

# Executive Message

## Metro North Health



### Summary:

- Chair and CE vidcast wrap up - priorities 2026
- Governor visits Redcliffe Hospital
- Australia Day
- Salary sacrifice provider transition window

Message feedback

## Chief Executive Nick Steele



**Audience:** All staff



**Read time:** 5+ min



**For:** Information

Hi Everyone,

One of the stand outs for me since joining Metro North in September last year has been the exciting work environment we foster here. The high calibre work we undertake each day across the health service in improving and changing the lives of people from all walks of life is second to none. This work, driven by the immense skill and commitment of our staff towards improving health outcomes for our patients, provides a strong foundation for taking Metro North forward. I am immensely optimistic for our future.



In this week's vidcast, the Board Chair and I spoke about Metro North's key priorities for 2026 and how we need to continue to grow and mature as a health service. While I don't underestimate the challenges ahead of us, I believe Metro North can be a leader in healthcare not only nationally but across the southern hemisphere. Thank you to everyone who participated in the vidcast or who sent in a question. If you weren't able to tune in, you can [watch it online](#).

These are the topics we covered:

### **Planning**

We have a bold agenda which includes implementing our Sustainability Plan to strengthen the financial and operational sustainability of the health service. We have also drafted the Metro North Health Services Plan 2026-41 which outlines our clinical services growth and delivery over the next 15 years.

Last year Metro North refreshed the Strategic Plan 2025-28 and it remains our guiding strategy. In saying this, our service delivery needs to be flexible based on changing demands and capacity in the broader health care environment. This means that some initiatives in these plans may need to be adapted or refined, and some new initiatives may even be introduced.

### **Transforming care**

Transforming the way we deliver care is essential to ensure we are equipped to manage increasing demand. Some of the things we're looking at are how we can rapidly expand our out-of-hospital-care, improve outpatient services, and identify opportunities to innovate in the gastrointestinal endoscopy space. Your involvement and ideas will be critical. Our goal is to make sure we are investing in high value care whilst also questioning what does not add value.

### **Research and innovation**

Research and innovation are a key priority in our strategic plan. We want to energise our institutes and research programs and strengthen our university partnerships. This will also support us in attracting and retaining great people and help us respond to growing demand so we can deliver world-class care.

### **Workforce**

Growing our workforce in line with service expansion projections is essential. This includes the Government's target to grow the Queensland Health workforce by 46,000 FTE by 2032. As the largest HHS, Metro North will absorb a large proportion of this growth.

Building the organisational culture we want is a key foundation piece. The cultural improvement work we are currently undertaking looks at key factors that help or hinder high quality outcomes and performances in the workplace. These include systems, behaviours, leadership visibility, cultural habits, physical and psychological safety. As part of this work, we have sought staff feedback and insights through various channels including a culture fitness diagnosis survey, face-to-face interviews and group sessions with staff and leaders, to help identify what parts of our culture need to change and shift. By understanding and removing barriers that prevent staff from doing their best work, we can improve the way we provide care to our patients on a day-to-day basis. Having a shared direction with shared values about how we work together is key to creating a healthy and sustainable organisational culture.

### **Digital agenda**

In addition to continuing to roll out ieMR, we also need to look at other technology advances and digitisation enhance our service delivery. IT and technology has been a key theme coming through the SMART Metro North submissions as well – we are not short of excellent ideas!

### **Health equity**

We are continuing to implement our Health Equity Strategy, with particular focus on

improving the health and wellbeing of Aboriginal and Torres Strait Islander children.

### Capital infrastructure

In addition to the major capital infrastructure projects underway at Redcliffe, TPC and the Queensland Cancer Centre, we are also looking at attracting investment into RBWH to support remediation and growth of capital infrastructure. Work is also commencing on expanding transit lounges.

### MN41

I've been in healthcare for a while and one of the best strategic documents I've come across is Metro North's MN32. Impressively, the majority of the MN32 goals have been completed. Looking ahead, we will develop a new pathway to 2041, redefining a bold new vision for the next 15 years to support and embed Metro North's position as an internationally renowned health care leader and innovator.

### Governor visit

Just prior to Tuesday's vidcast, Board Chair Bernard Curran and I welcomed the Governor of Queensland to Redcliffe Hospital, supporting her pledge to visit all public hospitals during her tenure.

The visit included Short Stay, ED, ICU, Maternity and Ward 5 West, with the Governor particularly keen to talk one-on-one with clinicians about their work. She was also interested in discussing the hospital expansion and the difference it will make for staff in terms of patient care delivery.



Throughout her visit, the Governor spent time speaking with the new graduate nurses who were working their first day on the ward, encouraging them to explore the diversity of roles nursing has to offer. We thank the Governor for taking the time to learn more about Redcliffe Hospital, and look forward to welcoming her for future visits to Metro North.

### Acting CE

Next week I am on leave and Stephen Eaton will be Acting Chief Executive. I look forward to returning refreshed and ready to tackle our exciting agenda.

Take care.  
Nick.

Chief Executive & Executive Director, Aboriginal and Torres Strait Islander Health

## Nick Steele and Adj. Prof. Sherry Holzapfel



**Audience:** All staff



**Read time:** 2 min



**For:** Information

Dear colleagues,

As we approach the Australia Day public holiday, we would like to acknowledge that this day holds very different meanings for people across Metro North Health, including our staff, patients and community members.

For many Aboriginal and Torres Strait Islander peoples, 26 January represents the beginning of colonisation in Australia and is associated with deep loss, dispossession and ongoing trauma. For these reasons, the day can be one of pain and mourning rather than celebration. It is important that we recognise and respect this reality within our workplaces and care settings.

At Metro North Health, our values of Respect, Integrity, Teamwork, Compassion and High-Performance guide how we treat one another and the communities we serve. On Australia Day, these values call on us to act with cultural awareness, empathy and professionalism.

We ask all staff to please be mindful of the impact this day may have on Aboriginal and Torres Strait Islander colleagues and patients, and to:

- Use respectful and inclusive language in all conversations and communications.
- Be conscious that not everyone may wish to participate in or engage with Australia Day discussions or activities.
- Check in, where appropriate, with Aboriginal and Torres Strait Islander colleagues and offer quiet support and understanding.
- Maintain culturally safe care environments for patients, families and community members.

Managers and supervisors play an important role in supporting staff during this time. Where appropriate, this may include:

- Being open to short notice leave if staff need space
- Avoiding performance or disciplinary conversations on the day
- Supporting staff to step away from conversations or situations that may feel uncomfortable
- Being mindful of themed content or decorations in shared spaces
- Watching for signs of fatigue, withdrawal or distress.

It is also important to recognise the impact of this day may continue beyond 26 January, and that ongoing check-ins and support in the days and weeks following can be just as important.

Being culturally safe and supportive does not require grand gestures. Sometimes it is simply listening, respecting individual choices, and showing care and compassion in our daily interactions. These actions reflect our shared commitment to Closing the Gap and to improving health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples.

Metro North Health has a number of [support services](#) available to staff, including the TELUS Employee Assistance Program, Social and Emotional Wellbeing Program and Peer Responder Program. Aboriginal and Torres Strait Islander employees may also choose to seek support through trusted cultural, community or family networks.

We also remind staff that racism or inappropriate and harmful comments in the workplace are not acceptable. If you witness or experience behaviour that is concerning, please report it by emailing [MNRespectAtWork@health.qld.gov.au](mailto:MNRespectAtWork@health.qld.gov.au).

Please consider caring for yourself and checking in on one another, particularly our Aboriginal and Torres Strait Islander colleagues, with respect and kindness.

Thank you for your continued professionalism, kindness and commitment to creating a respectful and inclusive workplace for everyone across our hospital and health service.

Regards,  
Nick and Sherry

Acting Chief People and Culture Officer

**Lorna Morton**



**Audience:** All staff



**Read time:** 1 min



**For:** Information

Dear colleagues,

I would like to share some important information about the Queensland Government's Salary Packaging Administration Services Standing Offer Arrangement (SOA) 2026 transition period.

If you currently utilise the whole-of-Government Salary Packaging Administration Services SOA, and do not have any outstanding Fringe Benefits Tax (FBT) liabilities and/or Bus Travel Benefit debts, you are eligible to change your nominated provider.

You may be aware that there are generally two transition periods per year offered to employees, being January to February and September to October. This means that during these periods, employees who have a salary packaging arrangement can transition from one salary packaging provider to another.

The two providers on the SOA are:

- [Remuneration Services \(Qld\) Pty Ltd \(RemServ\)](#)
- [Smartsalary Pty Ltd](#)

While the first transition period for 2026 commences on **19 January 2026** and will conclude on **18 February 2026**, it will be a little different this time due to one salary packaging provider (Smartsalary) being suspended from the above SOA, until (currently) Wednesday 18 March 2026.

This means that employees are still able to transition from Smartsalary to RemServ but will not be able to transition from RemServ to Smartsalary.

During this transition period, employees will need to complete and submit a **Transition Authority Form** to RemServ by no later than **18 February 2026**.

You can access the Transition Authority Form [here](#).

For more information, please visit the [Queensland Health Salary Packaging website](#).

Regards,  
Lorna

**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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