

Executive Message

Metro North Health



Summary:

- Have Your Say update - Occupational Violence
- Board applications closing soon
- CE staff forums
- Metro North Health Service Plan
- Infrastructure update.

Message feedback

Acting Chief Executive Dr Liz Rushbrook



Audience: All staff



Read time: 4 min



For: Information

Dear colleagues,

As announced by Metro North's Board Chair Bernard Curran last week, Nick Steele will commence in the role of Interim Chief Executive for handover from tomorrow, Wednesday 3 September, and will assume the full role from Saturday 6 September.

Nick's current role is Deputy Director General, Clinical Support Queensland and he previously held the role as Deputy Director General, Healthcare Purchasing and System Performance for a 7-year period. Nick has also had experience acting as CE for other Hospital and Health Services.



I will be finishing as Acting Chief Executive on Friday and taking three weeks of planned annual leave, returning to my normal role as Chief Medical Officer in late September.

I would like to thank the Board, Senior Executive Team and all staff across the health

service for their unwavering support during my brief time as Acting Chief Executive. It is always a privilege and pleasure to work alongside the dedicated team of Metro North, and I look forward to continuing our great work together in caring for our community. Your excellent work gives me great confidence and comfort.

Have Your Say update - Occupational Violence

In the recent *Have Your Say* survey, occupational violence (OV) was flagged by many staff as a key issue preventing them feeling safe at work.

In Metro North, workplace safety is a key priority—protecting you so you can come to work and care for our patients, and not be verbally or physically assaulted.

We acknowledge that OV is an ongoing challenge. Within our facilities and services, we care for a large number of patients with clinically complex and challenging conditions and behaviours. While we adopt a zero tolerance approach to OV, it still happens more than it should.

In the last financial year, the total number of OV incidents across Metro North was 3,075. The breakdown of Metro North Health incidents includes:

Occupational Violence Incident by Type	No. of Incidents
Physical - actual	1,634
Physical - sexual	84
Physical - threatened	348
Verbal aggression	998
Cyber aggression	11
Total OV incidents	3,075

This situation cannot continue unchallenged and Metro North currently has a range of pro-active OV prevention programs in place to help minimise risks including:

- Ambassador Program - Healthcare Ambassadors are non-traditional 'security personnel', who provide support to both staff and patients. We have Healthcare Ambassadors across RBWH, TPCCH, Caboolture and Redcliffe Hospitals, as well as Caboolture and Bribie Satellite Health Centres and the Nurse-Led Walk in Clinic.
- Incident management processes such as positive reporting culture, incident triage, follow up/investigation/in-service workshops
- OVP resources on the intranet, including Behaviour Modification Charts, Risk Assessment tools, posters and videos.
- Maybo Mandatory Training Program
- Unacceptable Behaviour Management Framework
- Post Incident Response program – Employee Assistance Program, Crisis Response, Staff Psychology Service, Peer Responder Program, special leave if required
- Linkages with Queensland Occupational Violence Strategy Unit providing a statewide approach
- QPS Police Beat - operational onsite at the Herston Complex since November 2024, providing a dedicated police presence to enhance safety and support for staff, with

a particular focus on the RBWH Emergency Trauma Centre.

These are all positive initiatives, however the evidence and feedback from the *Have Your Say* survey tells us that we have still have a lot of work to do to make our workplace safer.

This **Friday 5 September, 12 – 1pm**, we will host a vidcast on Occupational Violence to discuss next steps in our OV response, share feedback from the *Have Your Say* survey, and invite staff to share their views and ideas about OV prevention.

Chief Nursing and Midwifery Officer Alanna Geary, Acting Chief Allied Health Practitioner Perry Judd and I will host the vidcast which is open to all Metro North staff.

We acknowledge that OV is an organisation-wide issue and therefore requires an organisation-wide response. Your ideas and experiences matter to us and we are here to listen and support you as we continue to address and improve how we respond to this serious challenge.

[Join OV vidcast](#)

Board applications closing soon

A reminder that applications for Board Chair and member positions across all 16 Hospital and Health Services close midnight, **Sunday 7 September**.

We are seeking applicants with diverse professional backgrounds, strong local connections, and a passion for improving public health to join Boards, starting in April 2026. This year, there is an emphasis on engaging local voices, including health professionals currently working within their HHS who bring valuable frontline insights to Board decision-making.

For more information about the application process and the requirements for health professionals interested in joining a Hospital and Health Board, visit <https://www.careers.health.qld.gov.au/join-a-hospital-board>

CE staff forums

A reminder that I will be hosting staff forums at each of our facilities and directorates to further discuss our Have Your Say survey results and the recently refreshed [Metro North Strategic Plan 2024 – 2028](#). These are drop-in sessions where you can discuss the strategic plan for 5-10 minutes. I am looking forward to discussing this with you. Details of these sessions are below.

TPCH

Tuesday 2 September, 1pm - 2.30pm
Dr Mark O'Brien Auditorium

Redcliffe Hospital

Thursday 4 September, 9am - 10am
Education Centre, Lecture Room 4

Caboolture Hospital

Thursday 4 September, 11am - 12.30pm

Auditorium

Metro North Health Service Plan

Metro North Health is embarking on a project to develop a whole of Metro North Health Service Plan with a 15-year planning horizon. This Plan will inform infrastructure planning and master planning. We need to look at care delivery holistically across all Metro North services to ensure equitable, sustainable access for all Metro North Health residents and the broader Statewide community we serve. To achieve this, it is critical that a planned approach to the development of services and infrastructure across Metro North Health is undertaken.

A consulting agency together with Health Service Strategy and Planning team will be meeting with many stakeholders across Metro North Health and external stakeholders in the coming weeks to discuss future evidence-based approaches to care delivery. They will also seek views on future services to deliver improved health outcomes and experiences for the community we serve.

This is an important piece of work, and we will endeavour to consult as widely as possible.

If you have any questions, please contact Louise O'Riordan, A/Executive Director, Health Service Strategy and Planning via email: Louise.Oriordan@health.qld.gov.au

Acting Executive Director, Sustainable Assets and Infrastructure

Michael Campbell



Audience: Clinical teams



Read time: 2 min



For: Information

Dear colleagues,

Northern Car Park (P2) traffic and operations

Thank you to staff who have provided feedback about vehicle access points of the recently opened Northern Car Park.

A number of enquiries have been about the current access point on Jacaranda Street which enables vehicles to enter the car park only, pedestrian safety priorities and the future construction of the Queensland Cancer Centre (QCC).

I appreciate that it may be inconvenient for some staff, however it is anticipated that the Jacaranda Street car park access point will ultimately operate as both an entry and exit,

however car parking technology and boom gates to operationalise the exit have not yet been installed.

As part of the redevelopment of Herston Quarter, additional roadworks are required to be completed by Australian Unity between Jacaranda Drive and Bramston Terrace which are anticipated to occur between January and June 2026.

Jacaranda Street is a constrained road and upgrades to its intersection at Bramston Terrace are needed to make it safe, including pedestrian footpaths, and to improve vehicle flow.

Until these occur, Jacaranda Street operates under a temporary traffic management plan to safely manage traffic and pedestrian flow until the roadworks are completed.

Also, plans for the construction of the QCC and associated site establishment footprint, construction impacts, and construction vehicle access were considered in the context of the Jacaranda Street car park access point, and for the duration of the construction of the QCC.

While the original timing for the commencement of the QCC have been postponed, a decision on the QCC project and timing is expected in December 2025.

Please note that Metro North does not own or operate the Northern Car Park - It is owned by private developer, Australian Unity and operated by Wilsons Parking – however we have provided feedback to Australian Unity.

The [fact sheet](#) provides some additional information about the design and function of the car park.

Regards,
Michael

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**

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