

Executive Message

Metro North Health



Acting Chief Executive Dr Elizabeth Rushbrook

Dear team,

This is my second week as Acting Chief Executive and I've been enjoying getting out and about, meeting with different staff and consumers across the health service. Yesterday's Senior Executive Team (SET) staff forum at STARS provided the opportunity to share information about important organisational priorities and issues relating to workforce, funding, patient flow, nursing and midwifery EB negotiations and the Organisational Structure and Performance Accountability Framework Review of Metro North. Thank you to those staff for who took the time to join the forum and ask questions.



I was also fortunate to attend Staff Council meetings at RBWH and Redcliffe Hospital and be involved in some open (and refreshingly frank) conversations about local priorities and issues that matter to our teams on the ground.

Earlier in the week, I was invited to a special meet and greet with some Kabi Kabi traditional owners accompanied by other members of the Senior Executive Team and the Aboriginal and Torres Islander Health Leadership Team. It was a great opportunity to engage with some of our key community partners and share our plans to launch the revised Metro North Health Equity Strategy 2025-2028 on July 1 along with the new anti-racism campaign.

I look forward to meeting with more staff across the health service in the coming weeks.



Meet and greet with Kabi Kabi traditional owners

Have Your Say closing this Sunday

Thank you to the 10,512 staff who have provided feedback so far in the Have Your Say staff survey. We have two more days until the survey closes, and to reach our goal of 52% participation, we need more of you to take part.

A strong response rate ensures we're hearing the full picture from across all areas of our workforce. We can draw valid data comparisons to previous years and take informed, meaningful action based on your feedback. Right now, we are sitting at 38%.

You don't have to complete every question, just the ones that matter most to you. Your answers are confidential and to protect your anonymity, only leaders who have 10 or more staff participate will receive detailed reports on their results.

You can find more information on [QHEPS](#).

[Please access the survey now.](#)

I ask managers and team leaders to print out this update for staff who don't have regular access to their emails, so they know to complete the survey by Sunday.

Metro North mentoring program

The Metro North Mentoring Program has been developed as a result of feedback in the 2023 Have Your Say survey.

It is a structured, yet flexible initiative designed to foster meaningful mentoring relationships—empowering mentees to take the lead in choosing their mentor through a 'self-service' approach but offering support and resources for both parties to get the most out of the experience.

I encourage you to visit the new [Mentoring QHEPS pages](#) and take advantage of all the information on offer. You will find the mentor bio platform where 50 Metro North mentors have already introduced themselves, allowing potential mentees to connect directly.

If you're interested in joining the mentor pool, fill out the [expression of interest](#). People and Culture will contact all mentors monthly to ask about their mentoring activities and ensure they still have capacity for an active bio.

This is a great addition to our learning and development offering. [Find out more](#).

Compassionate Care Principles

In healthcare, every interaction matters. [The Compassionate Care Principles](#) were created not as an aspiration, but as a standard because they have the power to shape the experiences and outcomes of patients and their loved ones. Kyle's story serves as an important reminder of why good navigation and knowledge sharing, delivering care in the right setting aligned with patient wishes; flexible visiting hours; genuine and adequate informed consent; co-designed care with families; timely communication and reporting; and truly patient-centred, holistic care all matter. His story may not be easy to hear, but it is necessary to drive reflection, learning and change.



I encourage you to watch this video with that in mind and to consider how each of us can honour the trust patients and families place in us by showing up with empathy, honesty, compassion and humanity in every moment of care. [Watch the story here](#).

Crazy Socks 4 Docs Day

Today is Crazy Socks 4 Docs day which aims to start conversations and break down the stigma around mental health issues in doctors and health professionals. Below are some photos from the various events and activities held by our teams across Metro North to help mark this important day.



Regards,
Liz

Acting Chief Operating Officer

Stephen Eaton



Dear colleagues,

Trends across Metro North are highlighting an increasing numbers of long wait patients as well as the number of people waiting for a residential aged care bed exceeding supply for the foreseeable future.

Looking at alternatives to hospitalisation including home-based care options is becoming more and more necessary, especially as we continue to experience greater demands across all of our services.

On Monday 30 June, we will host special guest presenter Dr Michael Young who will deliver an interactive presentation on '*Alternatives to hospitalisation: the future of home-based care*'.

Dr Young is a Rural Generalist and a well-known healthcare influencer and innovator in Australia and internationally who has been involved in Hospital in the Home (HITH) programs for close to a decade. As co-founder of the Hospital in Your Home program in Townsville, Dr Young is committed to patient focused models of care in the community. He advocates that care in the community helps avoid the potential complications associated with hospitalisations and reduces the risk of community supports falling away while people are hospitalised.

Dr Young's presentation will cover a range of topics including:

- Challenges faced by the healthcare system over the next decade
- Community-based care models - now and in the future
- Approaches to reduce hospital dependency via proactive and integrated models of care
- Barriers that need to be overcome to enable transformation.

This presentation is open to all staff across Metro North but would be especially relevant to 'front door' staff who could consider alternatives to admission, staff involved in pathway care decisions, staff who lead discharge planning, and staff who lead the charge to accept dignity of risk approach and put patients back in charge of their own decisions.

I encourage as many staff as possible to attend this important session. More details including a link to register are below:

Monday 30 June
9.30am - 11am
UQ Centre for Clinical Research Auditorium, Herston
and via Teams

Register [here](#).

Regards,
Stephen

Acting Chief Finance and Corporate Officer

Robert Graham



Dear colleagues,

I am pleased to announce Michael Campbell will commence as the Acting Executive Director, Sustainable Assets and Infrastructure for six months, commencing Monday 9 June until Sunday 7 December 2025. Michael Campbell brings a wealth of knowledge and expertise to the role, with his most recent position of Senior Director Facilities and Capital Infrastructure at Children's Health Queensland Hospital and Health Service.

Michael's appointment follows on from David Walker's conclusion in the Executive Director Sustainable Assets and Infrastructure role next Friday 13 June. David has made a valued contribution to Metro North, having successfully overseen the commencement or completion of six stages in the Herston Quarter, the client-side delivery of three satellites hospitals, and funding of \$297 million for 36 new Metro North-led capital projects. He has also played a key role the field of environmental sustainability and climate risk, leading the State in the EV transition, reducing landfill, gaining funding for a range of energy initiatives, and directing the winning and highly commended teams for advancing sustainability in the 2024 Queensland Health Awards.

I thank David for his dedication to Metro North and wish him well in his future endeavours.

Regards,
Rob

Chief Nursing and Midwifery Officer

Adj. Prof. Alanna Geary



Dear colleagues,

Queensland Health is progressing negotiations with the QNMU and AWU (in full) on behalf of its employees for the replacement *Nurses and Midwives (Queensland Health and Department of Education) Certified Agreement (EB11) 2022*.

On 23 May 2025, Queensland Health presented a new NMEB12 offer to the Queensland Nurses and Midwives' Union (QNMU) and the Australian Workers' Union, Queensland (AWU). It is a strong offer that cements nation-leading wages and conditions for our valued nurses and midwives.

While the recent offer was not accepted, reaching in-principle agreement remains a priority, with Queensland Health continuing to work in good-faith with union partners.

If nurses and midwives support Queensland Health's offer (insert link to QHEPS), we encourage them to communicate their views to their union representatives, as we have not received clear guidance from the union on what would constitute a reasonable agreement and have seen no reasonable adjustment in their position.

Planned Protected Industrial Action

QNMU members have voted to take Protected Industrial Action (PIA) which will start from **5 June 2025**, for an indefinite period.

This action follows a formal ballot and application to the Queensland Industrial Relations Commission.

Queensland Health has been informed the AWU nurses and midwives also intends to undertake PIA, though a start date is yet to be confirmed.

What to expect during PIA

Queensland Health has been notified by the QNMU that, across Queensland, nurses and midwives participating in Stage 1 PIA will:

- wear or display union campaign materials such as shirts, badges, posters and stickers
- include the QNMU logo in their electronic communications.

It is not expected that Stage 1 activities will impact patient care, service delivery and staff not involved in the action. It will not include any bans on sending electronic communications.

Queensland Health supports the rights of union members to take PIA. involved in the action.

This PIA can only be taken by employees covered by the *Nurses and Midwives (Queensland Health and Department of Education) Certified Agreement (EB11) 2022* who are also members of either the QNMU or AWU.

Other unions may undertake different action and at different dates as per the relevant notifications to Queensland Health. Any activities outside of the actions listed above are not considered PIA.

If you have concerns about PIA on HHS operations, you should contact your local HR team. If necessary, teams should utilise their existing workload management strategies as required.

Need more information?

Visit [QHEPS](#) for updates, FAQs, and resources

Regards,
Alanna

Executive Director, Research

Prof. Steven Lane



Dear colleagues,

Metro North Research is committed to developing integrated research career pathways that will allow us to retain, train and attract a world class research active workforce. Our Pre-Research Higher Degree (RHD) Scholarships enable clinicians to further develop their research plan, methodology and supervision plans, with the goal of achieving enrolment in a Research Higher Degree (Doctor of Philosophy (PhD) or Masters of Philosophy (MPhil)) by 31 December 2026.

We are very pleased to announce ten recipients of the Metro North Health Pre-RHD Scholarships in 2025. Congratulations to all.

Andrew Nielsen, Registered Nurse, Intensive Care Services, RBWH

Research Topic: Determining the criteria for safe and effective early mobilisation for patients with neurological pathologies in intensive care.

Claire Wilson, Clinical Nurse Researcher, CCRG, TPCH

Research Topic: Alcohol use disorders and alcohol withdrawal syndrome in the intensive care unit.

Khera Kim, Nurse Practitioner, Dementia and Delirium, TPCH

Research Topic: Transforming Dementia Care: Implementing a Dementia-Friendly Environment and Evidence-Based Interventions in Acute Hospital Settings.

Nicole Brigg, Occupational Therapy, Metro North Mental Health

Research Topic: Retention of Mental Health Occupational Therapists.

Emma Williams, Clinical Trials Nurse, Research Development Unit, Caboolture Hospital

Research Topic: Designing an Intensive Care Unit Specific Alcohol Withdrawal Assessment and Management Protocol.

Dr William Moorhead, Medical Oncology, RBWH

Research Topic: Immune checkpoint inhibition for lung transplant recipients with advanced cutaneous carcinoma: A clinical and translational investigation.

Raymond Taite, Nurse Unit Manager, Metro North Mental Health

Research Topic: Health economics - Discrete event simulation of an integrated mental health service.

Elise Byrne, Senior Physiotherapist, RBWH

Research Topic: Mobilisation of patients on vasopressors and inotropes in ICU.

Mrs Erin Doenau, Dietitian, The Prince Charles Hospital

Research Topic: Exploring the feasibility of a novel approach to nasogastric tube weaning in infants.

Emma Munro, Nurse Practitioner, Cancer Care Services, RBWH

Research Topic: Identifying the supportive care needs of patients undergoing emerging cellular therapies within the Hospital setting.

Regards,
Prof Steven Lane

Acting Executive Director, Clinical Services

Dr Jason Jenkins



Optimising the Care of Frail Older Persons

This week the Healthcare Excellence and Innovation's Medicine Stream and HELIX Hub, hosted the Metro North Older Persons Summit – Optimising the Care of Frail Older Persons.

The event brought together over 60 staff and clinicians across our health facilities, the Clinical Streams, COH, RADAR/OPEN, as well as primary care organisations including the Primary Healthcare Network, Health Alliance and GPs to share insights and successful programs supporting Older Persons.

Statistically, our ageing population is growing and will continue to be a focus of delivering healthcare and appropriate care for our community. Currently 10 per cent of the Queensland population is over 75, up from 6 per cent in 2001. This will increase to around 22 per cent in 2040.

Almost three-quarters of Emergency Department presentations arrive by ambulance, and of that 40 per cent are patients over 75 years of age. Length of stay for patients over 65 years of age is also increasing. Combined, this also are having an impact of Emergency Departments and inpatient bed capacity.

The presentations, insights and discussions sparked important conversations, including the importance of functional relationships, equity of access, truly person-centred goals of care and flow across our services.

The Clinical Streams will work collaboratively on key priorities including improvements in

access and navigation, optimising models of care in dementia, community care closer to home, and reducing unnecessary ED presentations for frail older persons.



APACHE reaches 100 patient milestone

Community and Oral Health, supported by the Critical Care Stream and the Emergency Department (ED) at Redcliffe Hospital, launched a new model of care: APACHE – Acute Patient Assessment and Care in the Home Environment.

Last week, marked an impressive milestone – 100 patients supported through APACHE. This marks a meaningful increase in access to care enabling patients to be treated in their home, avoiding lengthy ED presentations and hospital admissions, and freeing up bed capacity in our hospitals.

This initiative was developed in response to feedback from Emergency Departments highlighting challenges in accessing HITH services and to reduce demand on inpatient admissions and beds.

The service has begun the process of expansion to include the Satellite Health Centres and the Caboolture Hospital Emergency Department, and work continues to implement the APACHE model as it scales to additional sites.

Regards,
Jason



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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