. Jackie Hanson

Dear colleagues,

It's been great having the opportunity to speak with staff across the health service during our Strategic Plan staff pop up sessions in recent weeks. Staff have been very willing to share their ideas and feedback with myself and other members of the Senior Executive Team which we appreciate. As staff working on the ground with our patients and consumers, we value your ability to contribute meaningful ideas to our future direction. From an early review of the feedback, we've had some very good ideas put forward in relation to the five key areas of the draft strategic plan: Service excellence; A great place to work; Advance equity; System of care; and Innovation and research.



As Australia's largest health service, Metro North cares for over 2.2 million patients every year, with this number set to increase in the next few years. Having robust, sustainable and people-focused plans is essential to continuing the delivery of safe, high quality and timely care to our growing community, while effectively supporting our workforce.

There are still a number of Strategic Plan pop-up sessions scheduled throughout the remainder of February which I encourage staff to attend.

Strategic Plan pop up session schedule

Herston

Wednesday 19 February
8.00am – 9.00am
RBWH Education Centre foyer

Redcliffe Hospital

Tuesday 18 February
2.00pm – 3.00pm

Caboolture Hospital

Tuesday 18 February
12.00pm – 1.00pm
Education Centre Auditorium

Wednesday 26 February

12.00pm – 1.00pm
Education Centre Auditorium

Lecture Room 4, Education Centre

Community and Oral Health

Friday 28 February

3.00pm – 4.00pm

Brighton Auditorium

The Prince Charles Hospital

Wednesday 19 February

12.00pm – 1.00pm

Education Centre foyer

Friday 28 February

2.00pm – 3.00pm

Education Centre foyer

Thursday 27 February

1.00pm – 2.00pm

Education Centre Auditorium

Kilcoy Hospital

Thursday 27 February

10.00am – 11.00am

Conference Room

Green Square

Thursday 27 February

8.00am – 9.00am

Level 2 - outside Meeting Rooms 3 & 4

Staff can also consult on the draft plan which is [available here](#) and share their feedback by completing a [short survey](#) before the end of February.

Priorities

This week, the Director-General Queensland Health shared his focus on the significant commitments and targets the department is working towards over the next two to three years. These are:

- Optimising access and flow for acute patients through emergency departments and through their episode of care while they're in hospital.
- Optimising access to the aged care and disability sector through obtaining timely diagnostics and consult services to support reduced length of hospital stays for patients.
- Creating capacity to ensure that emergency department patients get access to care, reducing ambulance ramping as a result.
- Optimising access to surgery with a continued commitment to Surgery Connect.
- Workforce retention, development and reform to enable the delivery of services to meet community demands.

These priorities are well aligned with work we are already undertaking within Metro North, but will require continued comprehensive planning and collaboration so we can continue to elevate our service delivery models and workforce design to meet future demands. I look forward to having further in-depth conversations with teams across our health service around these target areas.

Executive update

Please be advised that Mark Butterworth, Chief Allied Health Practitioner will be taking six months long service starting from next week. Michelle Stute, Director Allied Health STARS will acting in the role for three months, followed by Perry Judd, Director Allied Health TPCH who will act for the remaining three months.

Brett Bourke has also been extended as Acting Chief People and Culture Officer for another three months.

I look forward to working with Michelle, Perry and Brett as part of our Metro North Senior Executive Team.

Introducing the Metro North Clinical Council - Dr Usha Gurunathan

Dr Usha Gurunathan is a senior staff specialist anaesthetist at TPCH. With 27 years of experience as an anaesthetist, Usha hold qualifications in anaesthesia from India and Australia and completed her basic medical training in India. She is also the clinical lead of the surgical prehabilitation program at TPCH.



As a keen researcher, Usha has published over 40 articles on cognitive effect of anaesthetic medications, obesity and perioperative coagulation disturbances and haemodynamics, and is currently

undertaking her PhD on thromboembolic complications following arthroplasty.

Usha has been a member of the Metro North Clinical Council since 2023, and cherishes the opportunity to understand the challenges faced by the various health facilities across Metro North. She holds a strong interest in contributing to co-designed projects with consumer involvement, believing the success of any project depends on its ability to match the consumer's needs and expectations.

Usha is passionate about improving patient experience and outcomes through clinical expertise and research skills.

Have Your Say survey

With the Have Your Say staff survey coming up this May, I want to highlight the impact of your feedback from the last survey. There is sometimes a perception that nothing happens after the survey, but I want to assure you that your feedback does lead to real change.

At both the local level and across Metro North, we've been working on initiatives shaped by your responses. Here's just a snapshot of what's been happening in the key areas you told us need attention:

Improving safety at work

We introduced the Metro North Critical Incident Guide to provide clearer, more consistent support for staff after difficult events, and we've run occupational violence focus groups to better understand what more can be done to keep you safe at work.

More support for staff

Our wellbeing programs expanded including additional flexible work agreement education, investment in the Peer Responder program to provide more on the ground local support, and an upcoming wellbeing roadshow.

Responsive leadership

We've restructured how we offer leadership development making it more accessible at all levels and implemented a professional coaching program for our leaders (including our Executive Leadership Team) to help them support their people more effectively.

Staffing and workload

A capability framework and PDP redesign are underway to ensure career pathways and workload distribution is better supported.

These initiatives, and many others, are a direct result of what you told us. I encourage you to speak with your leader about your local action plans and share what's working well. We're committed to continuing this work, and your feedback in the 2025 Have Your Say survey will help shape the next phase of improvements.

Staff profile - Prof Peter Hopkins

Professor Peter Hopkins is the Executive Director of the Heart-Lung Clinical Stream, Metro North Health and was appointed to the role in March 2020. He is also the Clinical Director of the Queensland Lung Transplant Service and first joined the Thoracic Department at

TPCH towards the end of 2002. Peter has clinical interests spanning interventional bronchoscopy, pulmonary vascular diseases, and advanced respiratory failure.

Peter completed his respiratory training at the Mater Hospital Brisbane, Princess Alexandra Hospital then proceeded to pursue a career in lung transplantation completing two years as Fellow in Transplantation at St Vincent's Hospital Sydney. He was employed at the Papworth Institute Cambridge UK for 12 months as a first-year consultant before returning to Brisbane. Career publications exceed 140 with particular research interests in interstitial lung disease, novel bronchoscopic techniques, chronic lung allograft dysfunction and post-transplant malignancy.



As Heart-Lung Stream lead, Peter continues to look for opportunities for the heart lung community of Metro North to work together to improve the patient experience and access to care across the health service. Examples to date have included implementation of a number of projects funded by the Connected Community Pathway such as PaCT (Pulmonary and Cardiac Telerehabilitation), and initiatives targeted at Aboriginal and Torres Strait Islander communities with the UROC (Urban Respiratory Outreach Clinic) and HOPE (Heart Outreach Program for Health Equity) clinics in the northern corridor. Peter is excited about the upcoming establishment of the Heart-Lung Research Institute and continues to be Executive Sponsor of KPA-1 of the Health Equity Strategy - actively eliminating racial discrimination and institutional racism within the health service.

For Healthcare Excellence and Innovation enquiries, please email: hei@health.qld.gov.au

Shout out

This week's shout out goes to the Geriatric Evaluation Management (GEM) Ward team at TPCH for the compassionate care provided to patient June and husband Frank (pictured below). June, age 96, has been at TPCH for the last two months while she recovered from a hip fracture and has finally left hospital this week. During her admission, June received regular visits from her husband Frank, also 96, with the couple about to celebrate their 73rd wedding anniversary.

The GEM staff who cared for June provide restorative care to hundreds of elderly patients every year to help them return home. Unlike June, many of these patients sadly don't have social supports, and have varying and often complex health needs. Caring for these vulnerable patients requires a team of dedicated staff with the expertise and compassion to deliver a high quality and wholistic care experience. Well done team! And congratulations June and Frank on your anniversary.



Frank and June

Kind regards,
Jackie

Executive Director, Clinical Governance
Grant Carey-ide

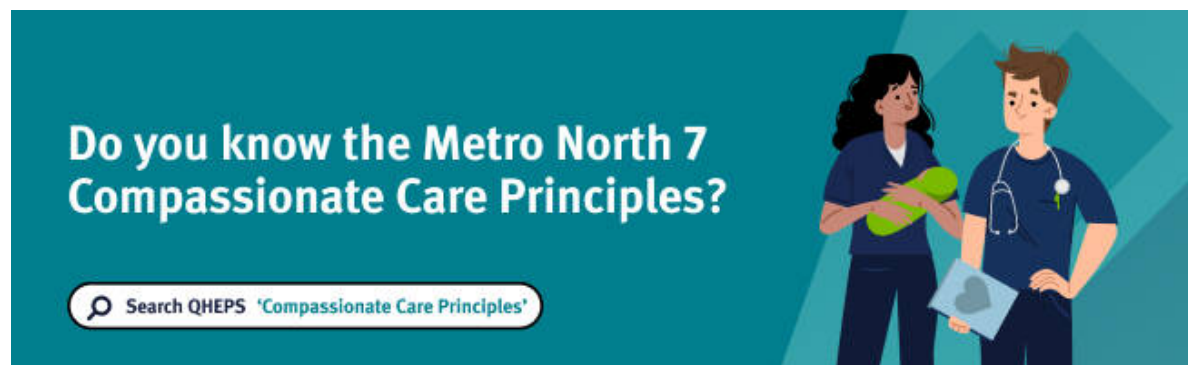


Dear team,

Are you familiar with Metro North's 7 Compassionate Care Principles? Introduced in March 2023, these principles were shaped by the voices of consumers, families, and carers to reflect their experiences with our care.

They serve as a guide in fostering a more compassionate, respectful, and supportive environment for all. The teams in CSDS, in collaboration with the Metro North Design Team and the Compassionate Care Principles Project Advisory Group, have been instrumental in bringing these principles to life visually.

Watch out for the new screensavers, spotlights, and banners. Videos featuring patients and staff sharing their healthcare experiences through the lens of the Compassionate Care Principles are coming soon.



Compassionate care is at the heart of quality healthcare, and each of us plays a role in strengthening this culture through small yet meaningful actions - how we listen, communicate, and support one another. Explore the Compassionate Care Principles here: [Compassionate Care Principles](#) | [Clinical Governance Framework](#) | [Safety](#) | [Metro North Health](#).

Thank you for your commitment to compassionate care.

Regards,
Grant

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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