

# Executive Message

## Metro North Health



### Summary:

- Transforming care
- Vidcast - Business Case for Change
- Safer workplaces
- National Day of Recognition for Aboriginal and Torres Strait Islander Health Workers and Health Practitioners
- Performance update - Surgical Services and ED
- Hospital in the Home
- IWFM update
- LGBTIQ+ Awareness eLearning module.

Message feedback

## Chief Executive Nick Steele



**Audience:** All staff



**Read time:** 5+ min



**For:** Information

Hi Everyone,

Transforming the way we provide care to our patients and community is one of Metro North's key focus areas over the next 18 months. The need to develop alternate care models and pathways that enable patients to receive clinically appropriate care away from the traditional hospital setting, is particularly well highlighted during the winter months when demands on our acute hospital services increase significantly. We experience larger than normal numbers of patients presenting to our emergency departments, which has a flow on effect on our ability to provide patients and consumers with acute care needs, with access to appropriate and timely treatment. This is why I am always keen to highlight innovative models that support improved access to care for our community.



This week marked the commencement of TPC's Mental Health Hospital in the Home (MH-HiTH) service. MH-HiTH provides an alternative treatment option for suitable consumers that would otherwise require acute inpatient mental health admissions. MH-HiTH can provide up to 21 days of home-based care for acutely unwell consumers, with

capacity to support up to 10 consumers at any one time. The service, which operates daily between 7am and 9pm, provides multi-disciplinary assessment and treatment to patients in their home, in collaboration with the consumer, their carer, kin and community support providers. This model has clear benefits for our patients who can now remain at home to receive the necessary care, while freeing up more hospital beds for patients with acute care needs.

Also this week, TPCCH hosted the launch of the Australian Cancer Research Foundation Lung Cancer Screening Centre of Excellence (ACRF LUSCE) truck. This innovative mobile clinic, which is an initiative of TPCCH thoracic team, the University of Queensland and the Australian Cancer Research Foundation (ACRF), is designed to improve access to early detection and screening services for regional, rural and Aboriginal and Torres Strait Islander communities throughout Queensland.

The clinic has been set up to help address lung cancer which remains Australia's leading cause of cancer death despite having a high potential for cure when detected early. The truck takes advanced screening services directly to communities, reducing the burden of travel and distance to major centres. It will trial state-of-the-art technology such as low-dose CT scanning and AI-enabled X-ray imaging alongside breath and blood biomarker testing.



*Nick Steele (Chief Executive) with Hon Jane Prentice (Metro North Board member) and Craig Fitzgerald (CEO Aspen Medical) in the new lung cancer screening mobile clinic.*



*The new Australian Cancer Research Foundation Lung Cancer Screening Centre of Excellence mobile clinic*

These two very different initiatives demonstrate the value of alternate care models in supporting the delivery of high-quality care services close to or where people live and ultimately improving health outcomes for the communities we serve.

### **Vidcast - Metro North Business Case for Change**

Yesterday's vidcast provided an opportunity to update staff on the Metro North Business Case for Change (BCFC). I thank the 600 plus staff who took the time to attend the session.

During the vidcast, I outlined key decisions relating to the structural realignment of Metro North's Senior Executive Team and respective services. These decisions have been informed by the 430 items of feedback received from staff during the consultation period, which have been carefully considered over the last few weeks in developing the final BCFC decision document. The decision document, proposed implementation plan and other relevant business case documents are now available to read on the [Have Your Say: Help Shape the Future of Metro North Health - Staff Extranet](#).

I am confident that these changes will provide more coordinated leadership, stronger governance and synergy, and clearer accountability to support the delivery of Metro North's strategic direction and priorities.

#### Key dates:

- 7 to 21 August - Formal consultation on decision document and proposed implementation plan
- 11 September - Consideration of feedback
- 14 September - Formal announcement of implementation plan outcome
- From 1 October - Commencement of implementation of changes

Staff can provide feedback via email: [MNH-BCFC-Feedback@health.qld.gov.au](mailto:MNH-BCFC-Feedback@health.qld.gov.au) or via the following link: [Metro North Health - Business Case for Change 2026](#)

#### Safer workplaces - OV update

In Metro North, workplace safety is a key priority—protecting you so you can come to work and care for our patients in the safest possible environment.

We acknowledge that occupational violence (OV) is a major issue for our staff and reducing instances of OV is an ongoing focus for Metro North. Across our facilities and services, we care for many patients with clinically complex and challenging conditions and behaviours.

We encourage mutual respect and treat patients and consumers with compassion to de-escalate abusive and aggressive behaviours.

Equipping staff with the necessary tools and resources to respond to these behaviours is key to helping prevent and reduce instances of work-related violence and aggression. We work closely with the QLD Occupational Violence Strategy Unit (QOVSU) to ensure Metro North staff have access to training, support and reporting to manage the impact of OV.

There are a range of OV support resources available online via the following links:

- Queensland Health handbook - [Prevention and management of work-related violence and aggression in health services and toolkit](#)
- [Metro North OV Prevention Resources](#)
- [QOVSU Initiatives and Resources](#)

#### Recognising our Aboriginal and Torres Strait Islander Health Workers and Health Practitioners

Today, Friday 7 August, is National Day of Recognition for Aboriginal and Torres Strait Islander Health Workers and Health Practitioners.

Across Metro North Health, Aboriginal and Torres Strait Islander healthcare staff have vital clinical and cultural roles. They provide culturally safe and responsive care, advocate for patients and families, support people to navigate complex health systems and strengthen trust between our services and the communities we care for.

Thank you to all our Aboriginal and Torres Strait Islander health workers and health practitioners across Metro North Health for the care, knowledge, advocacy, leadership and

cultural strength you bring to your role each day. Your work is essential as we continue working towards closing the gap and building a health service where all Aboriginal and Torres Strait Islander people feel safe, respected, heard and understood.

## Executive update

Today is my last day before I head off on five weeks leave. While I'm away, Naomi Hebson will be the Acting Chief Executive. Naomi is the Deputy Director-General, Healthcare Purchasing and System Performance, Queensland Health. She is a highly capable healthcare leader with extensive experience in health policy, commissioning and strategic purchasing. Her skills will be extremely beneficial to Metro North and we are very pleased to have her on board.

Take care.  
Nick.

Chief Operating Officer

**Stephen Eaton**



**Audience:** All staff



**Read time:** 4 min



**For:** Information

Dear colleagues,

It's good to back after a few weeks of leave and I would like to thank Alanna Geary for covering the role while I was away.

Providing our patients with access to safe, timely and appropriate care remains a priority, especially as our community grows and demands on our services increase.

## Performance update

I am pleased to share that Metro North ended 2025-26 with some positive outcomes within our surgical services and emergency departments.

### Surgical services

During the last financial year, Metro North performed 33,836 elective surgery cases compared to 31,269 in the previous year. Emergency surgical cases also increased, with the health service performing 22,653 during 2025/26 compared with 21,479 cases in the year prior. In practical terms, these figures highlight that more patients are receiving access to the care they need.

In addition, we successfully reduced the number of elective surgery long waits to 624 which is 500 less than the previous financial year – a great result.

These outcomes are the result of collaborative work of many staff and teams across the health service to help streamline and improve access to surgical services so that more patients can receive timely treatment. We also continue to review access to emergency

theatres to support the reduction of any unnecessary delays to emergency surgical care. Thank you to everyone for your ongoing work and commitment.

## **Emergency Department**

Metro North has invested extensive effort over the last 12 months to support ongoing improvements in our Patient Off Stretcher Time (POST) and more broadly, patient flow. I would like to thank everyone for their continuous efforts in this area. This was reflected positively in the lead up to the end of financial year, reporting a POST result of 66.8% over three consecutive months from April to June.

Last month was one of the busiest periods of the year for ambulance arrivals, with all Metro North emergency departments reporting a significant increase in numbers. While this is an expected trajectory for the peak winter period, we acknowledge the extra pressure it places on our emergency and inpatient bed capacity.

We continue to work together to look at how we can improve the management of long stay patients, increase bed capacity and support our facilities and directorates to manage fluctuations in demand.

## **Hospital in the Home**

Out-of-hospital care is a key priority for Metro North, with a focus on providing more options available to patients who require ongoing care and support. As demands for our services continue to increase, the need to transform how we deliver care outside the traditional hospital setting becomes increasingly important. Hospital in the Home (HiTH) enables eligible patients to receive hospital-level care in their own home, improving patient experience while reducing the risks associated with prolonged hospital stays. It also helps ensure hospital capacity is available for patients who require inpatient care.

In April, we hosted a targeted HiTH planning workshop with key clinical leaders across Metro North to discuss the Metro North's HiTH model and its capacity to support increasing demand for out-of-hospital care.

The primary goal of this workshop was to establish a redefined HiTH model for Metro North supported by a shared vision and principles for practical implementation moving forward. As a result, working groups have now been established for the four key areas of clinical pathways, governance, digital and workforce capability. These working groups are meeting weekly under the oversight of Metro North's Home Hospital Reform Steering Committee which provides strategic direction, governance and decision making to support the design and implementation of a sustainable and scalable model of care.

Other key outcomes from the workshop include:

- Confirmation of Redcliffe Hospital as the foundation site for the redefined HiTH model. This will allow Metro North to evaluate and optimise the proposed model before broader implementation across the health service.
- Development of the new Metro North @Home identity, creating a modern integrated platform for delivering admitted, hospital-level care in people's home under a single recognisable brand. The model will bring together virtual care, remote monitoring, mobile clinical teams and in-person clinic visits to provide coordinated, patient-centred care.

These are very positive outcomes to date, and I would like to thank the various teams for their commitment and collaboration in progressing this important initiative for Metro North.

## **NHMRC partnership grant success**

Metro North has secured a \$1.47 million NHMRC Partnership Projects grant in partnership



with QUT and Clinical Excellence Queensland to improve patient flow and increase timely access to care across our hospitals. The project, led by Professor Jed Duff from QUT's School of Nursing and Chair of Nursing at RBWH, will use the SAFEST Patient Journey Home across Metro North, building on current work and strengthening implementation of evidence-based solutions.

This work recognises that access block is not simply an emergency department issue, but a whole-of-system challenge requiring practical, evidence-based solutions. Through Metro North's Healthcare Excellence and Innovation, HELIX Hub, the project will support frontline teams to implement sustainable improvements while also studying how best to build implementation capability across the health service. This partnership provides an important opportunity to improve patient outcomes, strengthen patient flow, and better understand how we turn evidence into routine practice at scale.

Regards,  
Stephen

Chief People and Culture Officer

**Lorna Morton**



**Audience:** All staff



**Read time:** 2 min



**For:** Information

Dear colleagues,

In November 2026, Metro North Health will begin the next stage of the Integrated Workforce Management (IWFM) program.

Following the successful introduction of the IWFM roster-to-pay solution for our nursing and midwifery workforce, the program will now expand to our remaining occupational groups, including allied health, medical, operational, managerial and clerical, and trades. Go live is planned for June 2027.

### **What is IWFM?**

IWFM is Queensland Health's enterprise workforce management solution. It brings together employee-based rostering, time worked, leave and approvals into an integrated roster-to-pay process—providing employees and line managers with greater visibility of workforce information through one system.

IWFM supports consistent and transparent workforce management by:

- streamlining roster-to-pay processes across Queensland Health
- reducing manual paperwork and duplicate processes
- supporting more accurate and timely pay outcomes
- giving employees greater visibility of their rosters, worked hours and pay information
- providing managers with real-time workforce information to support planning and decision making.

This is a great example of reducing friction in our day-to-day, relating to our [One Metro North – Stronger Teams, Better Care](#) program of work.

## Preparing our business

Over the coming months, we will begin preparing for implementation through activities including:

- engaging with stakeholders to discuss future ways of working
- establishing an Implementation Steering Committee (ISC) to guide and support the transition
- establishing a Business Reference Group (BRG) to support the implementation by representing the interests of all occupation groups. We will be seeking nominations in the coming weeks.

## What this means for staff now

There is nothing changing right now. We will keep you informed as the program progresses, and if you are required to participate in local preparation activities, we will contact you directly.

In the meantime, you can learn more about IWFM, hear from teams already using the solution and follow the program's progress on the [IWFM Stage 4 QHEPS](#) site.

Kind regards,  
Lorna

Executive Director, Clinical Governance

**Grant Carey-ide**



**Audience:** All staff



**Read time:** 2 min



**For:** Information

Dear colleagues,

## LGBTIQ+ Awareness eLearning module

I am pleased to share that the Queensland Health LGBTIQ+ Awareness eLearning module is now available for Metro North staff to complete through the Training Management System (TMS). The module provides an introduction to LGBTQIA+ awareness and inclusion, helping staff build their understanding of the LGBTQIA+ community, key terminology, inclusive language, respectful communication practices, and the importance of recognising and addressing unconscious bias and discrimination.

This learning opportunity supports our ongoing organisational commitment to building workplaces where all staff can bring their authentic selves to work. And when we bring our true selves to work, we signal to everyone – to all in our community – that they are welcome here.

Staff awareness training is a key action under the Metro North Diversity, Equity and Inclusion Action Plan and will contribute to stronger team culture, improved psychological

safety, greater staff engagement, and better experiences for both our workforce and the communities we serve.

I encourage all staff to not only access the module on TMS but also share with their team and take this opportunity to strengthen everyone's understanding, helping to create teams that feel safe, respected, valued and included.

### **Pronouns on your Name Badge? Yes. You. Can!**

Under the Recognition and Belonging section of the refreshed Diversity Equity Inclusion Action Plan, Metro North has committed to support the LGBTQIA+ community within our workforce, with actions such as visible LGBTQIA+ themed symbols, promotions, signage and/or artwork in all facilities and online.

Following this theme, I am pleased to advise inclusion of pronouns on the Magnetic Name Badges has been approved for the Department of Health and all Hospital and Health Services, following a collaboration between the Department and Metro North.

If you wish to celebrate your belonging, and support for the Metro North Pride community or an ally, please follow the [Metro North Health Name badges | A guide](#) but remember to discuss with your line manager.

For our LGBTQIA+ colleagues, this small step represents the continued commitment of Metro North to ensuring everyone can feel empowered to bring their authentic selves to work.

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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