

Executive Message

Metro North Health



Summary:

- Master planning and identifying opportunities to act as one Metro North
- Occupational violence workshop
- TPOCH stroke unit
- Redcliffe SET forum

Message feedback

Acting Chief Executive Nick Steele



Audience: All staff



Read time: 5+ min



For: Information

Dear colleagues,

This week I want to start by acknowledging two important dates in our annual calendar: International Volunteers Day today, and International Day for People with Disabilities on Wednesday.

Earlier this year Metro North launched MN ENABLE, our peer network for people with disabilities, their carers and families. MN ENABLE provides peer support and also the opportunity to make real change in Metro North by ensuring we provide equitable, accessible and inclusive workplaces and patient care. They are also assisting with implementation of the Metro North Disability Services Action Plan.

Metro North's employee workforce is sitting at around 25,000 but we are supported by many volunteers in our hospitals and community services. This includes volunteers sharing lived experiences with patients, greeters and companions for people coming to our facilities, Justices of the Peace, hospital auxiliary, and chaplains. They significantly improve the experiences of patients and provide vital support.



On Wednesday I attended the delightful Christmas lunch event Redcliffe Hospital volunteers.



Master planning and identifying opportunities to operate as one Metro North

With population growth and increasing demand, it's obvious we need to do things differently to ensure we continue to provide safe, timely and high-quality care to our community. We have almost finalised the Metro North Clinical Services Plan and it's highlighted many challenges but also many unexplored opportunities we need to maximise. One of our next major priorities is to produce a detailed master plan.

I've said before that one of the big themes coming through my conversations with staff and meetings across the HHS is that we seem to be operating as 'five independent hospitals'. As such, I have asked Dr Liz Rushbrook to lead a staged piece of work to help us work better across hospital boundaries. This includes looking at how we structure our services and associated governance and management across Metro North.

Liz's first area of focus will be the Herston campus. We need a detailed master plan for the campus that examines the clinical interfaces between STARS, RBWH and Metro North wide services. We need to optimise the clinical interfaces for the benefit of patients and the knock-on benefits of improving patient flow and freeing up capacity at RBWH to ensure it is best positioned to provide the highly specialised quaternary care not available elsewhere across the state. This is also a priority with the Olympics just over six years away.

While talk of potential change can be worrying, this is actually a positive opportunity to strengthen our clinical service delivery. There are so many strengths and opportunities across the Herston campus and across Metro North as a whole. Some of the things Liz will be looking out for are opportunities to improve partnership across directorates, opportunities to optimise governance and management arrangements across the campus, how we can spread best practice and innovation, and identifying the most appropriate use of any latent capacity.

Occupational violence workshop

A key action in the 2025 Metro North Have Your Say Response Plan is prioritise and deliver occupational violence (OV) prevention initiatives. Although OV is not a new issue, and sadly not one we will likely completely eradicate, it's clear we need to come up with some quick solutions to better deal with OV when it happens and improve our support for staff.

Yesterday, over 150 staff from across Metro North including clinicians, operations and support staff came together to tackle the important issue of OV in our workplace. The Metro North Clinical Council ran the workshop in partnership with People and Culture, and I was able to be there for a good part of the day and hear the robust discussions.

All the key players were present—Health & Safety, Security, Legal, Queensland Occupational Violence Strategy Unit, and of course the people affected the most, our patient-facing staff on the ground.

We are still unpacking the data, discussions and outcomes from the day, but I have no doubt we have identified some quick actions to take. I will report more soon, but a big thank you to the Clinical Council and People and Culture members who pulled the event together. Thank you also to the staff who took the time to attend and contribute to the workshop and share their experiences. Your passion and care for each other shone through on the day and with that foundation, things can get better.



TPCH Stroke Unit

Congratulations to The Prince Charles Hospital for receiving Australian Stroke Coalition Stroke Unit Certification as a Primary Stroke Centre for 12 months.

TPCH is the first hospital in Metro North and only one of 6 in Queensland to receive certification. Well done to the TPCH stroke unit team for achieving this important milestone in improving outcomes for the more than 300 people treated for stroke at TPCH each year.

Redcliffe SET forum & Medical Awards

This week I had the pleasure of visiting Redcliffe Hospital for several events. In addition to the volunteer lunch, I helped celebrate their annual Medical Awards along with Chief Medical Officer Dr Liz Rushbrook and members of the Metro North SET. The annual awards celebrate continuous medical education of the hospital's doctors.

Among the awards presented were those recognising excellence in clinical teaching among registrars and consultants, and clinical excellence among junior doctors and interns – including Dr Jolie Kun who featured recently in a [Metro North Newsroom article](#) about the experience of being a medical intern at Redcliffe Hospital.



I also attended a staff forum with the Metro North Senior Executive Team. Thank you to the staff who came along—I acknowledge it was a busy 24 hours preceding the forum. This was the last SET forum for the year and I am very keen to make sure the SET forums are valuable to staff who attend. This is your opportunity to ask questions about things that affect you as an employee and your workplace.

I've asked my team to put together a form in the new year so you can ask questions ahead of each SET forum and include the upcoming dates and locations on QHEPS. We'll include the link in a future message.

Keep up the good work.

Kind regards,
Nick

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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