

Executive Message

Metro North Health



Summary:

- Strategic priorities
- Vidcast wrap-up
- Help shape the future of cancer care services.

Message feedback

Acting Chief Executive Nick Steele



Audience: All staff



Read time: 4 min

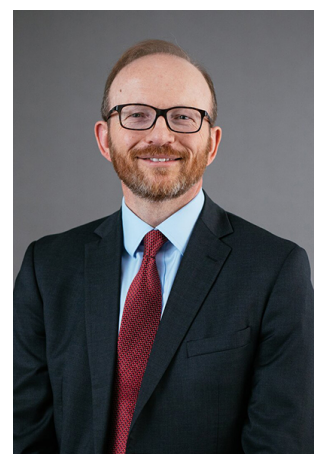


For: Information

Dear colleagues,

One of my personal commitments coming into the role of Acting Chief Executive is to meet with staff, learn about the important work you do for our patients and community, and look at how we can perform this work even better.

Last week, I had the opportunity to attend my first Metro North Health Equity event—a community consultation day attended by Aboriginal and Torres Strait Islander Elders, community, local organisations and staff. This type of engagement is essential in building culturally strong and respectful health care services for Aboriginal and Torres Strait Islander people. I commend Metro North on their efforts in this important journey to date.



My first Metro North Clinical Council meeting at the Nundah Community Health Centre was an excellent forum to gain a better understanding about specific challenges facing our workforce and how these impact our culture and performance. I heard similar and localised challenges at the COH, TPC and Caboolture Clinical Councils. I am attending the STARS Clinical Council tomorrow and look forward to attending the RBWH and Redcliffe Clinical Councils in the near future.

I also undertook my first facility visit to RBWH where I spoke with senior staff in a number of areas including the Emergency Trauma Centre and Discharge Transit Centre to learn more about their specific roles, current challenges and potential solutions. This week, I am going to STARS and TPCH and look forward to connecting with teams on the ground then. I am really interested to focus on opportunities to increase the efficiency of our discharge lounges across all facilities.

During all of my interactions, I have appreciated the openness of staff to share their experience and views. Openness, trust and transparency are critically important for any organisation so there will be focus over the coming few months on how we communicate to ensure we reach everyone across the health service, and also explore how we maximise opportunities for feedback from teams and staff.

Strategic priorities

Patient flow

Coming new into Metro North provides the opportunity for me to look at patient flow with fresh eyes. I am particularly keen to understand how we can work together to further optimise access and flow for acute patients through emergency departments (ED) and through their episode of care while they're in hospital.

I have been advised of some of the initiatives to achieve the 70% Patient Off Stretch Time (POST) target, but recognise there is still work to be done together and with our HHS partners to improve timeliness of interhospital transfers out, consideration of flexible admissions, and a continued focus on mental health patients. I would gratefully receive any suggestions on other opportunities for improvement.

Mental Health

I recognise that our Mental Health services both in Metro North and across the State are experiencing increased demand year on year from higher acuity patients and more complex conditions. I acknowledge the impact that this has on our staff and patients, and I am committed to working with the Executive and Board to develop a clear plan that considers the recent reviews and recommendations and outlines key priorities for the short, medium and longer term.

Significant Business Case for Change

You would be aware that earlier this year, Metro North commenced a Significant Business Case for Change involving a Tier 1 structural review. Appropriately, this body of work has now been put on hold until a permanent CE for Metro North has been appointed.

Vidcast wrap up

Thank you those of you who were able to attend my introductory vidcast last Wednesday. I covered a number of topics including the following key issues that came out of the recent Have Your Say survey.

- *Occupational Violence Prevention (OVP)*

This is an area that our organisation needs to keep acting upon to ensure a safer workplace for staff. I met with other CEs from across the state last week to discuss a

joint campaign to help address the issue of OV within our health services. I will provide more details as they come to hand. I am also keen to seek advice through our Clinical Councils to understand other potential initiatives and supports that will increase safety across our facilities.

- *Financial sustainability*

As the largest health service, Metro North has the largest allocation of public health funding with a budget of over \$4 billion. One of my priorities is to support the health service to deliver safe and equitable health care to our catchment population within our available resources and secure additional funding to address our key areas of growth.

- *More visible leadership*

I value this feedback which is why you will be seeing more of me out in the facilities. Patient care happens on the ground and I am keen to learn about your challenges and opportunities for improvement, so we can deliver the best possible care to our patients.

I look forward to working with you to support the great care you provide to our community.

Take care,
Nick

Acting Executive Director, Sustainable Assets and Infrastructure

Michael Campbell



Audience: All staff



Read time: 1 min



For: Information

Dear team,

Help shape the future of cancer care services

You may recall that one of the key outcomes of the Hospital Rescue Plan in relation to the Queensland Cancer Centre, was a recommendation to conduct a statewide review of cancer care service demand.

This important review is being led by the Office of the Queensland Cancer Lead, under the leadership of Associate Professor Glen Kennedy. It forms part of a broader body of work that will guide future investment in cancer care infrastructure across Queensland.

To support this work, Metro North's Queensland Cancer Centre Project Team, RBWH Cancer Care Services, and Metro North's Health Service Strategy and Planning team have begun background planning for the 2026–2036 Metro North Health Cancer Care Clinical Services Plan (CCCSP).

As part of this planning, we're inviting staff to complete a short survey, review a background paper and to attend consultation briefing.

Findings from the background planning stage will underpin the development of the CCCSP, helping to articulate not only the types of clinical services to plan for, but importantly, it will also define the infrastructure, equipment, workforce and digital requirements needed to provide them. From a SAI perspective, this holistic approach ensures that the built environment of the future Queensland Cancer Centre supports the delivery of seamless and efficient healthcare.

Consultation Briefing

- **Date:** Tuesday, 16 September
- **Time:** 11:30 AM – 12:30 PM
- **Platform:** Microsoft Teams [Join TEAMS](#)

Survey Details

- **Opens:** Monday, 22 September 2025
- **Closes:** Friday, 3 October 2025
- **Access:** Available via [QHEPS](#) page and the [RBWH website](#)

I encourage all staff to participate and share their perspectives. Your feedback is vital to ensuring our cancer care services meet future needs.

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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