

# Executive Message

## Metro North Health



### Summary:

- Connecting with our teams - Redcliffe Hospital visit
- Digital Disruption Exercise
- Metro North Business Case for Change
- Brighton Health Campus - public hospital declaration
- Executive appointment
- Virtual Care Emergency Service
- Patient access performance
- Helix Innovation and Implementation Program
- Compassionate Care Principles.

Message feedback

## Chief Executive Nick Steele



**Audience:** All staff



**Read time:** 5+ min



**For:** Information

Hi Everyone,

This week, I had the opportunity to travel to Redcliffe Hospital for the Metro North Board meeting.

As part of the visit, Board members and members of the Executive spent time talking with clinicians about patient flow initiatives and how the hospital is optimising the use of its available clinical space. This included discussion on the conversion of a vacant GP clinic into a new outpatient clinic for respiratory and cardiac patients, and a reorganisation of space in the Rehabilitation and Stroke Unit to create a new ward space with eight new patient beds for their Medicine Service Line.



The Palliative Care Unit is also doing some great work with the support of the local Peninsula community through Raise it for Redcliffe Hospital. Community fundraising and donations have allowed the hospital to renovate and update several areas within the unit, including a new family-friendly courtyard and play space. These initiatives support

members of the Palliative Care team to deliver a more person-centred health care experience to some of our most vulnerable patients and their loved ones.

I also keenly accepted an invitation from Redcliffe's Clinical Council Chair Dr Monica Korecki, to join in 'Pats and Chats,' organised by the Staff Wellness Group and REDDY Fun and Fitness in the spirit of Crazy Socks for Docs. It was good to see so many staff and hospital Executive team members taking some time in their busy days to focus on their wellness at work.



*Pats and Chats at Redcliffe Hospital*

### **Digital Disruption Exercise**

On Wednesday, Metro North participated in the Queensland Health Digital Disruption exercise, alongside representatives from every hospital and health service across Queensland.

The exercise, organised by eHealth Queensland, was designed to test the state's preparedness and response to a major outage of digital services. Simulating a two-week outage of the ieMR, the exercise identified both strengths and opportunities for improvement in disaster management processes which can now be addressed in detail.

More than 40 Metro North staff gathered in the statewide Clinical Skills Development Service on the Herston Campus to participate in the simulation. It was important for our staff to contribute to the discussions around how we can best manage a digital disaster of significant scale, including how we can best support our staff and patients when working with downtime processes for extended periods.

The Metro North team identified a number of opportunities for improvement which will be explored further before updating the associated procedures and plans.

Thank you to everyone who participated, particularly to Chief Digital Health Officer Jason Brown, Chief Information Officer Damian O'Rourke, Chief Medical Officer Liz Rushbrook and Denise Johnson from Emergency Management and Business Continuity for their contributions in organising and facilitating Metro North's participation in this valuable exercise.

## Metro North Business Case for Change

The Metro North Business Case for Change feedback period has now closed. We received over 400 pieces of feedback which is a very positive response. Thank you to staff for contributing to this process. I will be reviewing this feedback over the coming weeks with further updates to follow.

## Brighton Health Campus - public hospital declaration

I am pleased to advise that the Brighton Health Campus has been formally declared as a public hospital.

This is an important step in enabling Brighton to apply for a pharmacy license which is a significant enabler to progress and deliver Metro North's commitment to increase out-of-hospital care.

Increasing the delivery of acute and sub-acute care out-of-hospital care when clinically appropriate, supports patients to receive care in a familiar environment, while easing some of the pressure from our other major Metro North hospitals.



## Executive appointment

I am pleased to announce that, following an extensive recruitment process, Mr Ian Wright will join Metro North as our Chief Finance and Corporate Officer.

Ian is an accomplished healthcare leader known for his financial stewardship across public and private healthcare systems, both in Australia and overseas. He brings expertise in financial strategy, operational performance and governance, having worked with Queensland Health, West Moreton Hospital and Health Service, the Mater Group and the Queensland Building and Construction Commission.

Ian is currently Chief Financial Officer at Johns Hopkins Aramco Healthcare in Saudi Arabia. He will play a vital role in leading our financial strategy and supporting Metro North's future vision and direction.

We look forward to welcoming Ian when he commences on Monday, 17 August 2026.

I would like to thank Hari Iyer for his outstanding contribution while acting in the role during this vacancy. Hari has steered Metro North through the 2026 budget build and

through the development of Metro North's Sustainability Plan, while progressing important work to strengthen our financial systems and processes. We appreciate his expertise and commitment.

## Virtual Care Emergency Service

With flu and other respiratory illnesses on the rise during winter, I would like to remind people about the Virtual Care Emergency Service (VECS). VECS is a free, Queensland-wide service for non-life-threatening emergencies for both adults and children. It is open seven days a week from 8am to 10pm, including public holidays.

The statewide service, which is delivered by Metro North staff, is ideal for people who live further away from a hospital or health care centre or who have difficulty travelling. Importantly, people can wait in the comfort of their own home, rather than in a busy hospital waiting room.

VECS is for urgent health concerns that need quick medical attention but are not serious emergencies. On average, the wait time for patients to see a triage nurse is only three minutes and only eight minutes after that to see a doctor.

I encourage you to tell your family and friends about this valuable service. For more information or to access VECS, visit the [Virtual Emergency Care website](#).

Take care.  
Nick

Chief Operating Officer

**Stephen Eaton**



**Audience:** All staff



**Read time:** 2 min



**For:** Information

Dear colleagues,

## Patient access performance

I would like to acknowledge our clinical and support teams across Metro North for the work undertaken which has enabled continuous 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. Improvements in POST are only possible when we take a 'whole of health system approach' to support timely and effective patient care, from pre-hospital arrival to post discharge back to the community.

Last month in May, Metro North recorded a POST result of 66.8%. This was the third consecutive month at this level and represents a sustained improvement from a previous baseline of around 60%. This figure represents 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. This is a really positive reflection of the work undertaken across Metro North; thanks again to all involved.

## HELIX Innovation and Implementation Program

We are not short of ideas at Metro North. What we are often short of, are ideas that make it all the way through to everyday practice.

Good work tends to slow down in familiar places. A decision takes longer than expected. A team is working in isolation without the right connections. Sometimes the process itself becomes the barrier.

This is how strong ideas lose momentum and remain as pilots rather than becoming part of how we deliver care.

A clear reflection from the Innovation Showcase is this:

**Good ideas do not fall over because of lack of intent. They struggle when they meet the realities of implementation.**

If we want a different result, we need to focus less on generating ideas and more on how we support teams to move them forward.

This is where the **HELIX Innovation and Implementation Program** has an important role.

It exists to help ideas gain traction. That might mean bringing the right people together, working through what is getting in the way, or helping a team move from early thinking into something more concrete and sustainable.

If your work has reached a point where it needs momentum, I encourage you to take the next step.

For more information, please visit the [Helix Innovation and Implementation Program QHEPS page](#) or contact [HELIXHub@health.qld.gov.au](mailto:HELIXHub@health.qld.gov.au).

Regards,  
Stephen

Executive Director, Clinical Governance

**Grant Carey-ide**



**Audience:** All staff



**Read time:** 2 min



**For:** Information

Dear colleagues,

We are pleased to share the newest [video](#) in the [Compassionate Care Principles](#) series, centred on the principle of **True and Adequate Informed Consent**. While the story showcased in this video focuses on Child Life Therapy and paediatric care, its message is relevant to every clinician across Metro North—because the foundations of good consent

are universal, no matter the patient's age.

The video provides a powerful illustration of what meaningful consent looks like when we take the time to ensure understanding, reduce fear, and build trust. Child Life Therapists demonstrate how developmentally appropriate communication, emotional support, and genuine engagement can transform a patient's experience—from reducing anxiety and sedation use to improving cooperation, safety, and overall care outcomes. Although the tools may differ, the underlying principles apply equally to adult care: **explain clearly, listen deeply, respond to concerns, uphold dignity, and ensure the person truly understands and participates in decisions about their care.**

This story reminds us that informed consent is not a form or a checkbox—it is a *relationship*. It requires curiosity about what the patient already knows, openness to their fears or past experiences, and a commitment to presenting information in a way they can genuinely grasp. When consumers—children or adults—feel safe to ask questions and confident in what is about to happen, we not only improve the immediate clinical interaction but also shape their future engagement with healthcare.

We encourage all clinicians to watch this video and reflect on how these principles can be embedded into everyday practice. Every interaction is an opportunity to strengthen psychological safety, reduce distress, and demonstrate the compassion that sits at the heart of high-quality healthcare.

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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