

# Executive Message

## Metro North Health



### Summary:

- Facility visits
- Innovation success
- Recognising excellence - upcoming awards
- Mandatory Cultural Practice Program & Identification Training
- Capital and maintenance funding allocation.

Message feedback

## Acting Chief Executive Nick Steele



**Audience: All staff**



**Read time: 5 min**



**For: Information**

Dear colleagues,

Last week, I continued to enjoy the privilege of meeting with more of our dedicated staff and teams across Metro North.

Earlier in the week I visited STARS, attending their Staff Council followed by a tour of the facility. This provided an opportunity to meet with staff from different disciplines and become more familiar with the key issues faced by teams on a daily basis. I toured through the rehabilitation and surgical wards where I spoke with staff about their work, performance challenges, and opportunities for improvement with a particular focus on bed capacity—an issue common to all of our facilities. I especially enjoyed visiting the rehabilitation gym where I watched staff in action with patients. There is some fantastic work happening here – you are certainly making a difference.

On Wednesday, I visited the Halwyn Centre and met with staff and residents, and was heartened by the family-orientated care I observed during my time there.



I also travelled to TPCH where I undertook a general tour, starting with an introduction to some of the facility's more recent initiatives including the Gathering Garden and new multi-storey car park. I understand that TPCH has undergone some major changes over the last two years in preparation for a detailed master plan as part of the Queensland Government's Hospital Rescue Plan. I visited the Transit Lounge, ICU, Catheter Lab, Critical Care Research Group labs and Emergency Department, speaking with staff along the way about their work environment and challenges. It was also great to learn about the innovative initiatives being undertaking to support some of our most vulnerable patients including Charlies Village in the Cognitive Assessment Management Unit and Memory Lane.

I was absolutely blown away by the cutting-edge work being performed by staff in the catheter lab who were undertaking a new procedure which uses a laser to clear blockages in the coronary arteries. Equally amazing was the care I observed in the ICU which involved critically-unwell patients on Extra Corporeal Membrane Oxygenation (ECMO) undergoing physiotherapy through the use of a tilt table. Some truly fabulous work!

During all of my visits to date, I have been so impressed by the commitment and passion of staff towards the work they do. This positive output from staff plays an important role in creating a safe and comfortable environment for the patients we care for, so I commend you all for this.



*Visits to STARS and TPCH*

## Innovation success

Congratulations to RBWH Cardiac Sciences and North West Health Service who this week performed the first diagnostic 'Tele-Echo' procedure via robotic ultrasound in Cloncurry.

The procedure involves a cardiac sonographer, based at the RBWH, remote control operating a robotic ultrasound system, located in Cloncurry, to perform a full diagnostic echocardiogram. This enables patients living in rural and remote areas with access to advanced diagnostic technology closer to where they live.

This is an Australian first, highlighting the remarkable outcomes that can be achieved through innovation supported by meaningful partnerships and genuine collaboration. RBWH Cardiology has also partnered with Central West Health Service to begin scanning at a second site in Longreach at the end of this month.

An exciting achievement for Metro North and the Cardiology team at RBWH. Well done!



*Members of RBWH Cardiac Sciences team*

## Setting our future executive leaders up for success

We've seen through the Have Your Say survey results that staff want more support, direction and visibility from Metro North leaders. People and Culture have taken on your feedback and revamped our Executive Leaders Program to specifically upskill future executive leaders in these areas.

The [Executive Leaders Program](#) (ELP) has been a valued initiative of Metro North Health for over a decade—a statewide leadership program designed to identify, develop, and retain senior leaders who possess the ability, engagement and aspiration to progress into Executive Director roles within a health environment.

Nominations are now open to staff across Queensland Health including Department of Health, their partners and other Hospital and Health Services. I've had many colleagues take part and would encourage those who fit the criteria to put your hand up.

[Nomination forms](#) must be completed by both the participant and the Executive Director and submitted to [MNtraining@health.qld.gov.au](mailto:MNtraining@health.qld.gov.au) by **8am, Monday 6 October**. Find out more on the [ELP QHEPS page](#).

## Recognising excellence

As Australia's largest public health service, Metro North undertakes numerous initiatives and bodies of work that contribute to improved health outcomes for our community. I want to ensure this work is duly recognised by encouraging staff to participate in some upcoming award processes.

### ***Metro North Staff Excellence Awards***

Our annual Metro North Staff Excellence Awards recognise excellence in all our clinical, non-clinical and operational staff across a range of categories. Nominations for these awards will open next week and staff will have six weeks to submit their nomination.

I understand that year on year, we've had a significant number of nominations for these awards, so let's keep up this level of recognition.

The event to announce award winners will be held on Friday, 28 November at the Brisbane Convention and Exhibition Centre so please save the date. More information will be provided next week.

### ***2025 Premier's Delivering for Queensland Awards***

Nominations for the 2025 Premier's Delivering for Queensland Awards are also currently open. These awards celebrate high performance and exceptional achievements that make a real difference to Queenslanders.

Award categories include:

- Keeping Queensland safe
- Delivering world-class health care
- Enhancing our lifestyle and economic prosperity

- Planning for Queensland's future
- Building Queensland's future.

An overall Premier's Delivering for Queensland Award will also be presented to a team or initiative that has demonstrated exemplary leadership.

I encourage you to consider Metro North staff and teams who have made outstanding contributions to the health and wellbeing of our community.

Nominations close **5pm, Tuesday 7 October 2025.**

Please [follow the guidelines](#) to ensure your nomination is authorised by the Chief Executive. For more information, visit [qld.gov.au/PDFQawards](http://qld.gov.au/PDFQawards) to learn more about the awards and nominate today.

Keep up the great work.

Take care,  
Nick

A/Chief People and Culture Officer and  
ED, Aboriginal and Torres Strait Islander Health

**Brett Bourke and  
Adj. Prof. Sherry Holzapfel**



**Audience: All staff**



**Read time: 1 min**



**For: Information**

### CPP and Identification Training Now Mandatory

We are pleased to announce that the Cultural Practice Program (face-to-face) and Identification Training (available both face-to-face and online) are now mandatory for all Metro North Health staff.

As of 1 September 2025, the updated [Mandatory Training.policy](#) includes these essential programs, reflecting our commitment to strengthening cultural capability across the organisation.

To support this rollout, the Talent Management System (TMS) has automatically assigned these courses to all staff from Monday, 15 September. New starters will have 90 days from their commencement date to complete the training.

This is a significant milestone and a proud achievement for Metro North Health. These programs are not just a requirement—they are a vital part of our journey toward creating a culturally safe and responsive health system for Aboriginal and Torres Strait Islander peoples.

It is expected that all staff complete the training.

Staff can view upcoming training dates by searching the course name on TMS or contacting their local directorate Cultural Capability Officer.

Regards,  
Sherry and Brett

Acting Executive Director, Sustainable Assets and Infrastructure

**Michael Campbell**



**Audience: All staff**



**Read time: 1 min**



**For: Information**

Dear team,

### **Metro North's capital and maintenance funding allocation**

I am pleased to advise that Metro North's Timely Investment Infrastructure Maintenance Program (TIIM) program funding has been confirmed by the department and our allocation is \$373 million over a four year horizon (2025/26- 2028/29 financial years). The first two financial years are confirmed allocations, and the further two years are indicative to inform planning and will be recalculated prior to FY/27.

The TIIM program replaces the Sustaining Capital Program and provides funding for capital maintenance and replacement and refurbishment of Queensland Health assets and takes a longer term view of project and maintenance funding.

The forward allocation allows Metro North to support planning and effectively deliver on our capital and maintenance program and gives us greater flexibility to manage project delivery.

We are now required to submit a TIIM plan indicating our priority assets and capital maintenance projects that Metro North will seek reimbursement as per the TIIM Program funding arrangements.

As we work through the finalisation of our TIIM plan, we will consider infrastructure priorities, master planning, and asset performance and condition assessments aligned with service delivery needs, and the funding will incorporate a number of inflight projects.

The TIIM funding plan will also be strategically tied to Metro North's infrastructure investment plan – the Strategic Asset Management Plan (SAMP) – which is being currently being developed to be approved by the Board later this year. The SAMP is our key decision-making tool to inform infrastructure investment over the next 10 years aligned to clinical and operational demands.

Sustainable Assets and Infrastructure are working with the Executive, facilities and directorates to determine allocations and priority projects, across all asset classes, of the \$104 million for the current financial year.

I look forward to providing you with more information about our project and maintenance priorities soon.

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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