

# Executive Message

## Metro North Health



### Summary:

- Managing demands
- Strategic plan
- Cultural safety
- Acute Respiratory Illness Response Plan – transition to Tier 1

Message feedback

## Chief Executive Adjunct Professor Jackie Hanson



Audience: All staff



Read time: 5 min



For: Action

Dear colleagues,

Having just entered the new financial year, I would like to acknowledge the immense amount of work of staff across Metro North in delivering high quality, safe and timely care to our patients.

Because of our continued efforts, I am pleased to share that we have reported positive performances across some key areas of demand over the last 12 months, which include:

- The percentage of emergency department patients seen within recommend timeframes have improved for all urgency categories despite an increase in presentations by approximately 5,000.
- Improvement in transfer of care with 80 per cent of ambulance arrivals transferred within 25 minutes.
- Emergency surgery cases have increased, with Metro North facilities performing more than 1,100 additional cases.



- Transfer of more than 2,800 patients to Surgery Connect to receive their elective surgery sooner, helping stabilise surgical waitlists.
- Over 4 per cent increase in specialist outpatient referral, with almost 25 per cent of these coming from outside the Metro North catchment.
- Treatment of more patients across Category 1, 2 and 3 in Specialist Outpatient Services than the previous year.

Thank you to everyone for your ongoing commitment to achieving positive outcomes for our patients, especially in such a challenging environment. The Senior Executive Team and I acknowledge and appreciate your efforts.

## Managing demands

Like all health services, we experience surges in demand and do our best to plan for and manage these. On a daily basis, we carefully monitor patient activity and work as a network with our facilities to keep patients flowing through their care journey in an efficient and compassionate way. With more and more patients requiring access to our health services each year, we have a strong focus on employing strategies that help us manage patient flow demands and improve overall efficiency.

One such strategy is the establishment of a peak Patient Flow Matters Steering Committee, to provide strategic direction and executive oversight of embedding the [Queensland Health's SAFEST Patient Journey Framework](#) across Metro North. The SAFEST Patient Journey Framework is a patient flow bundle incorporating six evidence-based principles, to improve patient access to care, reduce delays and length of stay, and most importantly, achieve better patient outcomes.

The six evidence-based principles are:

- Senior engagement
- All patients
- Flow
- Early discharge
- Shortened length of stay
- Total health system utilisation.

Additionally, a Sub-Acute Steering Committee, chaired by Metro North's Chief Operating Officer, has been established to help facilitate specific programs of work across the health service to improve the patient journey. This Committee includes six working groups comprising organisation-wide representation with the Community and Oral Health Directorate taking a lead role in this critical work.

## Strategic Plan

Due to high demand and other pressures, the [Strategic Plan](#) roadshows have been postponed.

## Cultural safety

You have hopefully heard about the introduction of our newly established [Aboriginal and Torres Strait Islander anti-racism policy](#) launched on 1 July. However, did you know this policy is a subset of the existing Metro North Health [Anti-racism policy 010028](#), which aims to protect all employees who may experience racism, no matter what cultural background they come from.

23.6% of our workforce come from a multicultural background and one in four of our patients are part of the Culturally and Linguistically Diverse (CALD) community. I would like to ensure there is awareness that all staff members are covered by this policy and the Aboriginal and Torres Strait Islander Leadership Team worked closely with the Multicultural Health team to ensure both policies align with one another.

These policies support Metro North's position that there is no place for any type of racism within our organisation. I encourage staff to familiarise yourselves with these important policies.

### Staff profile - Janet Mhindurwa

Janet Mhindurwa recently commenced in a new role for the Multicultural Health team – Multicultural Liaison Coordinator for Metro North Health.

Janet's role will be key to strengthening connections between Culturally and Linguistically Diverse (CALD) communities, clinicians, families, and service providers – ensuring our CALD community voices are heard and represented across our health system.



As a member of the CALD community, Janet is passionate about providing the right support for people from diverse backgrounds when it comes to their health. She is excited to be in her new role, connecting with the CALD community, and promoting cultural safety for patients across Metro North.

Janet brings extensive experience from previous roles in child protection, brain injury support, sexual health, and the Humanitarian Settlement Program. She is also the current President of the African Professionals of Australia Queensland Chapter.

We welcome Janet and look forward to seeing the positive impact this new role will have on the care we provide to our diverse community.

### Shout out

This week's shout out goes to the teams at Metro North Palliative Care Grief and Bereavement Service and the Brighton Wellness Hub who have recently established a



dedicated café where members of the community can connect and talk about their end-of-life journeys. The café, which is coordinated by Home Hospital Bereavement Coordinator Kylie Whyte in conjunction with the University of Sunshine Coast, provides an open non-judgemental space where people from all walks of life, age groups and cultural backgrounds can come together to discuss the loss of life. The purpose of the café is to help increase people's knowledge and understanding of grief and end-of-life so they can feel more comfortable with the experience. You can find out more [here](#).



This is an excellent compassionate care initiative supporting people during a very challenging time in their lives. Well done!

Regards,  
Jackie

Chief Nursing and Midwifery Officer

**Adj. Prof. Alanna Geary**



**Audience: Clinical  
teams**



**Read time: 1 min**



**For: Action**

Dear team,

Thank you all for your ongoing hard work as we prepare for an increase in respiratory illnesses like influenza and RSV. While COVID-19 is holding steady, we're seeing more cases among kids and older adults, so we're moving to Tier 1 of our Acute Respiratory Illness Response Plan starting Thursday, 17 July 2025.

To keep everyone safe and supported, please continue to:

- Wear masks in all clinical areas, following PPE guidelines. This helps protect you and those around you.
- Keep your flu and COVID-19 vaccinations up to date and complete your annual fit testing to stay well protected.
- Stay up to date with mandatory training—it's key to our ongoing safety and preparedness.
- Stay home if you're feeling unwell. Please let your line manager know as soon as possible and submit your leave through the Smart Leave form on MyHR.
- Check in with your line manager about any local requirements or changes under your directorate's Acute Respiratory Illness Response Subplan.

Visitors will also be encouraged to wear masks, sanitise hands on entry and exit, and stay home if they have respiratory symptoms. Masks and hand sanitiser will continue to be available at all entrances.



We truly appreciate your dedication and teamwork. Together, we're ensuring the safest care for our patients and supporting each other through this season.

Thank you again for everything you do.

Regards,  
Alanna

**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.

**Metro North Health's vision**

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



**Queensland  
Government**

If you have received this email and do not work for Metro North please follow this link to be removed from the mailing list.

[Email us](#)