

Executive Message

Metro North Health



Summary:

- Our priorities
- Committing to inclusion and equality at work
- Consumer and Community Engagement Strategy launch
- Research update.

Message feedback

Chief Executive Nick Steele



Audience: All staff



Read time: 5+ min



For: Information

Hi Everyone,

Since joining Metro North back in September last year, I've started to get a really good understanding of our key strengths and also some of the areas that we are going to be challenged by over the coming years. Addressing these challenges presents a real opportunity to innovate and unleash the potential of our highly talented workforce. As a result, I wanted to share with you all a presentation on the key 18-month priorities that I believe we need to deliver on to uplift our organisation to be one of the best in Australia. I invite you to read about these priorities [here](#).



A large part of our strategic focus is removing barriers that hinder our ability to deliver the best care to our patients. Creating a work environment where staff feel authorised and positively supported to make decisions, innovate and take informed action is essential to us becoming more dynamic and forward thinking as a health service. This is particularly critical to the success of our work relating to organisational culture, sustainability and One Metro North.

A common goal across all these priorities is to define best-practice systems, processes and governance structures that enable everyone to deliver safe, high quality, timely and responsible care. When I talk about responsible care, I refer to how we use our current resourcing to deliver high-quality care, while still meeting our financial obligations. As Australia's largest public health service, we have a responsibility to show leadership across all of our operations. This means being at the top of clinical care delivery, research, training and education, innovation, workforce, and non-clinical operations which includes our financial position. One of the key priorities will be the delivery of 'Future Metro North: reimagining healthcare 2026-2042' which will be a new version of MN32 and be aligned with the new Health Services Strategy 2026-2042. I'll provide more details over the next few weeks but please be reassured that all staff will have an opportunity to engage and contribute to this exciting work.

As I've assured staff previously, sustainability is not about cutting services; it's about identifying how we can adapt current practices and processes, to allow us to focus on higher quality and higher reliability healthcare and be appropriately resourced for the work we do. We are continuing to roll out Metro North's Sustainability Plan across facilities and directorates with local actions currently being implemented. We are doing this in a planned way to ensure our ongoing sustainability whilst also creating the environment to innovate.

Key focus areas of the sustainability plan include:

- Freeing up bed capacity through improved management of long-stay patients to assist with flow and activity
- Improving current operating theatre session use and introducing additional staffed sessions to create more activity and reduce long waits
- Improving rostering practices to reduce fatigue from overtime
- Using our size and scale to reduce procurement costs.

We are fortunate to have a budget approaching \$4.5 billion and we should not be afraid to reallocate resources from lower value initiatives to those which generate higher value and improved outcomes for our community and staff.

Thank you to everyone for your ongoing work in helping us achieve these goals.

Committing to inclusion and equality at work

Under the *Capability, Confidence and Career Opportunity* focus area in our [Metro North Have Your Say Response Plan](#) sit many important initiatives that will support staff to feel valued at work and have opportunities to grow. One initiative I'm very pleased has been delivered is the first [Metro North Diversity, Equity and Inclusion Plan](#).



To provide the best care to our patients, our workforce needs to adequately represent the community we care for. Following two equity and diversity audits at Metro North, and in collaboration with our diversity groups, consumers and the Department of Health, we have set out a plan that commits to addressing diversity inequity and supporting and valuing our colleagues of all identities, genders, abilities and cultures. You can read the actions outlined in the plan [here](#).

It is all our responsibility to embed the principles of this plan into our day-to-day work practices. By living our values, respecting and embracing the differences we all bring to the table, and supporting everyone to reach their full potential, we can reach our goal of *a workplace to be your best*.

Why anonymous diversity data is important

The diversity data that informs the Diversity, Equity and Inclusion Plan is taken from the diversity data section of your myHR profile. Currently less than 70% of our workforce have shared this anonymous information in myHR and when we compare these statistics to the diversity data compiled through Have Your Say, there are some noticeable discrepancies.

To help us ensure our workforce represents the community we care for, and we have the programs in place to support you, please input or update this information. It only takes one minute!

Now that myHR is single log in, this is even easier. Please [log into your myHR account \(https://myhr.health.qld.gov.au/\)](https://myhr.health.qld.gov.au/), navigate to *Personal Profile* and fill in the five questions asked under *Diversity*.

Consumer and Community Engagement Strategy launch

This week, I had the opportunity to attend the launch of Metro North's Consumer and Community Engagement Strategy. The refreshed three-year strategy, developed through extensive consultation and collaboration between staff and consumers for six months, highlights our commitment to meaningful engagement and co-design.

We recognise that the knowledge and lived experience consumers, families, carers and communities bring is invaluable in helping us shape services and provide care that is person-centred. This is particularly important as our Metro North community becomes increasingly diverse.



The revised strategy recognises that engagement needs to be embedded into everyday practice. It is also a guide for consumers and staff to continue working together in genuine partnership.

Thank you to all staff, consumers and community members who contributed to the development of this important strategy. By working together, we will continue to achieve better health outcomes for our communities.

Research update

Clinician Research Fellowships

Our Clinician Research Fellowships program provides dedicated time for health professionals to undertake high-quality research that is relevant to our patients and ultimately improves healthcare outcomes for patients and the wider community. The program is specifically designed to support Metro North's emerging and highly skilled clinician researchers to develop and advance a body of research aligned to the Research Strategy, helping to build a strong foundation of evidence-based healthcare.

We are offering up to five part-time fellowships to commence in the third quarter of 2026. Each fellowship provides three years of support through backfill of clinician duties. The eighth round of the scheme is currently open for applications and will close on Monday 23 February. The scheme is open to applicants from all healthcare disciplines. Full details of the fellowship program, along with a link to the application form, can be found here: [Clinician Research Fellowships | Metro North Health](#).

QIMR collaboration



This week I had the pleasure of attending an event to formalise the collaborative agreement between QIMR Berghofer and Nakanoshima Qross, a premier Japanese biomedical innovation ecosystem integrating clinical research, regenerative medicine, advanced therapeutics and drug discovery. Collaboration with Nakanoshima Qross aligns closely with QIMR Berghofer's strategic priorities and offers complementary strengths across cancer research, immunotherapy, neuroscience, infectious diseases, and advanced cell therapy manufacturing.

This partnership is beneficial to Metro North, as we have many clinicians leading and participating in research within QIMR Berghofer. This affiliation creates the opportunity to benefit from new future research and improved patient outcomes moving forward.

Take care.
Nick.

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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