

# Executive Message

## Metro North Health



### Acting Chief Executive Dr Elizabeth Rushbrook

Dear team,

#### Metro North Strategic Plan

During the first half of 2025, we sought input and feedback from staff across the health service on the [Metro North Strategic Plan 2024-28](#). This Plan is a roadmap to help guide the direction of our services and workforce so we can continue to provide responsive and sustainable health care to our community moving into the future.

We received an amazing amount of feedback from staff which has helped ensure that the Strategic Plan is relevant person-centred and fit for purpose. Over recent weeks, the Plan has gone through various stages of development in conjunction with the Metro North Board. The final iteration of the Plan will go to the Board meeting for approval later this month, with the revised Plan set to go live from July 1. This represents an important milestone in the direction of Metro North as the Strategic Plan will act as the cornerstone for all decision making for the next four years.



Staff will have the opportunity to view, discuss and engage with the Chief Executive and Senior Executive Team members about the implementation of the updated Metro North Strategic Plan from 1 July. Specifically, we will hold a series of staff forums throughout July to discuss the plan and implementation.

#### Thank you for having your say

The Have Your Say (HYS) staff survey closed on Sunday. While we didn't reach our Metro North goal of 52% participation rate, we achieved 43%, which is proudly the highest number of staff we've seen participate in HYS to date with 10,815 surveys accessed. A sincere thank you to those who took time to share feedback.

BPA Analytics, the independent provider who facilitated the survey, is now collating the results. They will compile anonymous reports for each work unit which had 10 or more responses. We expect to relay the results to staff by early August.

If you're a manager, please explore the resources and support on the [Have Your Say Manager Toolkit](#) QHEPS page to ensure you are prepared and equipped to communicate the results. You should have also received a calendar invite to join the managers vidcast on 24 June – [Have Your Say: Goal setting and taking action](#).



### Staff flu vaccination update

Metro North's staff flu vaccination program has had a strong start but there's more to do. So far this year, we have delivered more than 11,700 staff flu vaccinations. This is 49.1 per cent of our workforce, a solid foundation but still well below our 85 per cent target for 2025.



Influenza can spread rapidly in healthcare settings, putting vulnerable patients and staff at risk. More than 98 per cent of flu strains circulating this year are a good match for the vaccine, meaning it is likely to be effective. Across Queensland, about 23 per cent of people have had a flu vaccination. This is lower than the same time in 2024.

If you haven't already had a flu shot this year, make it a priority.

Staff vaccination clinics at our facilities are easy, quick and give protection to you and the people you care for. More details are on the [Staff Extranet](#).

If you received your flu shot externally (e.g. GP or pharmacy), please remember to [register](#) so we can count it in our reporting.

### Congratulations

#### *Associate Professor Carol Douglas*

Assoc Prof Carol Douglas was recently awarded a King's Birthday Honour Public Service Medal for her outstanding contributions to medicine and health care. Carol is a national leader in the field of palliative care, having directed the palliative care service at RBWH from 2005 to 2022, and at TPCCH from 1998 to 2005. She was President of the Australia New Zealand Society of Palliative Medicine (ANZSPM) between 2015 - 2017 and currently serves as Medical Director of the Queensland Palliative Medicine Training Program (QPMTTP).



Under Carol's leadership, the QPMTTP was formally integrated into the state's medical

training system in 2013, leading to a steady increase in trainee numbers. The program now supports training across more than 20 sites and is helping shape the next generation of palliative care doctors. Her work has significantly improved access to high-quality end-of-life care across Queensland.

***Associate Professor Joel Dulhunty***

Assoc Prof Joel Dulhunty was named Emerging Philanthropist of the Year at the recent Queensland Gives Philanthropy Awards.

Joel, who is the Director of Research and Implementation at RBWH and Redcliffe Hospital, was instrumental in establishing the Raise it for Redcliffe, a fundraising initiative for patient care, staff wellbeing and research at Redcliffe Hospital which is now supported by RBWH Foundation. Since the initiative was established in 2020, he impressively raised over \$1 million in just four years. On Wednesday's Giving Day this week, Joel rode from RBWH to Redcliffe Hospital on his iconic penny farthing, building on his previous epic cycles including a 500km penny farthing challenge and a 2,600km cycle from Cairns to Brisbane and a to raise funds for a senior nurse position.



Well done, Carol and Joel!

Regards,  
Liz

Executive Director, Research

**Prof. Steven Lane**



Dear colleagues,

Metro North Research is committed to creating a supportive environment for research and maximising opportunities for our researchers. Our Swift Grants Program creates opportunities to generate new knowledge through research and will support early phase, rapidly deployed, innovative research projects that benefit Metro North Health patients and the community.

We are very pleased to announce six successful projects. Congratulations to all of the successful investigative teams.

**Title:** Quantifying avoidable harm from arterial catheters in intensive care: a pathway to practice improvement.

**Investigative team:**

CIA: Prof Samantha Keogh, Joint Professor of Nursing, Queensland University of

Technology/Royal Brisbane and Women's Hospital

CIB: Dr Mahesh Ramanan, Senior Staff Specialist, Intensive Care, Caboolture Hospital and Royal Brisbane and Women's Hospital

**Title:** Comparative pre-analytic effectiveness study for bronchoscopy

**Investigative team:**

CIA: Prof Kwun Fong, Senior Staff Specialist, Thoracic Medicine, The Prince Charles Hospital

CIB: Dr Kelly Tian Mun Chee, Postdoctoral Research Fellow, Thoracic Research Centre, UQ

**Title:** Cerebral autoregulation during continuous versus pulsatile cardiopulmonary bypass: a prospective observational study

**Investigative team:**

CIA: A/Prof Jonathon Fanning, Senior Staff Specialist, Anaesthesia, The Prince Charles Hospital

**Title:** Population-based study of outcomes in Queenslanders living with immune-mediated liver disease

**Investigative team:**

CIA: Dr Elizabeth Goode, Consultant Gastroenterologist and Hepatologist, Royal Brisbane and Women's Hospital

**Title:** Targeted sequencing to improve the diagnosis of fungal infections

**Investigative team:**

CIA: Dr Bianca Graves, Infectious Diseases Physician, Royal Brisbane and Women's Hospital

CIB: Dr Anna Hume, Infectious Diseases Physician, Royal Brisbane and Women's Hospital

**Title:** Measuring person-centred nutrition care: development of a novel patient reported experience measure

**Investigative team:**

CIA: Dr Adrienne Young, Dietitian, Royal Brisbane and Women's Hospital

CIB: Ms Sarah Mackay, Dietitian, The Prince Charles Hospital

Regards,  
Prof Steven Lane



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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