

# Executive Message

## Metro North Health



### Summary:

- Launch of *Our Metro North - Stronger teams, Better care.*
- Business Case for Change
- Raise it for Redcliffe Giving Day
- Outcomes of Swift Grants
- ED and surgical performance update
- Global Accessibility Awareness Day
- Compassionate Care Principles.

Message feedback

## Chief Executive Nick Steele



**Audience:** All staff



**Read time:** 4 min



**For:** Information

Hi Everyone,

As Australia's largest health service, Metro North holds an important position where we are required and expected to constantly lead across all aspects of our operations. For effective leadership to occur, we must have systems, processes and practices and leadership behaviours in place that support high performance with a focus on delivering high quality outcomes to the people we serve.



Since last year, Metro North has been undertaking a dedicated body of work to look at how we improve our organisational culture. We know culture influences how work happens on a day-to-day basis and therefore, has a direct flow on effect on how we deliver care to patients.

This work has been shaped by feedback from staff, leaders and from our Have Your Say survey, with many people telling us they want clearer communication, more responsive leadership, fewer unnecessary escalations, and less frustration navigating processes and approvals.

As a result of this work, I am pleased to launch [Our Metro North – Stronger teams, Better care](#).

The focus of this plan is not on creating another program of work alongside day-to-day operations. It's about making work easier, clearer and more connected in practice by removing unnecessary barriers often created by a large bureaucratic system. Over the coming months, Metro North will continue focusing on practical improvements to how we work together better across teams, services and the broader organisation.

Over time, staff should start to see improvements such as:

- improved clarity around decision making and decisions being made closer to where care is provided
- fewer issues bounced between teams or escalated unnecessarily and responses provided in a timely manner
- leaders fostering an environment where staff are supported to raise ideas and concerns
- leaders actively following up on staff concerns
- increased local problem-solving
- faster resolution of issues.

My vision is that these fundamental improvements, through the active support and accountability of local leadership teams, will give staff a better day-to-day work experience. Overtime, the collective result will be improved outcomes for the patients of Metro North.

*Our Metro North – Stronger teams, Better care* and other information about our organisational culture work is now available on [QHEPS](#).

## **Business Case for Change**

Metro North is about to commence a Business Case for Change for the Senior Executive Team and direct reports. I will provide more information in a Vidcast next Wednesday 27 May, 12pm.

[Join vidcast](#)

## **Raise it for Redcliffe Giving Day**

Yesterday I had the pleasure of attending Raise it for Redcliffe Hospital's Giving Day, together with the Hon. Jane Prentice from the Metro North Board and many local community supporters.

Raise it for Redcliffe Hospital has raised more than \$1.3 million since it was launched in 2021. This partnership with the RBWH Foundation has supported more than 80 projects at Redcliffe Hospital that improve patient comfort and staff wellbeing – in particular refurbishments to spaces used by families in the hospital's Palliative Care Unit.

Congratulations to Redcliffe Hospital and the RBWH Foundation team on another successful Giving Day. Your valuable efforts help ensure we can continue to provide person-centred care and experiences within our local hospital settings.



*Nick Steele with Director Speech Pathology Wendy Luttrell, and Director Medical Imaging Tanya Oliver at the Redcliffe Hospital Giving Day*

### Outcomes of Swift Grants

Metro North is committed to creating a supportive environment for research and maximising opportunities for our researchers. Our Swift Grants program creates opportunities to generate new knowledge through research and will support early phase, rapidly deployed, innovative research projects that benefit Metro North Health patients and the community.

We are very pleased to announce six exciting projects that have been approved for funding. Congratulations to all of the successful investigative teams.

**Title:** Machine learning models to predict risk of thromboembolism following hip fracture surgery in older Australians (HipMETRIC).

**Investigative Team:**

CIA: Dr Usha Gurunathan, Staff Specialist Anaesthetist, TPCH

**Title:** A novel swallow study analysis protocol

**Investigative Team:**

CIA: Dr Leisa Turkington, Senior Speech Pathologist, RBWH

**Title:** QoL Impact of Indwelling Medical Devices

**Investigative Team:**

CIA: Ms Emily Larsen, Registered Nurse and Vascular Access Research Fellow, RBWH

CIB: Prof Nicole Marsh, Nursing and Midwifery Director, Research, RBWH

**Title:** ICAHT – predictors and biological mechanisms

**Investigative Team:**

CIA: Dr Sean McKeague, Clinical Haematologist, RBWH

**Title:** PERI-Kidney

**Investigative Team:**

CIA: Dr Dharmenaan Palamuthusingam, Staff Specialist Nephologist, Metro North Kidney Health Service

CIB: Dr Benjamin Lazarus, Kidney Specialist, Queensland Kidney and Transplant Services

**Title:** The Impact of Contemporary Suicide Prevention Training on Public Health Responses to Suicide, Self Harm and Overdose with a Focus on Aboriginal and Torres Strait Islander Consumer Outcomes

**Investigative Team:**

CIA: Dr Tessa Clarkson, Research Fellow, Metro North Mental Health

CIB: Mr Matthew Welch, Mental Health Clinical Improvement Lead, Metro North Mental Health

Take care.  
Nick

Chief Operating Officer

**Stephen Eaton****Audience:** All staff**Read time:** 3 min**For:** Information

Dear colleagues,

Safe timely care for patients attending our emergency departments (ED) continues to be a priority for Metro North, especially as we enter the busy winter period.

I want to take the opportunity to acknowledge the work undertaken which has enabled notable improvements in Metro North's POST (Patient Off Stretcher Time). POST is measured through the number of patients who are transferred off an ambulance stretcher within 30 minutes following their arrival at an emergency department.

Last month in April, Metro North recorded a POST result of 66.8%. This was the second consecutive month at this level and represents a sustained improvement from a previous baseline of around 60%. The impact is an increase in the number of ambulances being released back into the community within 30 minutes, supporting the timely transfer of patients within the community to our hospitals for emergency care. These are big wins for Metro North and especially for our community.

These improvements in ED performance are due to the collective efforts of frontline and non-clinical staff across all our facilities, supported by the Metro North's Critical Care Stream. It's a great example of how working together across our network towards a shared patient-focused goal, can bring about real improvements in timely care to the community.

More broadly, we continue to focus on reducing access block and reducing the time patients wait for an inpatient bed.

**Surgical performance**

Metro North continues to focus on improved access to surgical services, with increases in both our elective and emergency surgery cases during 2025/26.

For April YTD, Metro North performed 28,072 elective surgery cases compared to 25,886 cases in the same period the year prior. Emergency surgical cases have also increased, with the health service performing 18,809 cases in the April YTD period compared with 17,890 cases the year prior.

This is a great outcome and means that more patients are receiving access to the care

they need. We are continuing to review access to emergency theatres with the view to help further reduce any unnecessary delays to emergency surgical care.

Thank you to all of our teams and services across Metro North who are investing significant effort into streamlining our surgical processes to ensure that patients have access to safe, high-quality and timely care across the health service.

## Innovation Showcase

Staff are invited to attend the upcoming Metro North Innovation Showcase on Friday 12 June. This year's showcase – *Designing tomorrow, together* – has been proudly organised by the Healthcare Excellence & Innovation and HELIX Hub.

The Innovation Showcase Program has been designed to inspire, connect and accelerate ideas into action which aligns with Metro North's strategic emphasis on leadership through innovation.

Below is the program overview.

METRO NORTH HEALTH

# Innovation Showcase 2026

Programme at a Glance · RBWH Education Centre

- **Official Opening** — Metro North Chief Executive Nick Steele
- **Keynote Address** — Dr Dinesh Palipana — Doctor, researcher and advocate
- **Oral Abstract and Lightning Presentations** — Showcasing projects from across Metro North Health
- **Co-pilot Clinic** — Hands-on session with the Microsoft team
- **Rapid Co-design Workshop** — Facilitated by Evonne Miller, QUT
- **Live Podcast Recording** — '5 Things' with Jesse Spur
- **Lunchtime Lego Build** — Sponsored by HEIDI Health
- **Poster Viewing over Lunch** — Browse research and connect with presenters
- **HELIX Shark Tank** — Live innovation pitches — with MN executives as the Sharks
- **Awards Ceremony** — Recognising outstanding innovation and research



Healthcare Excellence and Innovation  
Metro North Health

Staff can register through Eventbrite [here](#). Registrations close 1 June.

Information about the Metro North Innovation Showcase is available on [QHEPS](#). For more information or to become a member of the HELIX Hub Community, please email [HELIXHub@health.qld.gov.au](mailto:HELIXHub@health.qld.gov.au)

Regards,  
Stephen

Chief Allied Health Practitioner

# Michelle Stute



**Audience:** All staff



**Read time:** 2 min



**For:** Information

Dear colleagues,

Yesterday was [Global Accessibility Awareness Day](#), a reminder that accessibility and inclusion are part of how our people work and how our patients access care.

When we talk about accessibility, our first thoughts often go to buildings, design or technology. These are vitally important, and Metro North continues to improve access by listening to and working with people with lived experience.

Accessibility is also about how people receive, process and communicate information. As awareness of neurodiversity and hidden disability grows, so does our understanding of what people may need to participate fully.

Different ways of thinking, learning and communicating are part of the strengths people bring to work and care. Small adjustments can make a big difference, but what matters most is our willingness to listen, be flexible and make practical adjustments.

Our [Disability Services Action Plan](#) reflects a simple commitment: people with disability should be able to access care, information and work in ways that support their needs. Importantly, the plan was shaped with people with lived experience, supporters, advocates and staff.

We have already made progress, including increasing telehealth access for patients with disability, continuing to audit and improve access to our built environments, establishing a priority escalation pathway for inaccessible environments, and making vital disability information available in both standard and Easy Read formats. Practical examples include our [People with disability Easy Read page](#) and [Telehealth Easy Read](#) information, which help make important health information easier to understand and use. We also know around 44 per cent of Australian adults have low or very low literacy, which means clear, accessible information is not an optional extra. It is essential to safe, inclusive and effective care.

There is still more to do. I also want to acknowledge the important work of the Metro North ENABLE Working Group, which brings together staff with lived experience, carers, allies and supporters to help make Metro North safer, more respectful and more inclusive.

Global Accessibility Awareness Day is an important reminder, but accessibility is not a one-day issue. I encourage everyone to consider how we can make Metro North more accessible every day, in every role and every part of our health service.

Thank you to everyone helping make Metro North more accessible, inclusive and responsive.

Regards,  
Michelle

Executive Director, Clinical Governance

**Grant Carey-ide**





**Audience:** All staff



**Read time:** 1 min



**For:** Information

As part of our ongoing commitment to embedding the [Metro North Compassionate Care Principles](#) into everyday practice, we are pleased to share the latest [video](#) in the Compassionate Care series, highlighting the principle and transformative impact of **Co-Designed Care**.

This story, centred on the development of the Adolescent and Young Adult (AYA) kidney outpatient clinic, demonstrates what becomes possible when consumers and clinicians design care together. Through authentic partnership, the team identified a gap in support for young people navigating complex kidney journeys, then worked hand-in-hand with consumers to shape a model of care that truly reflects their lived experiences, preferences, and needs.

The video captures the voices of young consumers who contributed to the project—sharing how co-design gave them a platform to influence decisions, build confidence, and improve the care experience for others. Clinicians likewise reflect on how listening deeply, adapting flexibly, and honouring consumer expertise strengthened relationships, enriched professional practice, and ultimately improved outcomes.

This powerful example reminds us that co-designed care is not just about engagement—it is about shared purpose, equity, and meaningful partnership. It reinforces that compassionate care is achieved not by designing services for people, but by designing them with those we serve.

I encourage all staff across Metro North to view the video, reflect on the insights, and consider how co-design can strengthen compassionate, person-centred care in your own service and across Metro North services.

Regards,  
Grant

**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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