

Executive Message

Metro North Health



Summary:

- Festive celebrations
- Improving our culture
- Congratulations to Alanna Geary
- CHRP reaches completion
- Nursing and Midwifery update
- High risk medicines
- Infrastructure update
- Congratulations to Deadly Awards winners

Message feedback

Acting Chief Executive Nick Steele



Audience: All staff



Read time: 5+ min



For: Information

Hi Everyone,

It's now just under one week away until Christmas and many of us are about to take some well-deserved leave to hopefully spend some quality time with family and friends.

For those staff who are working, thank you for continuing to support our community. Unlike many industries which pause over Christmas, healthcare never stops. While some of our services slow down during this period, our critical services are ready to respond around the clock, to ensure our community is well supported and well cared for if the need arises. There are many patients who will spend Christmas in hospital under our care—some without nearby loved ones to visit them—so your care and compassion is greatly appreciated.



It is important to recognise that the festive season is not always a positive time for

everyone. For some, it can be a period when people remember loved ones passed, a time of loneliness, or a reminder of the challenges of day-to-day living. If you see someone struggling, whether at work or at home, please reach out to them and let them know there are many supports available.

Staff can talk to their [People and Culture Business Partner](#), a [Peer Responder](#), a [Staff Psychologist](#) or take advantage of our employee assistance provider, [TELUS Health](#).

The Metro North Staff Extranet also lists a number of [external individual wellbeing support services](#) available to staff.

Festive celebrations

This week, the festive celebrations continued across Metro North. On Tuesday morning, I joined the great team at TPCH for a special staff Christmas breakfast where I met and chatted with staff while handing out some freshly cooked breakfast muffins. This event acknowledged another busy year at TPCH which has given so many patients the chance to enjoy a healthy and happy Christmas with their loved ones. To the team at TPCH, thank you for your efforts in continuing to deliver great patient and family-centred care.



On the same day, I also travelled out to the North Lakes Health Precinct to spend some time with the team at COH, accompanied by Director of Nursing Tanya Beaumont. I joined around 50 North Lakes staff as they enjoyed their ice creams. Staff appreciated the gesture, and I equally valued the opportunity to acknowledge the wonderful work of the team at COH. While I was there, I also spoke with Hospital in the Home staff about the benefits of the HITH model for patients and in keeping acute beds available for patients who need them most. My celebrations with COH continued on Wednesday with a visit to the Chermside Community Health Centre where I caught up with more staff for their well-deserved ice creams.



Northlakes Health Precinct visit

Improving our culture

Earlier this month, a large cross section of staff across Metro North were randomly selected to participate in an organisational Culture Fitness Diagnostic survey. The purpose of this survey is to help define the features of Metro North's current organisational culture and provide us with important information to help shape the culture we need for the

future. It will look how work happens behind the scenes including our systems, decision making, behaviours, leadership practices and cultural habits – and how these enable or hinder safe, high-quality care and high performance.

We know that culture matters to our staff and this survey will aid us to gain a clearer and more honest picture about aspects of our culture we need to strengthen and shift moving forward.

Key themes and insights obtained through the survey will directly inform a dedicated Metro North organisational culture plan which will outline the changes, supports and initiatives needed to strengthen culture and enable us to effectively deliver our strategic plan. Findings from the survey will also be shared with all staff across Metro North in the new year.

In January, we'll be hosting some co-design sessions for shaping Metro North's future organisational culture. If you are interested in participating, please complete the [Organisational Culture Co-Design Session - Expression of Interest form](#). Please note: places are limited and we will be aiming for a representative cross-section of our workforce.

For more information, please contact [Hannah Reed, Director Organisational Culture Transformation](#).

Racism has no place at Metro North

We are committed to creating respectful and culturally safe workplaces for all staff and communities. To support this commitment, new [fact sheets](#) are now available that clearly explain how to report racism, what to expect after making a report, and the supports available to you.

All reports are handled confidentially, fairly, and through a trauma-informed, person-centred process. Importantly, there are multiple reporting pathways, including anonymous options, ensuring staff feel safe to raise concerns.

I encourage all staff to familiarise themselves with the reporting process and to speak up if they witness or experience racism. Together, we can challenge behaviours, systems and attitudes that deny health equity and ensure racism is addressed wherever it occurs.

Prestigious nursing accolade

Congratulations to our Chief Nursing and Midwifery Officer Alanna Geary who was recently presented for admission to the Degree of Doctor of the Griffith University for her distinguished service to healthcare, particularly in nursing, midwifery, and cancer care.

With a dedicated career spanning more than 40 years, Alanna has worked in the fields of nursing, midwifery, neurosurgical intensive care, renal dialysis, and has undertaken various infection control projects for Queensland Health. She has served as the Chief Nursing and Midwifery Officer for Metro North Health since 2014, where she continues to have a significant impact on our patients, colleagues, and the broader healthcare industry.

Alanna has held numerous leadership positions including Nursing Director Cancer

Services RBWH, Board of Directors at the Cancer Council Queensland, Chair of the National Nurse Executive Faculty at the Australian College of Nursing, and Chair of the Executive Director of Nursing and Midwifery Forum for Queensland Health. These positions have been instrumental in shaping the direction of nursing across Australia, particularly in the areas of workforce development, policy, and in clinical excellence. Alanna has also contributed to various charitable organisations and has been the recipient of numerous awards and honours.



We congratulate Alanna on her prestigious accolade with the knowledge that her leadership, passion and wisdom will continue to contribute positive outcomes to health care delivery across Metro North and beyond.

Finally, I would like to wish everyone a Merry Christmas and a Happy New Year. It has been a pleasure working with you all over the past four months, and I look forward to reconnecting in 2026 to see more of the outstanding work you do every day for the residents of Metro North and, more broadly, communities across Queensland.

Take care.
Nick

Acting Chief Operating Officer

Tami Photinos



Audience: All staff



Read time: 2 min



For: Information

Thank you to everyone who's been supporting me as Acting Chief Operating Officer while Stephen is on leave. He'll be back on deck from 5 January.

In the last 2 weeks we've had directorate performance meetings, and Board Safety and Quality and Finance and Performance meetings and it's obvious how hard everyone is working to make sure our patients get the care they need. As we wrap up 2025, it's been fun to see directorates showing staff appreciation with breakfasts, barbecues and ice cream vans.

CHRP completion

I am very pleased to share that the Caboolture Hospital Redevelopment Project (CHRP) has now reached completion. CHRP represents more than eight years of planning,

collaboration and dedication to deliver a bigger and better hospital with more health services and improved parking for the community.

This project has delivered substantial clinical and operational benefits, including 110 new beds and future provision of a further 20-bed inpatient unit, a new clinical services building, expanded emergency department capacity, additional operating theatres, day chemotherapy, and upgraded inpatient, critical care and support and engineering services. These improvements have strengthened Caboolture Hospital's ability to meet growing demand while providing care for patients closer to home.

The design was informed by consumers and Aboriginal and Torres Strait Islander staff and community members to create a culturally safe and inclusive environment, incorporating welcoming spaces, improved wayfinding and areas that support connection to family, culture and country.

Importantly, this redevelopment was delivered while services continued to operate. I want to acknowledge the patience, flexibility and professionalism shown by staff throughout construction, commissioning and transition phases. Many teams adapted workflows, relocated services, supported change and helped maintain high standards of care during periods of disruption. Your efforts have been critical to the successful delivery of this project.

Thank you and congratulations to everyone who contributed to the redevelopment, from clinicians and support staff, builders and the CHRP project team.

Many staff will be finishing up this week for a break over the Christmas and New Year period. Merry Christmas for everyone celebrating and have a safe and restful break. For those working throughout the period, thank you.

Kind regards,
Tami

Executive Director, Clinical Governance

Grant Carey-ide



Audience: All staff



Read time: 1 min



For: Information

Dear team,

High Risk Medicines

High risk medicines, also termed High Alert Medicines within Metro North Health, are medicines that have an increased risk of causing significant patient harm or death if they are misused or used in error. The mnemonic APINCHS is often used to classify high risk medicines and includes antibiotics such as aminoglycosides and vancomycin,

concentrated electrolytes including potassium, insulins, narcotics and other sedatives, chemotherapeutic agents and heparin and other anticoagulants. Further information on how high alert medicines can be used safely within Metro North Health are detailed in the [Metro North High Alert Medicines procedure](#).

The Australian Commission on Safety and Quality in Health Care (ACSQHC) have developed online eLearning modules to support the safe use of High Risk Medicines. Queensland Health staff can access these free by signing up using their Queensland Health email address. The courses are hosted on Metro North TMS, or can be accessed directly via the [ACSQHC website](#). For staff who routinely prescribe, administer or dispense high risk medicines, consider adding completion of these courses to your professional development learning plan for 2026. If you would like further information please see the recently released [Patient Safety Advisory](#).

Regards,
Grant

Chief Nursing and Midwifery Officer

Adj. Prof. Alanna Geary



Audience: All staff



Read time: 5+ min



For: Information

Colleagues,

As we end 2025 and I reflect on the year that was and what 2026 will be I would like to take this opportunity to say thank you. Not only to my amazing nursing and midwifery colleagues but also the broader health team. Nursing and midwifery are the largest of the health workforce and as a proud nurse and midwife I think all of you are incredible, but in reality, we cannot do our roles to the level we need to without our administrative, operational, artisan, medical, allied health and executive colleagues. To all of Metro North, thank you.

We have achieved much in 2025. The patients in our care have benefited from your expertise and skill. I have seen staff benefit from the amazing collegiality and professionalism shown by so many. I cannot begin to summarise every single achievement for our professions without monopolising this communication but let me highlight a few things I am immensely proud of:

Research Internships. This year we supported a further 7 individuals to undertake this program. This brings the total number of individuals who have undertaken or are currently undertaking a program of research to 24. 60% have enrolled in or are currently undertaking a PhD, and 50% have achieved a first-author publication—demonstrating how clinical-academic collaboration builds sustainable research capacity.

Just to give you a snapshot of the incredible work the programme spans Metro North's health service—COH, Redcliffe, Caboolture and TPCH. Nurses are investigating diverse practice challenges across 22 distinct clinical areas. Projects range from Yashni Kander's culturally safe care model for Aboriginal and Torres Strait Islander surgical patients to Kylie Jacobs' evaluation of arterial line accuracy in ICU. Emma O'Brien tackles pill dysphagia prevention on acute wards, while Karen Venaglia analyses hospital avoidance for aged care residents experiencing falls. This breadth encompasses mental health (recovery-focused practice, translator use with CALD populations, post-overdose ICU care), surgical services (CAUTI reduction, day-of-surgery cancellations, QI for complications), respiratory care (home high-flow therapy for COPD), stroke services (endovascular clot retrieval outcomes), and rehabilitation (continence care improvement). The diversity demonstrates the model's adaptability and relevance across all clinical contexts while addressing real-world challenges identified by frontline staff.

Congratulations to all involved, and a huge shoutout to the experienced researchers who have provided mentorship and support to our keen and upcoming future scholars and researchers.

The QUT/MN Academy continues to gain momentum and is exploring every opportunity to enhance the undergraduate and postgraduate experience. Included in this huge body of work are the programs of Nurses supporting Nurses and the movement towards a comprehensive Clinical School.

We continue with our **ACU/TPCH Clinical School** which has been ongoing for many years with some fabulous benefits for the organisation, the university and most importantly the undergraduate students who have undertaken the program.

Redcliffe and COH have commenced early discussions with the TAFE sector to commence an **Enrolled Nurse Clinical School** and I am so excited for MN to be a state leader in increasing our Enrolled Nursing Workforce.

We continue to promote the organisation as a **preferred employer** for Aboriginal & Torres Strait Islander undergraduate and postgraduate nursing and midwifery. While our numbers of Aboriginal and Torres Strait Islander identified staff is small in the overall, we are actively working with our colleagues to increase numbers and assist in providing a culturally safe workplace for our staff and ensure that the patients we care for have access to appropriately culturally sensitive care.

The last few months of this year has seen an **increased focus on workforce**. We are working towards ensuring that our clinical and non-clinical areas are staffed according to the legislated Business Planning Framework (BPF) and that appropriate, Nursing and Midwifery Award compliant rosters are in place for nurses and midwives. The aim of this is to ensure that our staff are not required to work excessive overtime and prevent fatigue.

We are currently reviewing the **Nurse Practitioner strategies** for MN, including the increase of NPs to meet clinical requirements of our patients. MN currently has the largest numbers of NPs in the country (we are the largest health service, so that would be somewhat expected) however we greatly value our NP workforce and the specialised service that they provide. We need to be innovative and creative and ensure that our NP workforce is able to meet the current and future demands of the health service.

Nursing and Midwifery has been front and centre as we work together to ensure that the **ongoing education of our nurses and midwives** is second to none. I am proud of our programs education and the work we are doing across education in the directorates to meet the contemporary education requirements of our teams. Well done to all of our education teams.

MN Nursing and Midwifery has been very active in leading projects which are able to enhance systems, processes and analyse data which can lead to improve patient outcomes. This includes working with our Patient Flow colleagues on flow strategies, management of long stay patients and really understanding the metrics that can “slow” our system and cause our patients and clinicians difficulty. This work will continue in 2026.

Finally, this year we were fortunate to host **Brian Dolan**. Brian ran a program for Nursing and Midwifery ICARE Braver Leaders, and 25 of our Grade 7 nurses and midwives attended. It was highly sought after and those 25 leaders are now working on a number of projects which will enhance patient care, improve processes and lead to more positive outcomes for patients and staff. Congratulations to all who attended. You were all very inspiring and it made me proud of the level of insight and foresightedness of the team who undertook the program. We aim to run further programs in 2026.

Finally, I want to wish each one of you a safe and festive time over coming weeks. I hope you have some well-deserved time with family and friends and perhaps even colleagues. For those of you who are working, thank you for giving of your time over this time of year. It is most appreciated. I plan to spend my Christmas with my wonderful family, Mum, Ian (husband), children and their partners and grandchildren. My husband and I share 7 beautiful step-grandchildren and grandchildren. The little people, Charlotte (5), Isabelle (4), Leo (4) and Oliver (18mths) are well and truly ready for the man in the big red suit, and I can't wait to spend time with them during some downtime. The older three, Max (15), Evie (14) and Sienna (12) are less interested in Santa, but I am sure they will be equally as excited with the offerings on the day.

Please stay safe, healthy and happy and I look forward to an exciting 2026.

Alanna

Acting Executive Director, Sustainable Assets and Infrastructure

Michael Campbell



Audience: All staff



Read time: 2 min



For: Information

Dear colleagues,

Infrastructure portfolio and investment strategies Board approved

I am pleased to advise that Metro North's Sustainable Assets and Infrastructure team has ended the year on a high note with the completion of three important documents that guide our infrastructure investment strategy and projects for the future.

Metro North's Strategic Asset Management Plan (SAMP) was approved by the Board. The SAMP was developed in consultation with Facilities and Directorates and represents a

collective infrastructure investment strategy to manage critical infrastructure requirements, targets deferred maintenance needs, supports projects at RBWH, TPC and the Queensland Cancer Centre under the Hospital Rescue Plan (HRP) and importantly, supports the service growth needs and flow efficiencies across our facilities.

The SAMP sets out our long-term strategic approach across Metro North's infrastructure portfolio and our investment priorities over the immediate horizon. This was submitted to the Department of Health last week and to consider our investment proposal as part of the government's mid-year fiscal and economic review (MYFER) and State Budget process.

In addition to this the Timely Investment Infrastructure Maintenance (TIIM) Annual Capital Plan for Metro North was also approved by the Board. This is required as part of the SAMP, but to also outline our proposed expenditure of our \$104 million allocation in FY26/27, and the three additional forward year allocations, aligned to the new TIIM funding reimbursement program.

The SAI team is charged with managing our \$5.85B (asset replacement value) infrastructure portfolio, across 219 buildings and 589,000m² gross floor area (GFA) – or about eight Suncorp Stadiums or given it is cricket season, 23 Gabba fields – so these plans are important.

The Redcliffe Hospital Investment Proposal and Options Analysis (IPOA) document was signed off by our Chief Operating Officer and Chief Executive and noted by the Board. This has been co-signed by Health Infrastructure Queensland and submitted to Queensland Treasury for consideration under the Hospital Rescue Plan.

And this week, the Health Minister [announced](#) the refreshed plans for the expansion of Redcliffe Hospital. Procurement for main works is expected to start in early 2026 to enable construction of the major hospital expansion to get underway to deliver at least 210 new overnight beds, enhanced maternity and endoscopy services and additional operating theatres. The first beds will be delivered from late 2027, with full completion expected in 2032. Work is also beginning on the three-level extension to the multi-storey car park, providing more than 530 new spaces in 2027.

Regards,
Michael

Acting ED Aboriginal and Torres Strait Islander Health

Paul Drahm



Audience: All staff



Read time: 2 min



For: Information

Dear colleagues,

As we come to the end of 2025, I would like to wish you and your loved ones a very Merry Christmas and a safe and restful holiday period.

Over the Christmas break, I am honoured to be stepping into Sherry's role as Acting Executive Director of Aboriginal and Torres Strait Islander Health until her return on Monday 19 January 2026. I look forward to working closely with you during this time as we continue our important work together.

Last week, I had the privilege of attending the Better Together Christmas Staff Gathering, where we wrapped up the year by coming together to connect, celebrate and reflect on what has been a big year. With festive dress-ups, games, activities and plenty of opportunities to share a laugh and have a yarn, it was a wonderful way to finish the year.



A highlight of the day was announcing the recipients of our 2025 Deadly Awards.

Congratulations to:

- Executive Director Award – Penny Dale - Director of Aboriginal & Torres Strait Islander Health MNMH, RBWH
- Team Award – Clinical Innovation and Strategy Team, A&TSILT
- Individual Award – Stephan Lane - Advanced A&TSI MH Worker RC ACT
- Best Dressed – Temiah Bond - Social & Emotional Wellbeing Officer

The gathering was more than just a celebration. It created space to reconnect, acknowledge the work achieved throughout the year, and strengthen the relationships that support our collective wellbeing. Thank you to everyone who joined us.

I would like to sincerely thank each of you for your dedication throughout 2025. It has been a year of growth, collaboration and continued commitment to improving the health and wellbeing of Aboriginal and Torres Strait Islander peoples across Metro North Health. The work you do every day makes a real difference.

For those taking a break, I hope you are able to rest, recharge and spend time with your mob. Please note the Aboriginal and Torres Strait Islander Leadership Team will observe a shutdown period from Thursday 25 December to Sunday 4 January. To those working through the holiday period, thank you for your ongoing care and service. Your commitment is deeply appreciated.

Wishing you all a safe Christmas and a very happy New Year.

Kind regards,
Paul Drahm

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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