

Executive Message

Metro North Health



Summary:

- Metro North Strategic Plan & Health Equity Strategy launched
- Business Case for Change
- Innovation opportunities
- Nursing and Midwifery research award
- Compassionate Care Principles

Message feedback

Chief Executive Adjunct Professor Jackie Hanson



Audience: All staff



Read time: 6 min



For: Information

Dear colleagues,

Thank you to everyone for your ongoing efforts in caring for our patients as we continue to navigate the significant demands of the winter period. We recognise that respiratory illness is also having an impact on our teams and services, and appreciate the extra support staff are providing during this time.

Refreshed strategic direction for Metro North

I am pleased to announce that Metro North Health has now officially launched our [Metro North Strategic Plan 2024-2028 \(2025 refresh\)](#).

The refreshed Strategic Plan captures our reinvigorated direction and priorities for the coming years and provides a clear framework to guide all our decision making, systems and practices.



The Plan includes five pillars:

- A workplace to be your best
- Research and innovation shaping the future of health
- A connected care system
- Health equity
- Delivering exceptional care.

These pillars represent how we, as an organisation, will continue to create high performances as Australia's largest and most diverse health care service.

Incorporated in the refreshed plan is our new organisational vision:

Creating healthier futures together—where innovation and research meets compassionate care, and community voices shape our services.

This highlights Metro North's commitment to continually building and enhancing services that meet community needs, while delivering high-quality safe and compassionate care to our people. We acknowledge and respect that the commitment required to achieving these outcomes must be carried across all levels of the organisation, and that our vision must remain at the centre of our day-to-day work.

That's why the Senior Executive Team and I are grateful for the extensive input and feedback provided by staff during the consultation phase earlier this year. This was invaluable in making sure that the refreshed plan is one which supports a responsive and responsible person-centred health service moving forward. So thank you.

In the coming weeks, I will be visiting facilities across Metro North to discuss how the refreshed plan will be embedded into day-to-day operations, and answer any questions staff may have.

Board Chair Bernard Curran and I held a vidcast today. The recording will be online later this week.

Health Equity Strategy launched

It was a privilege to be joined by Aboriginal and Torres Strait Islander community members, staff, and partnership organisations at this week's launch of the next phase of the [Health Equity Strategy 2025-2028](#).



Over 300 guests attended the celebrations on July 1 at Kallangur, learning about our strategic priorities over the next three years and enjoying culture sharing by the Undumbi Dancers and Wagga Torres Strait Islander Dance Group.

Elders Uncle Russell Doctor and Aunty Denise Proud acknowledged 50 years of NAIDOC Week and shared with us what the theme '*The Next Generation: Strength, Vision, and Legacy*,' means to them.

A special moment throughout the day was an acknowledgement to Aunty Sandra Blackman who officially retired from Metro North Health in May. Aunty Sandra finished her career as the Acting Aboriginal and Torres Strait Islander Nurse Navigator, Redcliffe Hospital.

Aunty Sandra has enjoyed a long and rewarding career spanning 42 years as a nurse, both working within Queensland Health and community-controlled organisations. We wish her all the very best in her retirement and thank her for outstanding service.



Business Case for Change

Following the Tier 1 structural review, we are developing a Business Case for Change. This process will outline proposed changes and provide an opportunity for staff consultation on the proposed changes. We aim to have the Business Case for Change commence by mid-July and open to feedback from staff across Metro North Health.

Disability training and development opportunities

July is Disability Pride Month and I encourage all staff to think about how they can contribute to ensuring our services are accessible and inclusive for people with disability. A variety of training and development opportunities are available to staff:

- [Queensland Health Disability Awareness Training](#) aims to increase the confidence, knowledge, and skills of the health workforce to better respond to the health and wellbeing needs of people with disability. Training is now live on iLearn and is open to all Queensland Health staff. [Enrol here](#).
- MN ENABLE (*Employees Navigating Access, Barriers, Leadership and Equity*) is a peer support network for Metro North staff members with disability and neurodiversity, staff caring for loved ones with disability, and allies across our organisation. For more information email: MetroNorth-Disability@health.qld.gov.au
- [PWDA Advancing Women Program](#) provides an opportunity for female staff members with a disability to grow their leadership capability. Participants will benefit from a 20-week education and mentoring program with senior leaders across Metro North Health. Both mentees and mentors can express interest [here](#).

Staff flu vaccination milestone

Metro North's staff flu vaccination program hit a milestone this week—50 per cent of our staff are protected.

If you haven't had one yet, flu vaccinations remain available from infection control offices across Metro North. Your local GP or pharmacy also have free flu vaccinations available. If this is you, please [register](#) it so it can be counted in our statistics.

Every vaccination counts—for you, your patients and you team. It also helps us get closer to our target of 85 per cent. Let's finish strong. Have a vaccination today. For more details, visit the [Staff Extranet](#).



Staff profile - Kat Hooper

Kat Hooper is Australia's first-ever First Nations Nurse practitioner in palliative and emergency care, chronic disease, and rural and remote care.

Having worked in Metro South and across the state over many years, Kat brings strong cultural and country connections to the recently expanded Aboriginal and Torres Strait Islander Health Nurse Navigation Service.



The proud Worimi and Kabi Kabi woman is ensuring that Aboriginal and Torres Strait Islander people have the right health care services in place so they can live with autonomy and have a self-determined life.

Kat works closely with Aboriginal and Torres Strait Islander people, Elders, communities, GPs, hospital staff, and broader community services and organisations to bring safe and culturally responsive care which is focused on the individual's unique circumstances. She aims to ensure that each patient is valued, validated and listened to, and that the care provided incorporates the individual's connection to country, culture, spirit, body, mind, family and community. Kat also leads the Statewide Yarning Circle which now has close to 350 members.

As part of here continuing health equity journey, Kat has developed 'symptom burden story telling' educational materials to support clinicians and Aboriginal and Torres Strait Islander people understand and feel comfortable discussing health conditions and treatment, and attending health care environments.

Shout out

This week's shout out goes to TPCB Child Life Therapist, Meenu Wadhwa for her recent care of a young patient who presented to the paediatric emergency department. As part of her role, Meenu uses play-based interventions including positive distraction techniques

and tools to minimise children's fear and anxiety to improve their coping in clinical environments.

Meenu supported a young neurodiverse patient while having a blood test. Normally the patient would require several staff to physically hold them while undergoing the test. However, through Meenu's involvement which involved the use of weighted blankets and fidget toys for distraction, the patient was able to have their blood test in a calm and supportive space without physical input from staff. The patient's mother was also able to sit and comfort her child through the process.



A great example of person and family-centred care. Well done Meenu!

Kind regards,
Jackie

Acting Executive Director Clinical Services

Ila Stuer



Audience: Clinical teams



Read time: 2 min



For: Information

Exciting opportunity to join Metro North's next wave of innovation

Healthcare Excellence and Innovation is delighted to launch the next HELIX Innovation Accelerator Program – a strategic initiative to surface and advance breakthrough ideas that improve care delivery, streamline workflows, and reimagine models of care. Through structured innovation sprints and funded project time, this program will bring together clinical teams, emerging innovation leaders, and expert collaborators to form dynamic innovation teams.

There are two ways you can get involved:

- **Problem owners** – Submit a challenge or opportunity ready for innovation, whether it's improving care delivery, workflows or care models. As a Problem Owner, you'll guide a small team of innovators, subject matter experts, and collaborators, supported every step of the way by the HELIX Hub.
 - o *This pathway includes funding to backfill participants as they progress through the Innovation Accelerator Program.*
 - o *You will be required to participate in HELIX Innovation Sprints from September to October.*
- **Innovators** – Join an innovation team as an integral member and take part in the HELIX Hub's *Leading Innovation* program. As an Innovator, you will learn the skills

and methods required to lead innovation. This is part of the next Leading Innovation Training Program, delivered annually by the HELIX Hub.

- o This pathway includes training in human-centred innovation methods, facilitation skills, and practical tools for leading change.*
- o You will be required to participate in HELIX Innovation Sprints from September to October and training in November and December.*

All participants will be supported through a staged innovation process, including dedicated sprints, expert mentoring, and access to phased funding. Collaborators from across the system – including Stryker, CSDS/QuILL, Clinical Intelligence, and others – will be available to help teams bring their ideas to life.

Whether you're close to a problem that needs solving or eager to develop your innovation skillset while driving positive change, this is a valuable opportunity to get involved.

The HELIX Innovation Accelerator Program will launch Friday 11 July and EOIs will be open for 6 weeks. To be notified of this and other HELIX Hub opportunities, please join the HELIX Community by emailing HELIXHUB@health.qld.gov.au



Regards,
Ila

Chief Nursing and Midwifery Officer

Adj. Prof. Alanna Geary



Audience: Clinical teams



Read time: 1 min



For: Information

Dear team,

This time of year always reminds me of the amazing work our nursing and midwifery researchers do in Metro North. With the impending Metro North Research Excellence

Awards coming up and nominations now closed, it gives me great pleasure to announce the finalists for the Professor Joan Webster Award for Nursing and Midwifery Research. For those who don't know, Joan Webster was a long-standing staff member of Metro North and RBWH. She was a prolific researcher and mentor to many of our current researchers, so it is highly fitting that this award acknowledges her significant contribution and promotes the success and legacy of her work. Joan retired only a few years ago and continues to stay in touch with many of the people whom she taught and mentored.

Please join me in congratulating the finalists for this very prestigious award in a very hotly contested group of high achieving individuals. So, the finalists are....(drum roll):

- Professor Samantha Keogh
- Associate Professor Lauren Kearney
- Dr Natasha Roberts.

I can't wait to be there on the night when the winner is announced.

Warm regards,
Alanna



Audience: Clinical teams



Read time: 2 min



For: Information

Dear team,

This week we mark the 50th anniversary of NAIDOC across Australia and recognise the significance of the week in broadening our understanding and thinking about the ways in which those learnings are relevant to us, no matter our role, in making sure the care we provide to community is always provided through a culturally informed lens.

Inspired by the ***Metro North Compassionate Care Principles***, we are excited to launch the first episode in our new **Compassionate Care Podcast Series**, a platform to explore what compassionate care truly means across different experiences, identities and communities.

Hosted by Liz Crowe and Jesse Spurr as part of the ***Five Things Podcast***, The first episode titled "[Five Things About Culturally Informed Compassion](#)", features a powerful conversation with Roslyn Boland, Director of Aboriginal and Torres Strait Islander Health at RBWH.

Roslyn identifies as an Aboriginal woman of the Mardigan and Kooma peoples. She brings deep insight drawn from her lived experience and years of work as a healthcare worker, liaison officer, nurse, and health leader. While the stories she shares are composites, they reflect the collective wisdom and challenges faced by many Aboriginal and Torres Strait Islander peoples engaging with the health system.

This episode reminds us that when it comes to compassion, *one size does not fit all*. Roslyn reflects on five key principles to guide culturally informed compassionate care:

- Cultural sensitivity is non-negotiable – compassion must consider cultural context.
- Don't assume, ask – engage early and meaningfully with Aboriginal and Torres Strait Islander staff and communities.
- Family and community are central – care must extend beyond the individual.
- Compassion is relational – it's about connection, listening and shared understanding.
- Systems must show compassion too – advocacy is a vital act of care.

We encourage all staff to listen and reflect on how we can grow our compassionate care practices to better serve all communities.

Tune in and start the conversation.

Regards,
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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