

Executive Message

Metro North Health



Chief Executive Adj. Prof. Jackie Hanson

Dear colleagues,

In Metro North, one of our key priorities is to provide a safe and supportive environment for our people which includes staff, patients and visitors.

We care for people from all walks of life and are placed in a privileged position where we have the ability to help people during some of their most vulnerable times.

Yesterday I chaired the Strategic Occupational Violence Prevention Committee where we had an excellent guest presentation from Dr Duncan McKellar. Duncan is a South Australian psychiatrist specialising in older person's mental health and dementia. The majority of occupational violence incidents experienced by staff involve patients with temporary or permanently impaired cognition, and many are older people with dementia. Duncan shared his thoughts on how our approach to the physical environment can reduce incidents that stem from anxiety and confusion. Simple things like considering the lighting and noise can make a difference in how a person with dementia feels and reacts. Something Duncan said that particularly stuck with me was that good dementia design is good design for everyone.



Dementia is the second biggest cause of death for Australians and tipped to soon overtake heart disease as the number one. Around 430,000 Australians have dementia, and in the next 30 years that will almost double to 810,000 people. As the largest public health service in Australia, this is very relevant for Metro North and how we design our physical environments, share our organisation culture, and think about service delivery now and into the future.

Domestic and family violence

Domestic and family violence (DFV) is another health issue that has significant and long-

lasting impacts for many patients that we care for across our health service, with health professionals often the first point of contact for people experiencing DFV in the community.

The [Queensland Health Domestic and Family Violence Capability Framework](#) has recently been developed to ensure that all members of the workforce, clinical and non-clinical, have a common understanding of their roles and responsibilities in recognising, responding to, and referring patients affected by DFV. The intent of this Framework is to provide clear guidance about the expected capability of staff in responding to DFV to ensure the highest standards of care are provided to victim-survivors across our health service. Staff may also experience Domestic Violence and this framework may assist you to assist them.

The Framework is available [here](#). To further support staff in building their capability to respond to DFV, significant updates have also been made to the DFV Toolkit of Resources to ensure all staff have contemporary and evidence-based resources to support their responses to DFV. Information about the DFV Toolkit is [here](#).

If this topic causes distress to yourself or others, please reach out for help.

Have Your Say staff survey opens Monday

The fourth Metro North staff survey – Have Your Say – kicks off on Monday and will close on 30 May.

You will have three weeks to complete the survey. Whether you are able to do it one hit or answer a few questions each shift, the Executive Team and I would greatly appreciate your feedback. Any questions you answer will be rolled up into the data we receive, even if you don't complete the entire survey.



We want to hear what we are doing well and where we can improve. I ask you to please keep your responses constructive and respectful so we can use your feedback to establish an action plan and work with leaders to make meaningful change.

Please keep an eye out for an email from independent provider, Best Practice Australia (BPA) Analytics on Monday. This will explain how to access the survey and how to troubleshoot if you have any problems.

Vidcast recordings

If you're a manager or supervisor and missed the vidcast on Tuesday, *Have Your Say – supporting you and your team*, you can watch the recording along with the other two Have Your Say vidcasts on [QHEPS](#). You can also find a range of information and resources to support you during and after the survey on the [Managers Toolkit page](#).

International Nurses Day

Monday 5 May was International Day of the Midwife and Monday 12 May is International

Nurses Day. On these days, we recognise and celebrate the exorbitant amount of work and dedication the nursing industry does for our community and health service. As many of you may know, I am a nurse by trade and this day is very important to me.

Many of our facilities and directorates have and will be hosting individual celebrations to mark this important day and to recognise those nurses and midwives who have delivered exceptional performances across our health service.

I would like to express my sincere and warm thanks to all our nurses and midwives for all you do for us and our health service.

Research Excellence Awards nominations closing soon

A reminder that nominations for the Metro North Research Excellence Awards close next Wednesday 14 May at 5pm. Across our health service, we have many dedicated people who work on important and innovative research projects with the vision to make real improvements to patient care.

The awards are a great opportunity to showcase Metro North's world-leading researchers and projects, alongside those who are in the early stages of their research journey.

Please take the time to [submit a nomination](#) for a researcher or project that you feel deserves to be recognised.

Finalists are due to be announced on Wednesday 25 June.

Executive update

Recruitment for the Chief Operating Officer role is currently underway and I will keep you updated with outcomes.

Shadow SET

On Wednesday 7 May, we held our second Shadow Senior Executive Team (SET) meeting, and I am excited by the candour, thinking and opportunities this group has brought to the table. Watch this space as Metro North begins to pivot the way we communicate on ideas and advice.

Staff profile - Nicola Kinnear

Ensuring good patient flow through emergency departments (ED) plays a critical role in the safe and efficient operation of hospitals. As Clinical Nurse Consultant – Nurse Navigator in Redcliffe Hospital's Emergency Department, Nicole Kinnear works to ensure smooth flow through the ED on a daily basis, helping patients to get appropriate and timely care.

'Nurse navigation is really about problem solving. We need to make sure there are

enough beds in the ED for everyone who needs our care," Nicola said.

"To make that happen I work with staff from right across the hospital on admissions and escalations."

While flow is important for hospital efficiency, patient care is the number one priority for Nicola and the team.

"Patients shouldn't be spending a long time with us in the ED. Our priority is to provide high level, timely health care for all patients and then to discharge them or admit them to the hospital to be seen by the treating team who will look after them until they can go home," she said.

"It's our job to ensure there is a plan for where patients go from ED and that the plan is actioned as soon as it's safe to do so."

Like many of our roles, there is no doubt Nicola's job can be stressful at times, but this is part of the challenge.

"I have a real drive and passion to ensure patients receive the best care possible. I also love problem solving, so the nurse navigator role is a good fit for me, and one I really enjoy," Nicola said.

Nicola has been at Redcliffe Hospital for eight years and has been in her current role since 2019.

"The nurse navigator role is 24/7, with the team working shifts. I have a nine and a 12-year-old, so the shift work allows me to manage my work/life balance," she said.

When she is not at work, Nicola is a keen foody and particularly enjoys cake decorating, with her husband and kids very happy to help sample her creations!



Staff flu vaccinations

While we're already seeing an increase in influenza activity, the severity of this year's season remains uncertain. What we do know from years of experience and lab-confirmed data, is that we're likely to see a sharp rise in cases as we move into the cooler months.

That's why it's so encouraging to see 30 per cent of Metro North staff having already rolled up their sleeves for a flu vaccination — a fantastic start. But we still have a way to go to reach our target of 85 per cent.

Leading the way is STARS, with 54 per cent of staff vaccinated, closely followed by TPCH and Redcliffe. A special shout-out to the Public Health team where 72 per cent of the team are already protected, an outstanding effort.

Here's where we stand:

- **STARS** – 54 per cent (713 staff)
- **TPCH** – 42 per cent (1975 staff)

- **Redcliffe** – 34 per cent (892 staff)
- **COH** – 29 per cent (673 staff)
- **Caboolture** – 25 per cent (651 staff)
- **RBWH** – 19 per cent (1,990 staff).

If you've received your flu vaccination privately (such as at a pharmacy or GP) please take a moment to [register](#) it so it counts towards our goal.

Free staff flu vaccination clinics finish up at TPOCH today but continue at all other Metro North facilities next week. No appointment is necessary — just bring your Medicare card and staff identification, wear a short-sleeved shirt, make sure you've had something to eat and drink, and only attend if you're feeling well.

For clinic times and locations, visit the [Staff Extranet](#) page.

Attention middle managers – register for an exclusive offsite development day

In conjunction with external provider, Pinnacle Group Australia, Metro North is holding a leadership development day for our middle managers to **lead boldly** and **feel empowered** to implement workforce priorities and transformation.

This isn't just any leadership development workshop – it is a tailored offering to equip middle managers with critical skills to support them in their role and elevate their leadership.

Two dates available: Wednesday 18 or Thursday 19 June 2025

[Register your interest now and find out more](#)

Shout out

This week's shout out goes to the new Banfield Kidney Health Service (Yakka Duggatin Nu) which officially opened earlier this week. Formerly the Stafford Kidney Health Unit, the service has moved to a larger, more modern location in Chermside and now serves as the central hub for the Metro North Home, Independent Dialysis, and Transition Service (HITS). HITS supports more than 300 patients, spanning from early-stage chronic kidney disease management to those undergoing transition and home dialysis therapies, and also provides support to the Norfolk Island renal clinic and its peritoneal dialysis patients.

I hear that the new location is receiving good feedback from staff and patients who are finding the new space much more pleasant and comfortable to work and receive treatment in. Another example of how Metro North is providing person-centred care.



Official opening of Banfield Kidney Health Service

Kind regards,
Jackie

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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