

# Executive Message

## Metro North Health



Chief Executive Adj. Prof. Jackie Hanson

Dear colleagues,

As Australia's largest health service, Metro North supports a population of more than one million people, a number which is set to grow significantly over the next decade. When we look at these numbers, we should remember that these represent people in our community, and we have a responsibility to provide safe, high-quality and responsive health services to these people now and into the future.

In considering this, I invite you to view the Government's objectives for the community recently tabled at parliament in the [Statement of the Queensland Government's objectives for the community](#). One of the key objectives 'Health Services where you need them' is an ongoing priority for Metro North and I encourage you to consider how this can be reflected in your day-to-day work.



## Safety and quality

I'm pleased to share that this week, the Metro North Board approved our [2024 Quality of Care report](#). This annual snapshot highlights services, activities and initiatives being undertaken across our health service that have contributed to improved health outcomes and experiences for our patients over the last 12 months. I invite you to read our [2024 Quality of Care report](#) and be impressed by the many and diverse ways in which Metro North is successfully delivering high-quality, person-centred care to our patients, consumers and families.

I would also like to thank staff for the work being done across the health service to reduce 24-hour never events. This is a priority for Metro North and is helping to improve the safety and quality of patient care. I acknowledge the ongoing pressure on our mental health services.

## Keeping our staff safe

Staff safety is a top priority and we place a great focus on providing a safe and respectful working environment. This week, the Director-General released the [report from the independent review into the sexual safety and wellbeing of frontline clinical staff](#). This important review examined policies and procedures in Queensland Health and Hospital and Health Services to ensure they are fit for purpose, and offered recommendations where improvements can be made to make our workplaces safer.

Sexual harassment in any form is not acceptable and Metro North has zero tolerance to sexual harassment, discrimination and victimisation. As part of our commitment to staff safety, we have developed [Respect@Work](#), an initiative focused on ensuring a safe and respectful workplace by reducing the number of staff experiencing sexual harassment. This includes strengthening prevention measures, improving reporting processes, and fostering a culture where unacceptable behaviour is addressed.

### ***Staff safety - what work's been done since the last Have Your Say***

Respect@Work is one of a number of staff safety initiatives that have been introduced following feedback from the 2023 Have Your Say survey. In the [Metro North HYS Action Plan](#) some of the other initiatives implemented include:

- **Improved awareness of psychosocial risk** – developed the new [Psychological Safety \(managers\) course](#), to support leaders in fostering a psychologically safe space.
- **Address Occupational Violence (OV)** – enhanced safety with 31 Healthcare Ambassadors across multiple sites, including a successful HAMPAs® trial in the Emergency and Trauma Centre. Staff are already reporting increased safety. New resources, like the [Unacceptable Behaviour Framework video](#) and updated Incident Response Kits, are being rolled out. Safety measures are being implemented across many facilities such as increased security presence, portable duress alarms, and structure response protocols to ensure staff feel safe while providing care.
- **Metro North Post Critical Incident Staff Support Guideline** – [published](#) this new guideline in 2024 to apply a standardised approach when responding to critical incidents across all services.

### ***Feeling safe to be yourself at work***

Another part of feeling safe at work is inclusion and equity. This is another priority area for

Metro North, and I am pleased to report we have made much progress in this space since the last HYS survey, with some of our achievements included below:

- Stood up Murrumba Committee in collaboration with the Aboriginal and/or Torres Strait Islander Health Team
- Stood up Pride in Metro North
- First LGBTIQ+ Action Plan in progress
- Launched the Metro North Health Disability Services Action Plan
- Delivered disability awareness training for the Peer Responder network
- Completed the first Metro North Equity and Diversity Audit Report
- The first Metro North Diversity, Equity and Inclusion Action Plan to be published end of April 2025
- Implemented Work Assist program, to help retain employees at risk of leaving due to injury, impairment, or disability.

The next Have Your Say survey will open on 12 May. This is your opportunity to take action through providing feedback and help make Metro North the best place to work.

I encourage all staff to attend the [vidcast](#) on 7 April to hear more about why it's important to take part and learn from BPA Analytics Best Practice Australia (BPA), the external company who facilitates the survey, about how your anonymity is protected.

### Staff flu vaccination program

Metro North Health makes flu vaccinations available free for all staff each year. This is to protect you, your families, patients and the community from the flu each winter. Last year, 60 per cent of Metro North staff received a flu vaccination. This year, I would like to see that improve to 85 per cent of staff vaccinated. The vaccine generally takes about 10 to 14 days to provide protection, so I encourage you to have the vaccination as soon as possible and ensure you're protected before the peak winter season.

Chief Nursing and Midwifery Officer Alanna Geary, Infection Disease Physician Dr Krispin Hajkowicz and Public Health Director Daniel Francis will host a vidcast next week to launch the staff vaccination campaign.

The vidcast will be held next **Friday 4 April** from 10am. It will include details on where and when vaccination teams will be available at your facility.

[Join vidcast](#)

### Introducing the Metro North Shadow SET -

[Professor Kesh Baboolal](#)

Last week, we announced the new Metro North Shadow Senior Executive Team (SET). I am pleased to share that Prof Keshwar Baboolal, Executive Director of Internal Medicine and Emergency Services (IMES) at Royal Brisbane and Women's Hospital (RBWH) is the appointed Chair of the Metro North Shadow SET pilot program. Kesh brings a wealth of experience spanning the UK, USA, and Australia to the role and a strong commitment to healthcare leadership and patient care.

As Executive Director of IMES, Kesh oversees a range of critical services, including the Emergency Department, Internal Medicine, and a variety of subspecialties like cardiology, renal and neurology. One of the most rewarding aspects of his role is working alongside a dedicated team of professionals who share his passion for providing excellent patient care. He believes in the importance of diversity, both in people and ideas, and emphasises the value of different perspectives in creating a collaborative, forward-thinking, person-centred healthcare environment.



He applies this ethos to his role as Chair of the new Metro North Shadow SET pilot program which brings together staff from across Metro North to provide valuable insights and perspectives to help shape the future of healthcare delivery. Kesh believes that success of this program means nurturing a confident, enthusiastic group of new leaders who can address today's challenges while envisioning tomorrow's healthcare solutions.

Despite his busy schedule, Kesh understands the importance of personal time. He is deeply committed to his family - his wife, children, and extended family who have supported him throughout his career. Outside of work, he values the time to reflect, relax, recharge and reconnect with himself and his loved ones whether it's through reading, cooking, walking, or watching Netflix.

### Staff expos

A reminder that Metro is hosting a series of staff expos across the health service during March and April. This is an opportunity for staff to find out more about services to help improve their experience at Metro North including salary sacrificing, novated leasing, banking, superannuation and other Metro North wellness initiatives and programs.

The expos will run from 11am – 2pm at the following locations and dates:

#### **TPCH – Education Centre**

Wednesday 2 April

Thursday 3 April

#### **Herston Health Campus – Education Centre**

Wednesday 9 April

#### **Redcliffe Hospital – Staff Courtyard**

Monday 14 April

Tuesday 15 April

Wednesday 16 April

### A culture of supporting each other

I would like to acknowledge and thank those who have put their hand up to become a Metro North Peer Responder over the last few years.

We know our people are busy and the climate of healthcare can be challenging. Peer Responders provide vital support to their peers at Metro North across all streams, levels and locations. Their compassion and dedication makes a real difference in the wellbeing of our people, so this week I want to profile just one of our dedicated Peer Responders from Redcliffe Hospital.

### Staff profile - Danielle Hatch

Metro North Peer Responders are regular staff members who have been trained in Psychological First Aid and are available to support colleagues experiencing distress of any kind (professional or personal).

Since the Peer Responder program kicked off in 2020, **Danielle Hatch**, Senior Pharmacist at Redcliffe Hospital felt compelled to be part of the initiative.

"I was already providing informal support to my colleagues, so I jumped at the opportunity to learn Psychological First Aid and provide support in a structured program," Danielle said.

"Our mental health affects our ability to cope with the stresses of life as well as learn and work. Peer Responders build connections that act as a safety net for our colleague's mental health and wellbeing."

Designed to support staff wellbeing and promote help seeking behaviours, A peer responder conversation is simply a conversation with a colleague who is equipped with a framework that is designed to assist in supporting you.

It is a one-on-one, confidential chat, at a time and location convenient to both parties, to provide an opportunity for you to share what is happening for you now, and to get support.

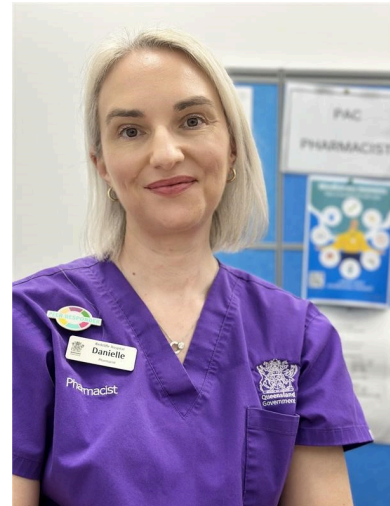
"Being a Peer Responder is rewarding. It comes with the satisfaction of knowing you have helped someone and that you have done the best you could to ensure they access the support they need," she said.

"Additionally, Peer Responders are well supported with continuing education and care from the Peer Responder Coordinator at their facility".

If you have an enthusiastic, empathetic, and nurturing approach, and a genuine interest in the wellbeing of your colleagues then consider becoming a Peer Responder yourself. [Find out more](#) about how to join the program or how to contact a Peer Responder for support.

### Shout out

This week's shout out goes to the Virtual Emergency Care Service (VECS). VECS began as the Metro North Virtual ED, and while it is now part of the Queensland Virtual Hospital, it continues to be delivered by Metro North. VECS is another way that we are helping to take



pressure off busy emergency departments, and helping to bring patient care closer to home.

This week, VECS received a visit from the Queensland Health Minister, Tim Nicholls who spent some time speaking with Chief Medical Officer Dr Liz Rushbrook and team getting to know the service better and thanking staff for their hard work during TC Alfred. VECS saw just under 1,000 patients (951) during TC Alfred, with 93 per cent of patients being discharged without needing to attend a physical Emergency Department. Like our other emergency departments, the VECS team did a great job in supporting each other and ensuring their service remained available during the severe weather event



*VECS team receives visit from Health Minister*

Kind regards,  
Jackie

Chief Medical Officer  
**Dr Elizabeth Rushbrook**



Dear team.

Now that the 2025 RMO year is well underway, I would like to share some of the initiatives underway in Metro North Health to support [Medical Workforce Wellbeing](#). The work being done is in line with the National [“Every Doctor Every Setting” framework](#), the Queensland Health [Workforce Mental Health and Wellbeing Framework](#) and the Queensland Health [Medical Workforce Wellbeing Project](#) supported through the Metro North Strategic Workforce Committee enabled by the Metro North and local Medical Workforce Wellbeing Committees/working groups.

This work is for the benefit of all doctors. You can get involved locally via your Medical Workforce Unit, Medical Education Unit or by talking to your Director of Training or Director of Medical Services.

The Metro North Medical Workforce Wellbeing Committee has prioritised a range of Medical Workforce Wellbeing actions for 2025, including:

- Supporting key local information and celebration opportunities - including [National Doctors Day](#) (30 March), [Crazy Socks 4 Docs Day](#) (first Friday in June), [What Matters to You](#) (3 June) [RUOK](#) (11 Sep) initiatives highlighting wellbeing as an important part of wholistic healthcare;
- Supporting the rollout of the [Medical Leadership Intensive Program](#) (including upstream masterclasses)
- Expanding Metro North RMO Mentorship Programs: Metro North [Level Up](#) and/or local Directorate and Unit mentorship programs
- Supporting MN and Directorate peer responder programs
- Expanding peer support programs at the Directorate and Unit level
- Supporting Self Care initiatives locally and across the HHS
- Enabling system changes that support wellbeing: e.g. systematic workload and roster review programs.

I encourage you to provide regular input to surveys and activities so that the initiatives we undertake within Metro North will benefit you and your colleagues.

- Participate in the [Queensland Health medical workforce wellbeing survey](#) which is open between 17 March and 28 April
- Participate in the Metro North [Have Your Say](#) survey which opens in May 2025.

For more information on a wide variety of Wellbeing initiatives and information visit our [Medical Services doctors wellbeing intranet site](#)

Regards,  
Liz

Acting Executive Director, Clinical Services  
**Dr Jason Jenkins**



### Share your ideas to transform patient care at the HEI Innovation Roadshow

Healthcare Excellence and Innovation (HEI) works to deliver innovative solutions to optimise health outcomes and enhance the patient experience by collaborating with facilities, clinicians, primary care providers and partner organisations, and of course, those of you delivering clinical care.

HEI wants to hear from facility staff about ideas that could transform patient care, identify system improvements, and improve equity and access to healthcare. Or share with us how you are already innovating and discuss how the impact can be evaluated and scaled.

The HEI teams – Metro North Clinical Streams, HELIX Hub, and Partnerships – will visit each hospital campus in April and May during the HEI Innovation Roadshow. This is an important opportunity to share your ideas, particularly around systemwide challenges such as emergency department flow and outpatients, and to discover how HEI can help you drive innovation in healthcare.

I will share with you the ideas HEI receives and how this will help us focus our strategic priorities on common themes and take a more cohesive approach to solving problems and

maximising health outcomes across Metro North

I have encouraged the Metro North Clinical Streams to share information about the Roadshow among clinical networks. If you are interested in being part of the innovative solution to healthcare, visit the [HEI QHEPS page](#) to find out when the Roadshow is coming to you.

### Innovation Showcase - call for abstracts reminder

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. Save the date! This event will include engaging speakers and presentations, interactive sessions and mini design sprints. Program, event and ticketing information will be available soon.

In the meantime, this is a [call for abstracts](#) for the Innovation Showcase which closes soon. I encourage you to submit abstracts to showcase our innovation and how we are transforming clinical care across Metro North. Abstracts close on **Monday 7 April**.

Regards,  
Jason

Executive Director, Clinical Governance  
**Grant Carey-ide**



Dear team,

As part of our ongoing commitment to patient safety and continuous improvement, Metro North Health is implementing important key practice changes to Clinical Incident Management (CIM) processes from **31 March 2025**. The changes are aimed at strengthening governance and standardising practice to ensure a consistent coordinated approach is applied to clinical incident management across all Severity Assessment Code (SAC) categories.

In consultation with key stakeholders in clinical incident management, the Metro North-wide CIM Procedure outlines the step-by-step roles, responsibilities and actions required of the various levels of the organisation in responding to and managing a clinical incident review.

Enhanced guidance for selecting an incident analysis methodology is included to support the appropriate level of review required. A suite of templates and support forms have been developed to assist the coordination, review and reporting of clinical incidents, the monitoring of recommendations/lessons learnt and the sharing of learnings. The templates and forms outlined in the CIM Procedure will be required to be used across Metro North Health from 31 March 2025.

New processes will be implemented to ensure standardisation of clinical incident documentation within our clinical incident reporting system, RiskMan. These processes will support open, transparent reporting, with enhanced visibility of completed incident reviews and the progression towards identified recommendations/lessons learnt.

Key practice changes include:



- Introduction of a SAC 1 and SAC 2 recommendations/lessons learnt extension process,  
*and*
- New requirements for ensuring identified recommendations/lessons learnt are appropriately verified prior to closure.

The SAC 1 Procedure is currently being revised with broad stakeholder engagement and consultation. Once finalised, the SAC 1 Procedure will be read in conjunction with the CIM Procedure.

One of the most valuable ways we can enhance quality of care is by sharing the lessons learned from a clinical incident review. By understanding what went wrong and why, we can take proactive steps to prevent similar incidents occurring in the future, ultimately improving patient safety and quality care. These insights allow us to continuously improve clinical practices, enhance teamwork, and strengthen communication across our teams, building on our culture of safety and collaboration.

All staff are encouraged to familiarise themselves with the updated Clinical Incident Management processes to ensure we continue to deliver the highest standard of care. Your cooperation is essential to the successful implementation of these changes.

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.



**Queensland  
Government**

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