

# Executive Message

## Metro North Health



### Summary:

- Supporting our community
- Severe weather
- Have Your Say updates
- Disability Action Week
- Recognising excellence
- Medication Safety Awareness Week
- Peer Responder Professional Development Day
- Cyber security.

Message feedback

## Acting Chief Executive Nick Steele



**Audience:** All staff



**Read time:** 5+ min



**For:** Information

Dear colleagues,

We've had a very busy week with high demand for our services due to weather and emergency incidents in the community. Last weekend, a number of significant incidents occurred in our community. When incidents like these happen, our health service is ready to respond and support patients who require the specialist care that our facilities are well equipped to provide.

I would like to acknowledge the various RBWH teams for their work in responding to these serious incidents. The patients involved in these types of incidents are clinically very complex and require intensive support and care from multiple teams. I would like to thank all of



our teams on their exceptional efforts and skill in caring for our community, especially during very challenging circumstances.

### Severe weather

Our teams have also been responding to the severe storms and heatwave conditions challenging our community over the last week. Many Metro North staff and several facilities have been impacted by the severe weather and heatwave conditions which are expected to continue until tomorrow.

Our Metro North and directorate Incident Management Groups have been working together to ensure our staff and facilities are well prepared for these conditions, and that we have been able to confidently respond to and manage any impacts. I thank everyone for their efforts in supporting Metro North's readiness.

The Senior Executive Team and I extend our support to those staff whose homes and property were affected by this week's storms. The safety of our people is our priority, so please continue to take the necessary precautions to keep yourselves and your loved ones safe. If you have been impacted by the weather conditions in some way, please speak to your line manager in the first instance to seek the support you need.

### Have Your Say update

Last week I provided the Metro North four focus areas for Have Your Say action and my personal commitments as Chief Executive. This week I'm pleased to share the [Metro North Have Your Say Response Plan](#).



I will be driving the actions in this plan in partnership with clinical and staff councils, People and Culture and the Senior Executive Team, mapping out how we approach each piece of work, who should lead it, support it and how to co-design the initiatives with our staff on-the-ground who navigate these challenges daily.

If you have any initial thoughts or ideas that you'd like to share now, please email: [MNpeopleandcultureprograms@health.qld.gov.au](mailto:MNpeopleandcultureprograms@health.qld.gov.au)

I will keep you informed of our progress and any opportunities to get involved in new projects relating to your feedback in Have Your Say.

### Disability Action Week

Metro North is proud to celebrate [Disability Action Week](#) and the 2025 theme is *Communicate. Connect. Create*, which aligns to several priority areas in our Metro North [Disability Services Action Plan 2024 – 2029](#). I encourage all Metro North staff to consider the importance of [accessible communication](#) for all people we support, and work alongside.

One of our key achievements for 2025 is the co-design and publication of our [Disability webpage](#) in an Easy Read format - a collaborative initiative between people with a disability, Metro North's Disability Program, Language Services, and Online Teams. You can learn more about [Inclusive Language and Communication in the new Qld Government Toolkit](#).

Last week, Metro North had the privilege of hosting the National Disability Recruitment Co-ordinator (NDRC) representative Kellie from Victoria. Metro North is the largest Australian organisation to undertake the NDRC disability recruitment audit, which was completed in early June 2025. The NDRC participated in an Executive Briefing, met with members of MN ENABLE (our employee network for staff members with a disability, carers and allies) and provided Disability Awareness Training to 43 staff from across Metro North.

This important work is aligned with Disability Services Action Plan Priority Area One – *Inclusion* – in the Disability Services Action Plan. You can express your interest in future training or [to join MN ENABLE here](#).

Additionally, we have been proud to participate in the PWDA (People With Disability Australia) Advancing Women Program, funded by the Department of Prime Minister and Cabinet. This project aims to break down the barriers to participation in leadership and decision-making roles, creating access and opportunities for women with disability who are ready and willing to lead. Congratulations to the Metro North Mentees and Mentor Partnerships who are completing the PWDA Advancing Women Program this week!



*Thomas Skennerton (Principal Diversity Equity and Inclusion Officer MN), Kellie Wheeler (Professional Advisor, NDRC), Bernard Curran (Board Chair) and Shannon Dawson (Disability Program Director MN) stand in front of the MN Enable Wall of commitment pledges to an inclusive and accessible MN.*



*Metro North Health staff joined Dr Michelle Hyde (second from right and PWDA Project Manager Summah McKinnon (far right) for the Advancing Women - Leading Inclusively workshop.*

## Recognising excellence

### *Metro North Staff excellence awards*

Tonight, I am pleased to be attending Metro North's annual Staff Excellence Awards. These awards recognise the exceptional contributions of staff and teams who are going above and beyond in supporting the delivery of high quality care to our patients. Awards will be presented across 14 categories, demonstrating the immense talent that proudly exists within our health service. I look forward to coming together with many staff from across Metro North this evening to celebrate our important achievements. The list of winners will

be shared following the event.

### ***RBWH QuARRIES Awards***

I am also pleased to share the winners of RBWH's 2025 annual QuARRIES Awards which were held this week. These Awards honour the outstanding quality and service improvements led by RBWH staff, and recognises those teams who demonstrate innovation, exceptional patient care, and high performance in everyday practice. Congratulations to all the winners! Well done everyone.

Finally, I would like to express my sincere thanks to Brett Bourke, our Chief People and Culture Officer who will be finishing up with Metro North in the next couple of weeks. Brett will be taking up the role of Assistant Commissioner, People Capability Command at the Department of Corrections. During his time with our health service, Brett has provided excellent leadership and counsel in relation to a range of complex workforce issues and actively supported a number of important wellbeing initiatives. The Senior Executive Team and I thank Brett for his valuable contributions and wish him every success with his new professional endeavour.

Take care.

Nick

Chief Operating Officer

## **Stephen Eaton**



**Audience:** All staff



**Read time:** 2 min



**For:** Information

Dear colleagues,

As we're approaching the end of my first year with Metro North, I am reflecting on what a great experience it's been so far. Not that there haven't been challenges, but I've really enjoyed working closely with the leadership team and with staff right across Metro North to deliver healthcare to a huge proportion of Queenslanders.

I'm heading off on leave from 8 December to visit family overseas. Tami Photinos will be acting COO for four weeks.

### **Have Your Say**

The Have Your Say survey has provided a huge amount of information to help us improve the experience of staff across the health service. As leaders, we've committed to setting goals for the coming year to help improve our culture and drive the organisation forward.

Reflecting on my leadership goals, I've identified my top three as:

1. Working as one Metro North—enhancing the way we approach our day-to-day operations in each directorate to identify opportunities to work better together.
2. Empowering leaders in all parts of the organisation to make the changes necessary to improve patient outcomes.
3. Leading authentically to build trust across the organisation and model the behaviours we expect of our leaders.

### Long stay patients and St Martins

You might have seen media coverage recently about long stay patients who are fit for discharge remaining in hospitals. This is a challenge felt right across the hospital sector. One of the ways we're looking to address this is through our sub and nonacute demand project (SANDS) working group which I mentioned a few weeks ago.

Another initiative is our partnership between TPCH and St Martin's which commenced two weeks ago to provide interim care accommodation for up to 14 long stay patients, supported by TPCH clinicians. We are already seeing some wins, with patients transitioning through this shared care pathway. A great effort by TPCH team.

### Staff Excellence

I'm looking forward to celebrating with everyone tonight at the Metro North Staff Excellence Awards. Good luck to the finalists!

Regards,  
Stephen

Chief Medical Officer

**Dr Elizabeth Rushbrook**



**Audience:** All staff



**Read time:** 1 min



**For:** Information

Dear team,

Metro North values the health, safety and wellbeing of its staff. The severe weather conditions we've been experiencing this week are a timely reminder of the importance of staying safe and connected as a workforce.

As we head into the summer storm season, I would like to encourage you all to take these actions:

- **Update your details** – Log into [myHR](#) and confirm your address, phone number, and emergency contact information.

- **Know your leave options** – [Special leave is available for floods, cyclones, bushfires and storms](#). Check the Queensland Health Intranet for more information on the [types of leave available](#).
- **Stay informed** – For expert advice and practical tips, visit [Get Ready Queensland](#) and follow @GetReadyQueensland on social media.

If you have any queries or need support, speak to your line manager in the first instance.

Please take care and stay safe.

Regards,  
Liz

Executive Director, Clinical Governance

**Grant Carey-ide**



**Audience:** All staff



**Read time:** 1 min



**For:** Information

Dear team,

### **Medication Safety Awareness Week**

In the first week of November our Metro North Medication Safety Community of Practice held a Medication Safety Awareness week. Across the week there were stalls hosted by Directorates to promote Medication Safety. Across Metro North we held a Metro North wide Medication Safety Morbidity and Mortality meeting where two of our Directorates shared learnings from clinical incidents. The meeting was well attended and feedback suggested it was a constructive and educational session which reinforced the importance of medication safety in practice. Thanks to all those who were able to attend, and we look forward to the next meeting, scheduled for February 2026.

A Medication Safety Vidcast was also held featuring one of our consumers, Mr Dale Trevor and former Director of Pharmacy RBWH, Professor Ian Coombes. If you were unable to attend the Vidcast, you can view it [online](#).

The Medication Safety Community of Practice also facilitated a Medication Safety Poster Competition. Congratulations to all who submitted an entry. In total, there were 17 posters developed across six of our Directorates. Well done to RBWH's Ward 6A South and Ward 5C who were awarded as Winner and Highly Commended for their posters on Look-a-like sound-a-like medicines and line labelling respectively. You can see all the submitted posters on our [Medication Safety Awareness week QHEPS page](#).

Regards,  
Grant



**Audience:** All staff



**Read time:** 1 min



**For:** Information

Dear colleagues,

### Peer Responder Professional Development Day

Across Metro North we have [345 Peer Responders](#) who are trained in psychological first aid and are equipped with skills to have quality, compassionate, confidential conversations with colleagues experiencing distress – whether that's personal or work related. Since January this year, Peer Responders have had more than 1400 conversations with colleagues and this is done on top of their usual workload.

The annual Peer Responder Professional Development Day was held on Monday at Brighton Health Campus. Almost 100 Peer Responders from across Metro North embraced the opportunity to develop their skills, celebrate the contributions the group has made, and also mark the program's 5th birthday.



On the behalf of the Executive Team, I would like to recognise and thank our Peer Responders for the work they do to support team members and contribute to a psychologically safer workplace.

If you want to know more about the program, visit [QHEPS](#) or [submit an FOI to become a Peer Responder](#).

Warm regards,  
Brett

Chief Information Officer

**Damian O'Rourke**



**Audience:** All staff



**Read time:** 2 min



**For:** Information

Dear colleagues,

### Cyber Security

Across Australia, a cybercrime is reported every six minutes, and in the past 12 months alone, 48 percent of Australian organisations experienced a significant disruption due to cyber-attacks. Criminal organisations and individuals are continually developing more advanced techniques and sophisticated technologies aimed at exploiting critical data systems. As a Hospital and Health Service entrusted with sensitive information and essential services, we are a prime target for these malicious activities.

This is why our focus on cyber security is more important than ever.

I am pleased to share the newly published [Queensland Government Cyber Strategy 2025–2027](#) that has been released. This Strategy provides a clear, forward-looking path to strengthening our resilience in an increasingly complex threat landscape. It highlights the growing risks across supply chains, the need to uplift our capability and culture, and the importance of maximising value and efficiency through the use of common digital platforms. It also recognises the expanding threats facing Operational Technologies and the emerging use of artificial intelligence by threat actors to enhance their adversarial capabilities.

Our Queensland Government priorities align nicely with the strategic goals and focus areas in the [Queensland Health Cyber Strategy 2032](#). Our priorities remain firm: ensuring safe and secure access for consumers and clinicians, building a cyber-conscious workforce, and developing a secure and sustainable health system. Achieving these goals will require all of us, regardless of our roles, to **stay informed, stay alert, and embed cyber-safe behaviours into our everyday work**.

Thank you for your ongoing commitment to safeguarding the digital foundations that support our essential services. Together, we can ensure our health service remains resilient, protected, and well-equipped to meet the challenges ahead.

As we continue to deliver high-quality care across Metro North Health, it is essential that we remain vigilant in protecting the digital environment that underpins our work. The rapid and expanding digitisation of our society in the 21st century has transformed how we deliver health services, but it has also increased our exposure to cyber threats.

Finally, keep an eye out in your inbox for our Metro North Cyber Security Christmas campaign with tips to keep you and your information safe, over the festive season.

Kind regards,  
Damian

**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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