

Executive Message

Metro North Health



Summary:

- Employee Appreciation Day
- SET immersions
- In Conversation wrap-up
- Brisbane Olympics preparations
- Spotlight on teamwork
- Wellbeing.

Message feedback

Chief Executive Nick Steele



Audience: All staff



Read time: 5+ min



For: Action

Hi Everyone,

Today is National Employee Appreciation Day – an opportunity to recognise the dedication, teamwork and care that occurs across Metro North every day because of you.

Since joining Metro North about six months ago, I've been so impressed by the tremendous work we do in caring for our patients. No matter where I visit, staff believe whole heartedly in the work they do, and in achieving the best outcomes.

This makes me very proud and optimistic about our future together in Metro North. There are many opportunities to improve our health service, and we have the best people to help make this happen.

I feel privileged to lead the Metro North team and work alongside so many committed and talented individuals who genuinely care about our people—patients, families and



colleagues alike.

I invite you to watch the appreciation messages we received from staff across Metro North. As a leader, it is pleasing to see staff recognising each other's contributions and efforts.

Watch employee appreciation message videos

[Video 1](#) | [Video 2](#)

SET immersions

In the coming weeks, members of our Senior Executive Team (SET) will be spending dedicated time out in our facilities and directorates to learn more about the work of our staff and teams. These immersions are designed to help provide SET with a first-hand view of how our people perform their work, and genuine understanding and appreciation of the staff experience. We'll be in touch with teams in advance to check the best time to visit.

As I've mentioned previously, meaningful engagement with our staff is critical in helping us understand the real challenges and pressures you face when delivering services. Importantly, it also provides staff with an opportunity to meet and connect with our senior leaders and have their views and ideas heard.

Staff are welcome to [email me](#) with any queries or ideas about how we can continue to improve Metro North.

In Conversation wrap-up

In this week's In Conversation, I was joined by Executive Director Strategy and Planning Jodi Hallas to discuss Future Metro North and how staff can participate in the consultation phase. *The Future Metro North:*

Reimagining Healthcare 2026-2041 roadmap is Metro North's future-focussed strategy. It sets our significant

15-year transformation, guiding how we deliver care through to 2041 in line with our growing population, evolving service needs and changing community expectations. The transformational roadmap is about positioning Metro North as a world leader through an ambitious direction that improves our capacity to provide the best possible care to our community into the future.

Thank you to everyone who joined this important conversation or who sent a question in the chat. If you weren't able to tune in, you can [watch the recording](#).

These are the key topics covered:

Bridging from MN32

MN32 is one of the best documents I've read and set a brave direction for Metro North when launched in 2017. I am pleased to share that a large proportion of the strategy has been delivered and we are still in the process of delivering the remainder. Since MN32 was



developed, Metro North's operating environment has changed significantly. We've experienced a massive growth in demand for our services, extra pressure and responsibility to try and deliver services in a different way, greater economic and workforce strains, and evolving AI influences on service delivery.

Future Metro North will be a new and ambitious iteration of the MN32 strategy to help position Metro North's health services for the future.

Infrastructure

As Queensland's largest health service, planning and preparing for major developments at TPC and Redcliffe Hospital is critical to meeting future service demands. One of the noticeable gaps is master planning and capital investment for RBWH, and more broadly the Herston Campus this will be a priority moving forward.

ieMR

The rollout of ieMR is an ongoing priority for our health service with RBWH and TPC still to complete their rollouts. Once completed, all of our major facilities will be covered by ieMR and we will then focus on the digitisation of patient records at some of our smaller facilities like Brighton.

Future Metro North - Foundational Principles

Future Metro North: Reimagining Healthcare 2026-2041 is built on five foundational principles:

- **Act as One** – Changing how our hospitals and services work together is central to meeting the needs of our community. Working collaboratively, rather than in a siloed approach, will ensure the greatest benefits to our patients.
- **Shifting care out of hospitals** – With increasing pressures on our system, there is a need to look at how we can move care out of hospitals into people's homes, community and satellite settings, and via the use of virtual services. By 2041, the goal is to have approximately 15 per cent of our patients accessing out-of-hospital care.
- **Build local capability and capacity** – We will be looking at opportunities to enhance care close to home to improve patient access to services closer to where people live.
- **Right care, right setting, right time** – Metro North currently has a large number of older, frail long-stay patients. We will investigate ways to shift significant volumes of ambulatory and intermediate care into community and transitional settings, to accelerate flow for older patients awaiting aged care, NDIS or accommodation support.
- **Restore system balance** – To help manage demands on our services, we will work to reverse avoidable patient flows back to other HHSs as their capability increases, so that demand is aligned with local capacity across the state.

Staff Consultation

We recognise that for *Future Metro North – Reimagining Healthcare 2026-2041* to be successful and meaningful, the strategy needs to be informed and shaped by frontline staff. We know that we need to continue to focus on our immediate day-to-day priorities while building a new strategic vision for the future. Face-to-face consultations have started this week with the first of a series of facility Staff Expos kicking off at TPC. Staff can provide feedback and ask questions about the draft *Future Metro North: Reimagining Healthcare 2026-2041* roadmap at the [Staff Expos](#) and can also contribute via the [Future Metro North extranet page](#).

We are endeavouring to have the Future Metro North strategy largely completed by June, and I will continue to provide updates on this important work as it progresses.

Brisbane Olympics preparations

With our focus on Metro North's exciting future direction, it is fitting to share that we have officially begun our preparations for the 2032 Brisbane Olympics. Our emphasis is on ensuring we are able to deliver high quality healthcare from the preparation and infrastructure build phases right through to the 2032 Olympic and Paralympic Games period and beyond. Most of you would be aware that Metro North hospitals and services are in close proximity to five of the new venues being delivered for the Games, including National Aquatic Centre and Precinct, Brisbane Stadium Victoria Park, Brisbane Athletes Village (to hold 10,000 athletes), Brisbane Showgrounds (upgraded to include a 20,000 seat arena) in RNA Showgrounds, and Moreton Bay Indoor Sports Centre, Petrie.

I have nominated Dr Liz Rushbrook as the Metro North Executive on the Queensland Health Olympics Steering Committee. As the Metro North Executive portfolio lead for Emergency Management and Access Operations, Olympic preparations align with Liz's existing portfolio responsibilities.

Metro North-wide coordination of Olympics preparedness will be through the existing Tier 1 Metro North Emergency Management Committee, which will be re-named to the Metro North Emergency Management and Olympics Steering Committee. This committee will continue to work closely with Metro North executive and key infrastructure planning groups to ensure that clinical service deliver opportunities, risks and impacts are appropriately managed.

We are meeting regularly with the Department of Health and other government departments to ensure collaboration during early stages of the Games delivery, especially around access for staff and patients during the construction of venues. In addition, the SEQ Health Disaster Readiness Alliance and the associated Metro North/Metro South Public Health Olympics Working Group meet quarterly. This meeting includes frontline clinicians and managers focussed on addressing future challenges around public health (e.g. food safety systems) and contemporary mass casualty and trauma management knowledge and systems. I will provide updates on this preparation work as more information comes to hand.

Spotlight on 'Teamwork'—what does it look like in practice?

With the recent refresh of our Values in Action framework, we've clarified what each value looks like in play - not just in principle. Because it's Employee Appreciation Day, this week I'm spotlighting teamwork.

As voted by you in the 2025 Have Your Say survey, our updated definition for teamwork is:

We collaborate and value each other's expertise, fostering a spirit of belonging where everyone feels valued and embraced as an essential part of our shared journey.



Teamwork is not simply being collegial; it's how we deliver safe, coordinated care across a complex system. It's how we escalate concerns early, share information clearly, and respect the expertise of others —across disciplines, facilities and all leadership levels.

When teamwork is strong, patient care is safer, communication is clearer, decisions are better informed, and staff feel supported to speak up.

Every one of us contributes to creating an environment where people can raise concerns, provide feedback and challenge constructively, particularly when it matters most.

If you lead a team, please reflect on this—would your team say they feel safe to speak up and do they experience genuine collaboration across roles?

Practical tools and team-based activities are available on the [Teamwork extranet page](#) to support this work. I encourage you to use them intentionally—not as an add-on, but in regular team meetings to strengthen performance and culture together.

Wellbeing

I would like to acknowledge current global events and the impact these may be having on members of our workforce and community, particularly colleagues who may have family and friends in affected regions.

Metro North offers a range of free, confidential support services for staff experiencing distress, including Peer Responders, Staff Psychology, and the Employee Assistance Program, with further information available on the [Staff Extranet](#).

Take care.
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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