

Executive Message

Metro North Health



Summary:

- Patient safety
- Board meeting
- TPOCH Charlies Week
- Aboriginal & Torres Strait Islander Health Men's Health Expo
- Racism, values and wellbeing
- Executive updates
- Update from Acting Chief Operating Officer
- COO Supplementary business case for change
- Christmas & New Year arrangements
- Using myHR
- Copilot Chat Training program
- Medicines Management 2026 winners.

Message feedback

Chief Executive Nick Steele



Audience: All staff



Read time: 5+ min



For: Information

Hi Everyone,

During this last week, Metro North has seen record numbers across the health service for ambulance arrivals, accompanied by an unexpected rise in influenza, COVID-19 and other respiratory illnesses – all of which are creating extra demands on our already busy services.

We continue to see increasing demand across the HHS, with more patients needing safe, high-quality and timely care, while also responding to the requirements of the broader health system. I acknowledge we are asking more from staff each day, especially around areas such as patient flow and access, long stays and long waits, and timely discharge, to identify improvements or escalate when needed.



Despite these demands, you continue to show up and do your jobs exceptionally well, giving patients the care and compassion they need, often going beyond what's expected. As Chief Executive, I often hear the bad news, but I also see the improvements, the innovation, the genuine care and dedication.

I am grateful every day for our Metro North Health staff and proud of the work you do. Through your efforts, teamwork and strong commitment to patient care, our community is in the best hands – yours.

Thank you.

Speak up for patient safety

Creating a culture where everyone feels safe and supported to raise patient safety concerns is everyone's responsibility. Your line manager should be your first point of contact when raising patient safety concerns, wherever appropriate. I encourage staff to speak openly with their managers, knowing that raising concerns is a positive and important part of delivering safe, high-quality care.

[Patient Safety Net](#) provides an additional pathway for staff to escalate concerns when they remain unresolved or when staff do not feel comfortable raising them through their usual reporting channels. Remember, speaking up is not about assigning blame. It's about working together, addressing risks early and keeping our patients safe.

For more information, visit the [Patient Safety Net QHEPS page](#).

Board meeting

At this week's Board meeting, the Board approved Metro North's Strategic Asset Management Plan (SAMP). The SAMP guides and prioritises how we manage and invest in our physical assets – buildings, equipment, technology and land – to ensure they support us to deliver safe and effective care over the next 10 to 15 years. Thank you to the staff from the Sustainable Assets and Infrastructure team for their work, expertise and collaboration in preparing the plan.

Also at the Board meeting, we heard from RBWH Director of Neurosurgery Dr Hamish Alexander and Neurology Staff Specialist Dr Michael O'Sullivan on the vision for a centre of excellence in neuroscience care, research, innovation and education. The Board endorsed the commencement of detailed clinical planning and options assessment for a future neuroscience centre at RBWH, including consideration of funding approaches and interim service arrangements to meet growing demand across Queensland. These are important initiatives that will help Metro North continue to deliver safe, high-quality care into the future.

TPCH Charlie's Week

I attended several TPCH Charlie's Week events including the staff breakfast and Staff Excellence Awards.

It was great to see TPCH's Executive team, joined by Deputy Board Chair Dr Meg Cairns and Acting COO Alison Ewens, serving 1,150 breakfast rolls made by staff from the Café

for The Common Good. Café staff started work in the middle of the night to ensure the team at TPCH were well fed. A big shout out to the Common Good for their ongoing support.

TPCH Staff Excellence Awards was also an opportunity to personally congratulate staff and teams at TPCH who have gone above and beyond in the last year. Well done, to all the winners. I hope to see a good turnout from the team at TPCH as well as all other Metro North facilities/directorates at the upcoming Metro North Staff Excellence Awards on Friday 13 November. Tickets for the awards have sold out.



TPCH Charlie's Week Breakfast with Executive Tami Photinos Executive Director TPCH, Nick Steele Chief Executive and Dr Meg Cairns Deputy Board Chair



TPCH Staff Excellence Awards Tami Photinos, Dr Kristy Rogan (Executive Director's Award) and Nick Steele

Aboriginal and Torres Strait Islander Men's Health Expo

The Aboriginal and Torres Strait Islander Men's Health Expo at Brighton Health Campus brought together community members, Elders, health professionals and partner organisations to support men's health and wellbeing. The expo had a strong focus on culture, family and community as essential foundations for good health. Men connected with health services, accessed health information and checks, and talked about their physical, social, emotional and cultural wellbeing.

Creating healthier futures for Aboriginal and Torres Strait Islander men requires more than healthcare services alone. It requires genuine partnerships, culturally informed approaches, and care that reflect their needs, experiences and aspirations.

Thank you to the COH Aboriginal and Torres Strait Islander team, partner organisations, service providers and community members who contributed to the success of the day.

Racism and discrimination

Racism has no place in how we work, lead or care. We embrace diversity, inclusion and equal opportunity, and actively oppose racism in all its forms. Combating racism is a core principle of our Values in Action and essential to creating a safe health system for everyone. That's why, after consultation with community and staff, we incorporated an anti-racism statement as part of our Values in Action.

We recognise that racism happens too often across our organisation and we are committed to actively identifying, addressing and overcoming it. We share responsibility to listen, learn, reflect and act with humility as we work together to challenge inequity and drive positive change. Our commitment is demonstrated through everyday behaviours, accountable leadership, continuous learning, and safe, trusted processes that support speaking up and responding to concerns.

A safe workplace is one where living our values in action means:

- **Respect** guides every interaction, and diversity is recognised, valued and celebrated.
- **Integrity** means calling out racism, bias and systemic inequities, and taking responsibility for repair when harm occurs.
- **Compassion** ensures voices with lived experiences are heard, respected and responded to with care and humility.
- **Teamwork** builds belonging through shared responsibility for safety and protects psychological safety for all.
- **High Performance** drives measurable action, continuous learning, and accountability.

This is our shared promise to act, listen and lead positive change together. Read more about our Metro North Values and how eliminating racism relates to each of them on the [staff extranet](#).

Have Your Say response plan

Since the [Metro North Have Your Say Response Plan](#) was released a year ago, your 2025 survey feedback has informed, and will continue to inform, multiple improvements across our organisation.

The key themes identified were:

- Feeling physically and psychologically safe is essential to performing at our best.
- Greater opportunities for professional growth, career development and recognition are important.
- Organisational values are positively demonstrated by colleagues, with opportunities to strengthen visible role modelling by leaders.
- Clear, transparent and genuine communication is fundamental to building trust and confidence across the organisation.

Physical and psychological safety and wellbeing



2025
Survey
Response



YOU SAID → WE'RE DOING



60% feel their workplace is free from occupational violence, down from 66% | **549** comments related to violence and assault.



Taking action on occupational violence
OVP Taskforce established with several actions underway.



40% say workloads are fair and equitable | **39%** have the support needed to get the work done.



Wellbeing Priorities Plan
Supporting staff to sustainably participate in meaningful work.



Staff asked for **better** and more **consistent** incident debriefing | **18%** of staff value the current EAP.



Supporting staff in difficult times
Operational hot debrief training for leaders + EAP review focused on inclusive, safe support.

Wellbeing Priorities Plan

One of the key outcomes of the survey, was a need to develop and implement a new wellbeing strategy. Informed by extensive staff consultation, workforce feedback, wellbeing data and psychosocial risk assessments, the new [Metro North Wellbeing Priorities Plan](#) sets our direction for creating a workplace where everyone feels safe, supported, valued and able to thrive. Importantly, the plan translates the priorities into meaningful action, with a shared responsibility to strengthen staff wellbeing and create positive, sustainable workplace experiences.

I thank the many staff who helped identify the wellbeing priorities that matter most. The plan focuses on four key areas:

- Our people
- Leadership
- Systems
- Work design

Please take the time to read the plan. Everyone has a role to play in creating a healthy, supportive and psychologically safe workplace.

Executive updates

Dr Jason Jenkins

This week Dr Jason Jenkins finished his time as Metro North Executive Director Clinical Services. Over the last two years as EDCS, Jason has led or contributed to a range of initiatives to improve patient access and flow including stabilisation of elective surgery waitlists and increased use of Surgery Connect which saw record numbers of surgeries delivered and a reduction in waiting lists.

As part of the Business Case for Change, Jason will continue in his role as Executive Director of the Surgery Network and will also undertake a similar role for the Gastroenterology Network.

Glen Kennedy

As you would have seen in the A/COO message earlier this week, Associate Professor Glen Kennedy will be commencing as the Interim Executive Director, RBWH from 16 November 2026 when Louise Oriti commences her well-deserved semi-retirement. I look forward to celebrating Louise's career at a number of events over the coming weeks and will cover these more in a future CE message.

Take care.
Nick

Acting Chief Operating Officer

Alison Ewens





Hi everyone,

It was great to spend the day at The Prince Charles Hospital on Tuesday. Most of the day I was in my first Metro North Board meeting, but I was able to join in with the Charlie's Week staff breakfast with the CE, Board members and TPCH executive team.

TPCH Foundation Chief Executive Steve Francia took me on a tour of several of the areas the foundation is supporting at TPCH including the ICU of the Future, Memory Lane and Charlie's Village. I was very impressed by the set up in Charlie's Village which provides a supportive familiar environment for people with dementia. The foundation recently held a fundraiser to support development of a similar service at Caboolture Hospital. Charlie's Village has a post office, bus stop, and pub where inpatients of the Cognitive Assessment and Management unit can spend time as if they were still living in the community, giving them a sense of comfort and independence. Sadly, the pub was closed when we visited!



L-R: Deputy Board Chair Dr Meg Cairns, Gareth Davies, Gillian Nasato, Geoff Grima, Drew Kear, Amber Jones, Tami Photinos, Alison Ewens



L-R: TPCH Foundation CEO Steve Francia, CAM Unit NUM Vijay Pillay, Geoff Grima, Alison, Chloe Nguyen, Board member Prof Peter Hopkins.

Yesterday I visited Green Square and met teams from Health Excellence & Innovation, Strategy, Planning & Infrastructure, Digital Metro North, Funding, Revenue & Health Information, and Procurement & Supply.

I saw the Metro North Command Centre and met teams from Access & Capacity Management and Emergency Management. I also chaired my first Metro North Incident Management Team this week.

I am still working my way around the HHS so if I haven't been to your facility yet, it's on the list.



Alison with Strategy & Planning team L-R: Erin Brown, Julie Johns, Alison Ewens, Zarina Khan, Daniel Gullo, David Beltran, Scott Brennan

Business Case for Change

Last Friday, I participated in a vidcast on the Metro North Business Case for Change COO supplementary consultation where we talked through the feedback and decisions to date. If you missed it, the [recording is on QHEPS](#).

One of the topical decisions was the new name for Community and Oral Health. Once implementation is complete, it will be called Brighton Hospital and Community Care. This is reflective of the recent federal government decision to designate Brighton Health Campus as Metro North's seventh hospital and the breadth of services provided by the directorate.

[Consultation on the implementation plan](#) opened on Friday. It closes at 5pm today, so there is still time to provide your feedback.

Next week I will go through the feedback and finalise the implementation plan. Chief People and Culture Officer Lorna Morton and I will hold another vidcast to outline next steps on Friday 6 November at 10.30am. You can [register](#) for that vidcast now.

Regards,
Alison

Chief People and Culture Officer

Lorna Morton



Audience: All staff



Read time: 3 min



For: Information

2026/27 Christmas and New Year closure arrangements

With only 8 weeks until Christmas, the Office of Industrial Relations (OIR) [Circular 01/26](#) has been released which outlines the office closure and leave arrangements for the 2026/2027 Christmas/New Year period. This relates only to those staff who are not engaged in continuous shift operations.

The dates for the closure period are:

Day	Date	Leave
Friday	25 December 2026	Christmas Day public holiday
Monday	28 December 2026	Boxing Day public holiday
Tuesday	29 December 2026	Concessional Day (leave on full pay without debit)
Wednesday	30 December 2026	Annual/recreational leave, TOIL or accrued hours
Thursday	31 December 2026	Annual/recreational leave, TOIL or accrued hours
Friday	1 January 2027	New Year's Day public holiday

This compulsory shut down for corporate staff results from a traditionally low productivity period and provides our people the opportunity to have a substantial break. I encourage those who can take advantage of the closure period to begin discussions about possible leave with your line manager. While this is an opportunity for staff to enjoy some well-earned time off in and around these dates, it's important that operational requirements

are considered and maintained to support essential service delivery.

We also recognise that this period remains particularly busy for many of our frontline staff, who continue to provide critical care and support to our community. We sincerely thank you for your ongoing commitment. Information regarding local service closures for our clinical areas or limited staffing arrangements approved by the relevant department will be advised to employees via local communication channels.

If you're unsure of your working arrangements over the Christmas/New Year period, please speak with your line manager.

Getting on board with myHR

There are some exciting developments on the horizon to further digitise and simplify our systems through myHR. Before these launch, we need to get all staff using myHR when it comes to pay and leave processes.

For accurate pay and leave entitlements, the first and most important step is using myHR the right way.

Accessing myHR is easy

You can access myHR from any device at anytime, anywhere in Australia. Just go to myHR.health.qld.gov.au.

If you don't currently use myHR, you will need to activate your account to get on the right path. For help, simply click 'activate account' on the [myHR login page](#) and use the [Knowledge Bank](#) for further information.

You must have [Multi-factor authentication](#) set up to gain access to myHR outside of the QH network. If you don't, a process will guide you through this, on your first log in. [Click here to learn how or get support.](#)

What can employees use myHR for?

- Submit, view and manage your leave requirements in one place via the 'Leave' tile. Don't leave it to your manager – it's your job to get it in early and make sure it's right.
- Manage your inbox, personal contact and banking details.
- View your payslip and check it matches with the roster you worked.
- Upload motor vehicle allowance claims, flexible working agreements and more.

Where can I find additional information about myHR?

There is an extensive [Knowledge Bank](#) detailing all the processes in the system, and [online](#) videos accessible for all staff offering self-paced interactive training. You can also contact the Metro North myHR support team via MNmyHRsupport@health.qld.gov.au or on 3506 2622.

Chief Digital Health Officer

Dr Jason Brown





Audience: All staff



Read time: 2 min



For: Information

As Artificial Intelligence (AI) usage in healthcare increases, Metro North is expanding opportunities for staff to utilise AI applications. Across various work areas, Metro North has been trialling Ambient AI technologies and implementing AI diagnostic support tools for medical imaging. Queensland Health has also recently enabled the Copilot Chat functionality within Microsoft 365 across the state.

To support staff to safely and appropriately use Copilot Chat in their work areas we are offering a free, five-week Copilot Chat Training Program, designed to help staff build practical skills and understand how to use AI responsibly in Metro North.

Whether you're new to AI or curious about how it could support your role, this program is a great opportunity to learn how to use Copilot Chat's capability. Across five online sessions, you'll learn how to:

- use Copilot Chat safely and responsibly
- write and refine structured prompts
- make everyday tasks more efficient and effective
- extract key insights from documents and information
- recognise how Copilot Chat differs from Copilot agents.

The program will run for five weeks, with a new module delivered each week.

Commencing from 16 November to 18 December 2026, the virtual training facilitated by Queensland Health partner provider, Rapid Circle, will be delivered as 45–50-minute sessions.

To make participation easier, you will be able to choose from three session days and times each week. Sessions will also be recorded, so you can revisit the material and practise your skills between sessions. You don't need to be an AI expert to take part. The program is designed to help you build confidence, develop practical skills and explore ways Copilot Chat could support your work.

To find out more and register to participate visit the [Copilot Chat Training Program](#).

I encourage you to take advantage of this opportunity to learn, ask questions and build your confidence in using AI safely and effectively.

Chief Medical Officer

Dr Kellie Wren



Audience: All staff



Read time: 1 min



For: Information

Last week Medicines Management 2026, Australia's largest national Hospital Pharmacy Conference was held in Brisbane.

Metro North contributed significantly, with 3 staff involved in the Scientific Program Committee and 9 staff who were Invited Speakers or Workshop Facilitators. Metro North contributed approximately 10% of contributed papers with 7 oral presentations and 36

poster presentations.

Metro North staff were awarded the following awards:

- Best Overall Oral: Charting a better experience: Consumer views on collaborative pharmacist prescribing. Erin Dunn, The Prince Charles Hospital
- Best Technician Poster: Escaping the Bermuda triangle: A technician-led approach to reclaiming pharmacy stock, space and savings. Brooke Jeffriess, STARS
- Best Pharmacy Practice Oral: Using artificial intelligence to detect look-alike sound-alike risks. Martin Canning, Metro North Clinical Governance

Thanks to our Metro North Pharmacists and Pharmacy Technicians who shared their insights, quality improvement and research, which ultimately supports improved medicines management and outcomes for our patients.

Well done to all involved!

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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