

# Executive Message

## Metro North Health



### Summary:

- SET Forum
- New National Model for Clinical Governance
- Reportable Conduct Scheme
- Caboolture Children's Outpatient Department
- Farewell Dr Barry O'Loughlin.

[Message feedback](#)

## Chief Executive Nick Steele



**Audience:** All staff



**Read time:** 5+ min



**For:** Information

Hi Everyone,

### SET Forum

Yesterday the Metro North Senior Executive Team (SET) met at STARS. We had a good turnout with staff joining in person and via Teams.

We highlighted that the team at STARS has done some stellar work in supporting the delivery of improved care for patients across Metro North, increasing its theatre utilisation and elective surgery throughput. This has contributed to helping reduce Metro North's overall elective surgery long waits. I also commend the team's innovative approach to patient care, highlighted through services like the Post Operative Discharge Support Service (PODSS) and Patient Initiated Follow Up which I'm hoping we can roll out across Metro North Health.



In addition, more than 380 long wait endoscopy patients from other sites have been treated at STARS and RBWH demonstrating a One Metro North approach, and the Aboriginal and Torres Strait Islander endoscopy pathway at STARS has resulted in increased endoscopies within clinically recommended timeframes.

We've also seen improvements in theatre utilisation and on time starts for Metro North as a whole, and a reduction in the number of day of surgery cancellations. Thank you to everyone who has contributed to this great work.

### ***Business Case for Change***

Consultation for the Metro North Business Case for Change closed last week, with around 400 items of feedback received from employees and our union partners, representing 122,000 words of valuable feedback. We also received formal submissions from Together Queensland, the Australian Salaried Medical Officers' Federation Queensland (ASMOFQ), and the Queensland Nurses and Midwives' Union (QNMU). Due to the volume and depth of feedback received, I will take some extra time to consider all feedback over the coming weeks with revised timescales to be confirmed shortly.

Aspects of the business case that attracted significant feedback and will require further consideration included the overall presentation and narrative of the proposed structure, clinical streams and the makeup of networks, changes to clinical governance, and the clinical advisory council.

I want to sincerely thank everyone who took the time to contribute. The feedback has been thoughtful, constructive and demonstrates the strong commitment across Metro North to innovation, continuous improvement and shaping the future of our health service. Over the coming weeks I will be reviewing all of the submissions before publishing a decision document. An implementation plan will be developed to ensure an appropriately managed and measured approach.

### ***Herston Health Campus Operational Governance Review***

The Board endorsed the Herston Health Campus Operational Governance Review report and recommendations last month, and following this, I briefed the STARS and RBWH leadership teams with Dr Liz Rushbrook. While the report makes recommendations, the detail of how we implement them is still to be determined. As such, prior to releasing details of the recommendations more widely it will be important to develop an draft implementation plan to ensure there is a clear understanding moving forward.

With this in mind, as I mentioned in my recent message, Paula Foley has come on board as the temporary Chief Redesign Specialist to work with teams on how those recommendations are put into practice. Over the next couple of weeks, Paula is focusing on how we embed the key principles and a clear process for moving forward. That will include regular staff communication and engagement.

### ***Budget***

We are still finalising the FY26/27 budget this week and I will provide an update on the budget in my message next week.

## **New National Model for Clinical Governance**

The Australian Commission on Safety and Quality in Health Care (ACSQHC) have recently released the new National Model for Clinical Governance that provides clear guidance for health services in understanding whether the care we provide is safe and of the quality we want to provide, and clear signposts for us in knowing our opportunities to do things better. It really emphasises having a clinical governance framework that strongly supports our clinical staff in providing the best possible care. You can review it here: [2026 National Model for Clinical Governance | Australian Commission on Safety and Quality in Health Care](#)

Metro North's Clinical Governance team are currently revising the Metro North Clinical Governance Framework to reflect the national model. They will be progressing monitoring

and reporting structures that reflect the intent of the model – minimising ‘red tape’, having data collection systems that are meaningful and don’t duplicate, and that tell us what we need to know. This will help to ensure that Metro North supports and enables ‘high quality and integrated clinical practice’ that supports us to continuously build a healthy workforce culture.

## Reportable Conduct Scheme

From 1 July 2026, Metro North Health formally implemented Queensland’s new Reportable Conduct Scheme under the *Child Safe Organisations Act 2024* (Qld).

The Reportable Conduct Scheme forms part of Queensland’s broader child safeguarding reforms and represents an important step forward in strengthening how organisations identify, respond to, and prevent harm to children. The scheme requires Metro North Health to have systems in place to receive, assess, report and investigate allegations or convictions involving harmful conduct by workers towards children, regardless of whether that conduct occurred in the workplace or in a worker’s personal capacity.

Under the new legislation, all Metro North Health workers have an obligation to report concerns if they become aware of conduct involving another worker that may place a child or young person at risk of harm.

If you become aware of reportable conduct involving another Metro North Health worker, you are required to submit a notification to the [Ethical Standards Unit](#), who will acknowledge receipt and undertake an initial assessment in accordance with Metro North Health’s obligations. Workers may also make a notification directly to the [Queensland Family and Child Commission](#) at any time.

For more information about the Reportable Conduct Scheme and your obligations, please read the [Reportable Conduct Scheme Factsheet for Workers](#).

Thank you for your ongoing commitment to help maintaining safe environments for children, young people and our community.

## Caboolture Children's Outpatient Department

Sustainable Assets and Infrastructure is delivering the new Caboolture Children’s Outpatient Department building which will provide a dedicated space for paediatric and adolescent outpatients within a safe and clinically appropriate environment.

The \$15 million project will be delivered in two construction stages:

- Stage 1 - new Queensland Ambulance Service and Queensland Correctional Service loading bay.
- Stage 2 - new building, delivering 18 new consultation rooms providing clinician-led and allied health services including electrocardiogram rooms, audiology testing booths, treatment room and forensics service, as well as parents room, meeting and staff rooms, clean and dirty utility, and multi-use spaces.

For the project, Metro North has engaged Apollo Property Group to complete the build and construct. Work is currently underway with practical completion scheduled around March 2027 with services anticipated to be operational by April 2027.



## Farewell Dr Barry O'Loughlin

This week, I had the honour of attending the farewell event for Dr Barry O'Loughlin, Executive Director of Surgery and Perioperative Services. Barry has been associated with the RBWH since 1976, possessing a longstanding career of excellence in surgical care and education which has contributed to improved health outcomes for thousands of patients over the last five decades.

During the event, I had the opportunity to listen to the sentiments of a number of staff who expressed their absolute privilege in being able to work alongside Barry throughout their careers. His leadership, commitment to teamwork and genuine patient focus have been important influences in the high-quality outcomes achieved by RBWH's surgical service which performs over 25,000 cases every year.

I would like to thank Barry for his tremendous dedication and service to RBWH and Metro North and wish him a long, healthy and enjoyable retirement with his wife and family.



Take care and good luck to the Socceroos (and England) in their next World Cup game tomorrow.

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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