

Executive Message

Metro North Health



Chief Executive Adj. Prof. Jackie Hanson

Dear colleagues,

Today is the International Day for the Elimination of Racial Discrimination (Harmony Day) which recognises diversity and brings together Australians from all different backgrounds. As Australia's largest and most diverse public hospital and health service, it's important we celebrate the great diversity of our people and community. Over 30 per cent of people in Brisbane North are not born in Australia and around 20 percent of people speak a language other than English at home. These demographics have significant implications for our health service through the need to create an inclusive and respectful experience for all patients and staff that takes into account differences in race, religion or culture.



While our immense diversity as a health service is something to celebrate and be proud of, it also raises an important focus on health equity and combatting racism wherever and whenever it arises.

Metro North Health has zero tolerance towards racial discrimination within our hospitals and health services. As part of our [health equity journey](#), we are committed to actively eliminating racial discrimination and institutional racism within the service.

The Metro North Health Equity [Strategy](#), launched in July 2022, provides a pathway for cultural change and a key priority area is KPA 1.1A - ***Develop and implement an anti-racism campaign that incorporates existing and new legislation policies.***

In the coming weeks, all Metro North Health staff will have the opportunity to contribute through a variety of mediums – a staff survey, by submitting an EOI to become a local ambassador for the campaign and attending an education session discussing the anti-racism policy and bystander education.

Tailored sessions have been coordinated through the Aboriginal and Torres Strait Islander Leadership Team for identified staff within a culturally safe space, to share yarns,

thoughts, knowledge, and input on the campaign development. Community members will be invited to share on the co-design through outreach opportunities and messages on our [Better Together – Our Health, Our Way](#) social media pages.

Support is available to staff as they participate in these conversations. We understand this is a highly sensitive topic for Aboriginal and Torres Strait Islander peoples and supports are available through the [Aboriginal and Torres Strait Islander Social and Emotional Wellbeing \(SEWB\) Program](#).

Shadow SET announced

I am pleased to announce the membership of our new Metro North Shadow Senior Executive Team (SET) after receiving a large volume of applications from staff across the health service. The Shadow SET will work with the Metro North SET on strategic initiatives, gaining leadership experience with their mentorship, and insight into the decision-making processes and complexities of leading the biggest public health service in Australia.

Congratulations to the following staff members:

- Natalie Bolton, Project Officer Stream Support - Healthcare Excellence and Innovation, Metro North
- Diane Bretherton, Director, Disaster and Emergency Management, Metro North
- Anna Carter, Clinical Documentation and Coding Specialist, CKW
- Dr Usha Gurunathan, Staff Specialist Anaesthetics, TPC
- Dr Anne McCready, Staff Specialist Anaesthesia, STARS
- Dr Gary Mitchell, Staff Specialist Emergency, RBWH
- Gemma Morthen, Clinical Nurse Outpatient Strategies, Healthcare Excellence and Innovation, Metro North
- Marty Molloy, Principal Events Advisor, Metro North
- Kasonda Ng'andu, Principal Analyst Clinical Intelligence, RBWH
- Katie Olsen, Neurophysiology Senior Scientist, RBWH
- Thea Prasad, Senior Project Officer, Metro North Mental Health
- Ann Whitaker, Pharmacy Director, Redcliffe Hospital.

I look forward to working with our new leaders over the next 12 months.

2025 Research Excellence Awards - nominations open

The Metro North Research Excellence Awards celebrate and reward exceptional research across all clinical specialties, professions, and services in Metro North. These awards highlight the impressive range of research excellence within our health service, offering a chance to showcase our top researchers, as well as recognize emerging and early-career talents.

We're looking for nominations from researchers and projects across Metro North, covering all professional fields, clinical services, and facilities. Metro North values research collaborations and understands that nominations may include projects involving researchers from other Queensland Health services or external academic, scientific, or community partners.

Nomination portal - <https://metronorthhealth.awardsplatform.com/>

Key dates

Nominations open: 17 March 2025

Nominations close: 7 May 2025
Finalists announced: 25 June 2025

Clinical services planning update

The Metro North Health Service Strategy and Planning Unit (HSSPU) is currently developing two clinical services plans.

The first is a five-year *Metro North Children, Adolescent and Young Adults (CAYA) Clinical Service Plan 2025-2030*. This CAYA Plan will define the role of each paediatric service in Metro North Health and the growth in capacity and capability required to attain improved self-sufficiency and care closer to home for our younger Metro North residents. The needs of the CAYA population have been highlighted through the recently completed Joint Regional Needs Assessment and previous planning activities.

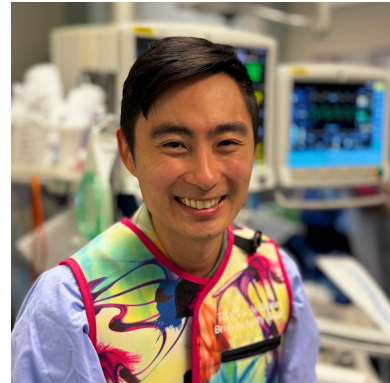
The second plan under development in partnership between the Metro North Mental Health (MNMH) and HSSPU is a *Metro North Mental Health, Alcohol and Other Drugs Clinical Services Plan 2025-2030*. The Plan will outline an evidence-based approach to delivering high-quality, sustainable mental health, alcohol and other drugs service to residents of Metro North and to residents across the state (for the Metro North hosted statewide and other services).

If you would like to be involved in the development of these plans or have any questions, please email MNHHS_StrategyandPlanning@health.qld.gov.au.

Introducing the Metro North Clinical Council - Dr Antony Ji

Dr Antony Ji is a Staff Specialist for Anaesthetics at RBWH having worked in the hospital for the last seven years.

As a resident doctor, Antony has enjoyed the opportunity to learn and build his clinical confidence early in his career, with the results of his work now being realised through recently starting as a consultant and seeing patients he's cared for waking comfortably from their surgeries and providing individualised care. For Antony, it is a great privilege being part of the amazing medicine that happens at RBWH and being able to reassure patients during moments of vulnerability.

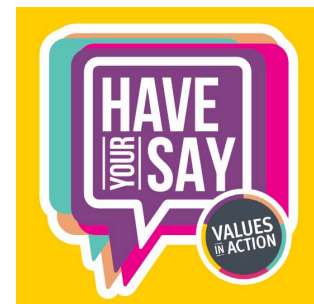


Beyond his clinical work, Antony has a great passion for advocating for resident doctors and helping shape a better environment for them to grow. Through his membership with the Clinical Council, he hopes to act as a link between clinicians and the leadership team to continue building and shaping an enriching and world-class healthcare environment where staff feel valued.

In addition to his clinical commitments, Antony has special interests in iEMR, wellbeing, technology and advocacy. Outside of work, he enjoys spending time with his wife, who is a project officer with the new Metro North Brain Injury Community Integration Service, going on long walks around Brisbane. Antony also enjoys regular runs with the anaesthetic run club.

Extra support for you since Have Your Say

A priority area of focus for us since the last Have Your Say survey has been enhancing our *support for staff*. At Metro North Health we want all our people to feel supported across all aspects of your career, such as learning and development, wellbeing, team leadership and simply to do your best.



At an organisational level there has been some great initiatives and improvements implemented since you provided your feedback in 2023, I have included some below:

- [Post Critical Incident Staff Support guide](#)
- [Unplanned leave resources and QHEPS page](#)
- Metro North Speaker series – [register for next event](#)
- Murrumba Committee
- New and improved [Metro North Leadership Program](#) (now in flexible format)
- [New coaching pathway and more coaches](#)
- [HR](#) and [Recruitment Fundamentals](#)
- Psychological first aid training for [managers](#) and [all staff](#) and [psychological safety for managers](#) course
- Metro North Mentoring Program – [become a mentor](#)

Easy access to resources

People and Culture are excited to launch the new Staff Wellbeing Hub on the extranet –

[take a look now.](#)

From **counselling** and **fitness programs** to **financial wellbeing** and **workplace tools**, everything you need is now in one easy-to-access place and **accessible from any device** at any time (you don't need QHEPS access).

During the upcoming staff expos, People and Culture will be visiting teams to showcase the new wellbeing hub, answer queries, and hear your feedback. They will also have a stall at the expos where you can have a live demo, grab wellbeing resources and chat to the team.

Support in the lead up to Have Your Say

The next Have Your Say staff survey kicks off on **12 May** and there will be weekly vidcasts in the month of April to answer your questions, bust myths and prepare you and our managers to get the most out of the survey. Stay tuned and register for the workshops when they are released.

Valuing our consumers' lived experience

This week is Neurodiversity Celebration Week, and I want to highlight the great work being done in this space at Metro North Health, which includes collaboration with our consumers, one of whom is profiled below.

Of the 5.5 million people living with disability in Australia, it is estimated that 80% have 'hidden' disabilities, ranging across physical, mental, or neurological conditions, such as chronic pain, brain injuries, autism, learning disabilities, and mental illnesses. The barriers experienced by people with invisible disabilities are often exacerbated by a lack of understanding within the community or by the people around them.

Consumer profile - Rosey Holliday

While working as an Occupational Therapist for Metro North Health in 2022, Rosey Holliday attended a staff diversity and inclusion webinar highlighting cultural and gender diversity. However, in the chat she bravely posed the question "what about neurodiversity?".

As someone who identifies as neurodivergent, Rosie says, "Being neurodivergent is not a lifestyle choice, it's just who I am. I have always been different. This has impacted how I process information, relate to others, approach work, and participate in social activities."



In 2023, Rosey retired however, she is now a consumer representative on both the Metro North Health Disability Services Action Plan Implementation Advisory Group and Community and Oral Health All Abilities workgroup.

"Being involved as a consumer representative has enabled me to contribute ideas, ask questions and stay updated on the progress being made. It's been very pleasing to see hidden disability and neurodiversity issues starting to be taken more seriously across the facilities and services," she said.

This is a great reminder of why our consumers' voices are so powerful, and how we can all make a difference by improving our communication, human interactions, technology, physical environments, and health services to be more accessible for people of all levels of ability and disability.

Shout out

This week's shout out goes to those Metro North clinician researchers who have been awarded 2025 Emergency Medicine Foundation grants valued at \$718,305 for their particular projects. The research funded by these grants plays an important role in supporting high-quality emergency care research that helps improve patient outcomes within Metro North and across Queensland.

Congratulations to:

- **Dr Grace Xu**, RBWH - *Does a Vascular Access Specialist Model in the Emergency Department (VAS-ED) improve peripheral intravenous catheter outcomes? A Randomised Controlled Trial*
- **Richard Anderson**, TPCH - *PINNACLE: Physiotherapists INjectiNg the AnaesthetiC Lidocaine in Emergency*
- **Dr Ngoc Hanh Pham**, TPCH - *The Utility of POCUS by Novice Clinicians in Diagnosing Heart Failure Project*
- **Dr Elizabeth Marsden**, Older Persons Emergency Network: *Research Capacity Building - Older Persons Emergency Network Metro North*
- **Stacey Watts**, Caboolture Hospital - *Reducing delayed admissions from ED to ICU, ICU discharge delay and after-hours discharge through a co-designed multi-component intervention: A stepped wedge feasibility cluster randomised trial (the REDEEM-ED-ICU trial).*

Kind regards,
Jackie

Acting Executive Director, Clinical Services
Dr Jason Jenkins



Innovation Showcase

Innovation should be integral to everything we do at Metro North. Often, 'innovation' can be overused and misunderstood. Innovation is not only about technology. At the heart of it, it is about making things easier, doing things better, testing ideas, and thinking of smarter ways to make what we all do more efficient and more effective.

Translating knowledge, transforming clinical care, streamlining pathways, and integrating services well, has potential to have tremendous benefits to enhancing equitable access and patient outcomes, driving system improvements, improving patient flow, outpatient

services and health equity for Aboriginal and Torres Strait Islander peoples.

Healthcare Excellence and Innovation (HEI) is proud to be part of the innovation mix for Metro North and is pleased to be presenting the Innovation Showcase on 13 June this year. This event will include engaging speakers and presentations, interactive sessions and mini design sprints. Program and ticketing information will be available soon.

In the meantime, [calls for abstracts](#) for the Innovation Showcase closes in just two weeks. I look forward to seeing many interesting abstracts before the **Monday 7 April** deadline.

Regards,
Jason

Executive Director, Clinical Governance
Grant Carey-ide



Dear team,

Over the next few newsletters, I will be talking about some of the key components of our Metro North Clinical Governance Framework. One really important component that is relevant to every staff member is our Policy and Procedure system. Following, I've outlined the differences between each of the document types, which will hopefully help clarify what can be a complex system of support for our staff.

Policy documents form an integral part of the Metro North Health Clinical Governance Framework. It helps to understand the distinctions between policy documents, and the role of the **Author**, who is responsible for the development, review, and administration of the document in collaboration with the custodian. The **Custodian** leads the document management process, providing support to the author. The **Authorising Officer** provides final approval. A Policy is the highest order policy document in Metro North and sets out our foundational principles and commitments and provides a framework for decision making. Policies are operationalised through procedures and other lower-order governance documents. Authorisation – of a policy is always from the Chief Executive who approves new, revised and rescinded policies. The **Custodian** for a policy is always a member of the Senior Executive Team.

A **Procedure** outlines the step-by-step actions required to implement policies. Procedures are an agreed set of processes/written instructions that are developed to support consistency, safety, quality and best practice in performance or delivery of a service. **Authorisation** for a procedure is always by a Senior MNHS staff member e.g. an Executive, Service Line Director or delegated officer, or for a MNH Procedure, a member of the Senior Executive Team). For a procedure, the Custodian is a Senior MNH staff member e.g. Executive, Service Line Director or delegated officer.

A **Protocol** is a set of specific guidelines, outlining a prescribed course of action for clinical care.

A **Guideline** offers recommendations based on the latest evidence or consensus, informing

decision making. While not mandatory, they support applying best practices and help professionals make informed choices.

Work instructions are created when procedures cannot provide the detailed descriptions of the processes required. Most are local documents providing additional details so tasks can be performed safely and appropriately in local facilities. Work instructions must not be developed as stand-alone documents.

What's happening in CSDS

The Clinical Skills Development Service (CSDS) is hosting another dynamic event. On **March 27**, in collaboration with Liquid, CSDS is delivering a thought-provoking panel discussion: "Why healthcare tech is missing the mark – and is there a better way?"

Technology has a critical role to play in solving healthcare's biggest challenges – but too often the solutions fall short, and technology is abandoned. Rather than digitising a broken system, applying a band aid or expecting staff to work with fragmented and clunky systems, how do we change the way we think about tech and create experiences and outcomes that clinicians and their patients want? The complexities of this challenge are significant. This special Future Led panel brings together clinicians and designers, and explores how better collaboration, smarter procurement and systemic reform can create technology that truly supports an effective healthcare system.

We look forward to an insightful discussion that sparks innovation in healthcare technology. Limited spots are still available, [register here](#).

Cheers,
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.



If you have received this email and do not work for Metro North please follow this link to be removed from the mailing list.

[Email us](#)