

Executive Message

Metro North Health



Summary:

- Nursing and midwifery feedback sessions
- SET Forum at Herston
- RBWH Audiology visit.

Message feedback

Chief Executive Nick Steele



Audience: All staff



Read time: 5+ min



For: Information

Hi Everyone,

Metro North has an ambitious agenda over the next 18 months, with a strong focus on boosting our leadership and performance across all areas of service delivery. This requires a coordinated approach to how we work across our facilities and directorates to ensure that patients across Metro North receive high quality care, regardless of where they reside within our health service.

How we achieve this One Metro North approach requires a broad commitment to the core values and behaviours needed for high performance, high reliability health care. It also requires a concentrated look at our internal practices, systems and processes to help identify and rectify what is preventing us from being able to do our best work on a day-to-day basis. In an organisation of over 25,000 staff, this is obviously a significant challenge, however, we are making gradual progress in this area.



As I've mentioned previously, engagement with our frontline staff is critical in driving positive change at all levels. You are on the ground every day and understand how things work or don't work to support healthcare delivery. My many and continuing conversations with staff about how we can improve Metro North are invaluable in highlighting local issues and challenges, as well as those common across all our facilities that affect our ability to optimise service delivery.

Some of these issues have also been emphasised through our culture work as well as through some recent discussion workshops with nursing and midwifery leaders. You can read about some of the positive outcomes from these workshops below. These sessions will be used as a platform for similar engagement with other key professional groups across the health service in the coming months and I look forward to these important discussions.

Nursing and midwifery feedback sessions

During the past few weeks, Chief Nursing and Midwifery Officer Alanna Geary and I have met with approximately 150 nurse Grade 7s including Nurse Unit Managers (NUM), Maternity Unit Managers (MUM), Nurse Educators, Nurse Navigators and Clinical Nurse Consultants from across our health service, to help us better understand some of the issues that affect their day-to-day work. A key focus of our engagement, facilitated through a series of 10 sessions, has been to identify administrative aspects of these middle manager roles, that make work more difficult, and ascertain ways we can help streamline work and reduce bureaucracy.

Thank you to all staff who participated for their candour and motivation in sharing their feedback and concerns. These sessions have been very useful in informing where we need to direct attention to help make positive change within nursing and midwifery.

Feedback from these sessions has been used to compile a list of priorities and I am pleased to share the key ones below:

1. Reproductive Leave approval – now sitting at Band 8 (previously Band 6). Line managers across all professions with HR delegations at Band 8 can now approve.
2. Role descriptions – NG Grades 1-6 will be managed by directorates and no longer need to come through Metro North. The exception to this is identified positions which will come to Metro North for progression.
3. Request to Fill process – streamlining to ensure a Metro North-wide consistent and timely approach for nursing and midwifery roles.
4. Business Planning Frameworks (BPF) - will be refined to include those flex beds which are opened the 'majority' of the time and recruitment will be enabled through normal processes.
 - ◦ NUM/MUM and Nurse Managers will be enabled to recruit to the 'recruit to number' as pre-approved in the BPF.
5. BPF review
 - ◦ ensure backfill for pivotal positions is enabled (e.g. CN/CF).
 - ◦ of training requirements (supernumerary time for new starters/new graduates) with benchmarking for like facilities and specialties.
 - ◦ to ensure consistency across Metro North in how NUM/MUM positions are counted.
6. Review of current Criteria Led Discharge processes and addressing opportunities for improvement or enablement.
7. Centralised base rostering – a centralised rostering process will be developed for Metro North, with unit specific, NUM/MUM informed parameters.
8. Review of mandatory training requirements.
9. Secondments – at level secondments of greater than 4 weeks should be supported where there is opportunity to improve skillset.
10. Review of support roles - Associate NUM/MUM positions and exploration of administrative support for NUM/MUM positions.

The plan is to work through these top priorities based on a formal action plan. Those that can be actioned within current resources are being undertaken now, and others will take some time and possibly funding to work through. Remaining priorities and suggestions from the full list will be progressed and I will provide regular updates on progress, opportunities and challenges encountered. We recognise that while these priorities are specific to nursing and midwifery, some will have benefits to the broader organisation.

Nursing and midwifery staff are invited to continue putting forward their ideas and suggestions. Please email: Betterideas.MNNursingandMidwifery@health.qld.gov.au

As a side, it is timely that we focus on nursing and midwifery this week, with two important days being celebrated. Tuesday 5 May was International Day of the Midwife and next Tuesday 12 May is International Nurses Day. These days acknowledge the important contributions that nurses and midwives make to our health care system, and to improving the outcomes and experiences of patients and families. I extend a special thanks to all nurses and midwives across Metro North for the tremendous work they do each day in caring for our community.

SET Forum

Yesterday, we hosted our regular Metro North Senior Executive Team (SET) forum for the Herston campus. It was a good opportunity to discuss current priorities for the campus and broader health service, and field a variety of questions from staff relating to long stay patients, HITH expansion, research institutes and manager training options. A big thank you to those staff who took the time to attend and participate.

RBWH Audiology visit

This week, I had the opportunity to visit the RBWH Audiology Clinic which provides testing and diagnostic services for patients and manages implants and other surgical waitlists. During my visit, I met with Team Leader Carla Rose and Implant Devices Program Manager Alice Pender, to learn more about their services and the remarkable differences cochlear implants make to improve the quality of life for our patients. Thanks to a recent funding increase, the team are now able to provide this life-changing implant for more patients at RBWH each year. Thank you to Carla, Alice and the team for welcoming me, and for the fantastic work you're doing.



Nick Steele with Carla Rose, Audiology Team Leader (pictured left), and Alice Pender, Implant Devices Program Manager (pictured right)

Mother's Day

This Sunday is Mother's Day, a special day to celebrate and honour our mums. I'd like to wish all mothers and mother figures within our Metro North community a wonderful Mother's Day.

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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