

Executive Message

Metro North Health



Summary:

- Improving our culture
- A workplace to be your best
- Connecting with our people
- Information privacy reminder
- Nursing and midwifery update
- Aboriginal and Torres Strait Islander Health update
- Cancer Care Week and community engagement.

Message feedback

Acting Chief Executive Nick Steele



Audience: All staff



Read time: 5+ min



For: Information

Dear colleagues,

The 2025 Have Your Say (HYS) survey clearly told us that our culture matters to our staff – feeling safe, supported and able to do their best work.

More broadly, our culture is a key influencer in how we achieve our strategy and goals, and ultimately the quality of care our patients receive and experience.

The Senior Executive Team and Board acknowledge the important link between culture and patient outcomes. That's why we're taking a deeper dive, using HYS feedback as a foundation, to gain a better understanding of our current culture, with the aim to remove the barriers that get in the way of great care.



The next step will be to obtain further feedback from a diverse cross-section of clinical and non-clinical staff across Metro North via a dedicated Culture Fitness Diagnostic survey.

This survey does not replace the HYS survey; it is designed to help us understand why some of the common themes identified in the HYS survey continue to trend in Metro North.

The survey will help define the features of our current culture, and provide us with valuable information to shape the culture we need for the future, to continue to deliver accessible, equitable and sustainable healthcare for everyone. It will measure how our systems, behaviours, and leadership practices enable or hinder safe, high-quality care and high performance.

Staff will be randomly selected for the survey which is planned to commence next week. It contains 14 questions and takes 5-10 minutes to complete, with all information provided remaining confidential and not stored with Metro North. Staff selected to participate will receive an email requesting participation in the EY Culture Fitness Diagnostic Survey.

Feedback received from the survey will be used to inform our planning around how we improve our culture. I will provide further information in the weeks to come.

A workplace to best your best

Based on what you told us in this year's Have Your Say survey, four key areas have been identified for us to focus our action on over the next 12 months and into the future, making Metro North Health a *workplace to be your best*.

1. Physical and psychological safety and wellbeing
2. Capability, confidence and career opportunities
3. Living our Values every day
4. Communicating and connecting effectively



We are finalising the response plan that will include the actions sitting under these focus areas. I am hoping to share this with you next week.

As part of last week's Board update on the Have Your Say results, I shared five personal leadership goals I have set for myself in direct response to the feedback we received this year.

- Lead by example – be visible, transparent and accountable.
- Improve communication – introduce new methods and targeted communications which are more easily accessible to frontline staff.
- Engaging champions – get out to meet the people making a difference including clinical and non-clinical staff at levels who drive positive change and who are living the values.
- Calling out poor behaviour – call out behaviours which are at odds with our values.
- Tackle occupational violence (OV) head on – together with the Clinical Council, People and Culture, and other state-wide leads, I will champion our OV work making sure we see results, not just policies on paper.

I have asked all members of the extended senior leadership team to ensure they are following the same process we have asked of our line managers—to create two goals for their team and three leadership goals for themselves, in response to their Have Your Say

results. At a local level, you will start to hear about the Have Your Say response plans coming out of your directorates soon. Please rest assured we have listened to what you told us in the survey and are acting.

Connecting with our people

Health Equity Community Showcase

This week, I had the opportunity to attend our final Health Equity Community Showcase for 2025. This event was a great example of how we are engaging with our Aboriginal and Torres Strait Islander community to create more culturally safe and accessible services, and achieve improved health outcomes. The ability to provide culturally safe and accessible forums, where we can undertake genuine co-design and sharing of ideas with our community and staff, forms part of a successful health equity journey. Yesterday's event highlights how we are making good progress, and I congratulate the Aboriginal and Torres Strait Islander Leadership Team for their efforts in supporting and guiding us on this important journey.



I-CARE Braver Leaders Workshop

Yesterday I attended the I-Care Braver Leaders Workshop hosted by Metro North Nursing and Midwifery. This workshop was the final session of a six-week program providing selected nurse leaders from across our health service, the opportunity to enhance their leadership skills. It focused on developing the mindset, behaviours and courage required to navigate uncertainty leading their teams, to deliver the best possible patient experience and service delivery. Participants did a tremendous job with their projects which they have been progressing for the duration of the program.



The principles conveyed through this program are very relevant to all staff and leaders across Metro North. Each day, we are faced with various demands and pressures where we need to make bold decisions and take appropriate action in order for patients to receive safe and timely care, while managing the obligations of a being a public health care system. Well done to Metro North Nursing and Midwifery for offering such an important learning experience! I'm confident the skills imparted to our nurse leaders will be well utilised and I'm supportive of running further programs.

Information privacy reminder

Metro North is committed to safeguarding the privacy and confidentiality of all information we collect including patient information. We have strict legislative and policy obligations to protect the information we lawfully collect.

Misuse of information includes any access and/or disclosure of confidential information

when it is not a requirement of your role. A common example includes using your access to information systems to look up personal or health information for yourself, friends, family members or colleagues.

The Crime and Corruption Commission have developed a short [animation](#) to raise awareness of the seriousness of misuse of confidential information. Remember, before accessing patient information, ask yourself some questions:

- Am I authorised to look up this information?
- Do I need to look up this information to perform my job?
- Can I justify why I accessed the information?

If you are ever unsure, seek advice from your line manager. Should you identify any concerns with an employee's access or use of information systems, please contact the Ethical Standards Unit on phone: 3646 1566 or via email: MN-ESU@health.qld.gov.au

Farewell Ann Finnimore

This week we farewell Ann Finnimore, TPCH Speech Pathology's Rehabilitation and Subacute Team Lead. For more than 30 years, Ann has demonstrated excellence in clinical practice, research and leadership, helping shape the high calibre Speech Pathology rehabilitation services offered at TPCH today.



Ann played an instrumental role in developing TPCH's Parkinson's Disease management pathway. Under her leadership, TPCH speech pathology service is now the key specialist service in Metro North, offering the intensive, evidence-based Lee Silverman Voice Treatment (LSVT) for patients with Parkinson's Disease.

Ann's passion for advancing the evidence base in speech pathology led her to pursue research alongside her clinical work. Awarded the pre-PhD CAHRLI scholarship in 2015–16 for her project *"Check-In: Supporting people with Parkinson's Disease to maintain speech following intensive speech treatment"*, Ann went on to publish multiple journal articles. In 2023, she proudly earned her PhD, cementing her legacy as a clinician-researcher whose work will benefit patients and colleagues for years to come. Beyond her clinical and research achievements, Ann has been a generous mentor and leader, guiding countless speech pathologists, shaping their careers, and fostering a culture of collaboration and excellence.

We thank Ann for her exceptional contributions to Metro North, and wish her all the best in her retirement.

Take care.

Nick

Chief Nursing and Midwifery Officer

Adj. Prof. Alanna Geary



Audience: All staff



Read time: 3 min



For: Information

Dear team,

It's been a while since I've written a communications update from nursing and midwifery. I took a little bit of leave, and I would like to thank Tanya Beaumont for holding the fort and doing a great job while I was away. I didn't go anywhere exciting, but I must admit it was nice just spending time with loved ones, including my wonderful grandchildren. I saw a funny bumper sticker recently which said..."If I had known how much fun grandchildren were, I would have had them first!" Ain't that the truth.

In comparison to being a parent, grandparenting is just wonderful. It does however, make me reflect on just how busy our lives are. We all need to work; we have significant others and many of us have children. Juggling life can be challenging. Children and looking after our families can make things complex. As I reflect on my life, certainly during my children's formative years, managing their lives, including school, sporting and extracurricular activities was tough. However, one day you wake up and it's all over. They are grown up and hopefully achieving their own life dreams. If I can offer any advice to my colleagues, remember to cherish the time with those you love. Work is important and certainly when you are at work, 100% effort is required. But when you walk out the door at the end of a long day, make sure you take time for yourself and your loved ones.

There has been much activity in nursing and midwifery across the health service. We recently had an incredible Metro North Research Showcase in the Education Centre RBWH. Well done to Nicole Marsh and Nicole Gavin who came to me a couple of years ago with an idea and have run two very successful symposia. I get so excited when I see the amazing work of our researchers in Metro North, they are doing such incredible work. Metro North Nursing and Midwifery Research is world renowned and we have many exciting collaborations with our university partners, as well as with other health jurisdictions. This year's showcase highlighted the incredible talent, compassion and forward-thinking spirit of our nursing and midwifery community. Together, we are shaping the future of healthcare with knowledge, kindness and courage. Congratulations and I am so looking forward to the next event.

Awards on the day were sponsored by the RBWH Foundation. The winners were:

- Best Poster Presentation – Annabel Levido
- Best Higher Degree Research Award – Courtney Black
- Best Oral Presentation for Research – Brigid Scanlon
- Best Oral Presentation for Innovation – Bridie McCann
- Best audience voted Oral Presentation – Andrew Neilson
- Best audience voted Poster Presentation – Tia Kemp

As you know, we've had a big focus on not only our research accomplishments in 2025 but also a strong education focus. The QUT/MN Academy has had some significant outcomes in the past couple of years, and I congratulate those who are participating and driving the initiatives and spheres of excellence that sit in and around this.

In 2026, we'll be bringing this as well as some of our other developments in the education and research realm all under one banner, with consideration being given to the naming convention over the next few months. It is early days and the Directors of Nursing and I will be working towards the development and conceptualisation of this and ensure that you have visibility of everything we're doing. It will not change what we do or how we do it, but enable us to have a comprehensive and robust framework in which to report, record, develop and celebrate achievement and accomplishment. It will also provide governance to take nursing and midwifery across facilities and in collaboration with our wonderful university colleagues to where we want to be in 2026 and beyond. Early in 2026, we will have an opportunity to bring nursing and midwifery leaders and university partners together to start working towards our common goals. As soon as we have finalised the date, we will get a date saver out.

As you know, our theme for 2025 was *Prepare to Care*. In 2026 we will take that one step further with our tag line to be *Compassionate Care in Action*. Our patients depend on us to be compassionate caring health professionals, and I know that we absolutely are, but don't forget to be compassionate to yourself and to each other.

Over the past few months, we have had the absolute pleasure of having Brian Dolan working with us in Metro North Nursing and Midwifery. We have been working with Brian to run the I-CARE Braver Leaders program with 25 of our Nurse Grade 7s. Wednesday 19 and Thursday 20 November were the last two days of this six-day face-to-face program. It was so exciting to see these wonderful leaders present some fantastic bodies of work as part of the program, and I look forward to seeing the fruits of their labour as they roll this work out into their clinical areas. We are hoping that moving forward we will further extend this program and enable others to achieve equally outstanding results.

Brian was also present during the week and on Monday 17 November we were able to host the TODAY Workshop. It was open to all health disciplines and Brian even stated that of all the group sessions of that size that he had facilitated in recent times, it was one of the best. The group were interested and engaged, and it was clear they were passionate about ensuring that as health professionals, we meet challenges and respect the currency of time for the patients in our care.

Finally, I get questioned regularly about Dave. Dave is our five-year-old Groodle, a beautiful boy who most of the time keeps me sane but occasionally drives me crazy. On Sunday last week Dave was bathed at 10am. At 10.30am, he went outside and at 11am he was bathed again....here is why!



Until next time, stay safe and thank you for all you do.

Warm regards,
Alanna

Executive Director, Aboriginal and Torres Strait Islander Health

Adj. Prof. Sherry Holzapfel



Audience: All staff



Read time: 2 min



For: Information

Dear team,

I'm excited to announce the launch of our 2025 Aboriginal and Torres Strait Islander Year in Review. This annual publication showcases the outstanding work delivered across our organisation over the past year. I want to acknowledge the dedication and commitment of our staff – your efforts to improve health outcomes for Aboriginal and Torres Strait Islander people are evident in every project, partnership and initiative.

You can learn more about these fantastic initiatives in the [2025 Year in Review](#), available online.

This year, we received a record number of nominations for the Staff Excellence Awards in the Health Equity categories, reflecting the passion and impact of our workforce. I look forward to celebrating with you all at the upcoming event and wish all finalists the best of luck.

On Wednesday 19 November, we hosted our final Health Equity Showcase for the year, using a new expo-style format to support community members to connect directly with our teams and access important health information.

Sharing important health information with our community is essential to closing the gap in health outcomes and achieving life expectancy parity for Aboriginal and Torres Strait

Islander peoples.

To finish the year, we will be hosting a [Better Together Staff Gathering](#) in December for Metro North Health Aboriginal and Torres Strait Islander staff and services, featuring a Deadly Awards ceremony to celebrate staff and their incredible achievements. You can nominate an Aboriginal and Torres Strait Islander staff member and/or service here online for their outstanding work to improving health equity. Nominations close 5pm, Wednesday 26 November.

Kind regards,

Adj. Prof. Sherry Holzapfel
Executive Director
Aboriginal and Torres Strait Islander Health

Acting Executive Director, Clinical Services

Dr Jason Jenkins



Audience: All staff



Read time: 2 min



For: Information

Virtual Care week and community engagement

To support the delivery of high-quality and compassionate care for our patients, families and carers, the Healthcare Excellence and Innovation (HEI) Metro North Telehealth team has been partnering with Non-Government Organisations (NGOs) to assist consumers, particularly those receiving NDIS support or lacking technical skills, to connect to Telehealth (videocall) outpatient appointments.

Over the past three months, the team has engaged with hundreds of consumers to reinforce the message that when *'QHealth offers Telehealth, it means a videocall'*. Many consumers over the age of 60 participated in test calls using their own devices and found the process simple and accessible. They expressed enthusiasm about having this as an option when clinically appropriate.

The team has also been promoting Queensland's first Videocall (Telehealth) Pod, located at the Brighton Wellness Hub, Brighton. This private, supported space enables patients to attend their Telehealth appointments during business hours, with culturally appropriate support available for Aboriginal and Torres Strait Islander patients.

Cancer Care Shuttle

I am pleased to share the successful launch of a vital new initiative supporting our patients and their families.

Cancer Council Queensland, in collaboration with Cancer Care Services, the RBWH Foundation, and the Horney family, has introduced a free weekday shuttle service

connecting Caboolture residents with the Royal Brisbane and Women's Hospital (RBWH) Cancer Care Service in Herston. This service operates several times daily from The Hub Precinct in Caboolture, this service ensures patients can access specialist treatments such as radiotherapy that are not available closer to home. Access to the shuttle service is via referral from a health professional.

The project was proudly featured on Channel 7's *Sunrise* program during the RBWH Foundation's Giving Day on 11 June 2025. Following recruitment of volunteer drivers, the service commenced on 8 September 2025 as part of a 24-month pilot, with aspirations to expand to additional pick-up locations in the future. This shuttle service represents a significant step forward in improving access to care, reducing travel burdens, and ensuring patients receive the treatment they need with dignity and support.

Already, the impact of this initiative has been recognised. On 9 October 2025, our Cancer Care Strategy and Planning team received the RBWH Staff Excellence Award for *Excellence in Integrated Care* for their leadership in bringing this project to life.

Have Your Say staff survey

From the 120 surveys distributed in HEI, we received an impressive 78 responses. On Monday, we hosted our second Have Your Say workshop, diving deep into the HEI goals. Together, we workshopped where we shine and had honest conversations about areas that need more focus. As a group, we'll turn these ideas into tangible actions that can be embedded into our business-as-usual practices—making HEI a truly great place to work.

Regards
Jason

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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