

Metro North Health

Strategic Plan

2024 – 2028

This strategic plan was reviewed in June 2025 and remains current for the reporting period 2025-2026.



Our vision

Creating healthier futures together—where innovation and research meets compassionate care and community voices shape our services.

Our purpose

To deliver accessible, equitable and sustainable healthcare for everyone.

Our commitment

Metro North is committed to respecting, protecting, promoting and fulfilling human rights in our decision making and actions.

Supporting our state

Health services are vital to our community. As the largest public health service, Metro North Health supports the Government’s vision for health, in line with the Ministerial charter, through the delivery of safe high-quality care.

We are committed to supporting and delivering on the Queensland Government’s Objectives for the Community, particularly ensuring continued community access to ‘Health services when you need them’. This will be achieved by restoring health services when Queenslanders need them most through transparent and targeted investment with real-time data, boosting frontline health services, driving resources where they’re needed most, improving our EDs, reopening regional maternity wards, fast-tracking access to elective surgeries, and helping patients to be seen faster. We recognise that we must also operate within the context of community safety, a focus on Queensland’s future, and supporting lifestyle through a strong economy.

Healthcare is complex and continually evolving, and the expectations of our workforce and our community are also evolving. The *Metro North Health Strategic Plan 2024-28* sets out the overarching priorities to guide our day-to-day decision-making to ensure that we continue to focus on delivering person-centred care in the context of an innovative, agile, sustainable, and supportive environment.

To achieve our goals, we need to recognise our strengths as an organisation – our people, our culture, and our physical and intellectual assets – and the value of mutually beneficial partnerships with organisations that share our values and priorities.

This Strategic Plan has been developed in consultation with our staff to ensure our vision and our goals resonate at all levels of the organisation. The plan must have meaning and value not only at the Board and executive tables, but at every bedside and clinical space across Metro North.

The plan builds on what we have already achieved in the areas of workforce, organisational culture and staff wellbeing, health equity, research and innovation, and system wide leadership. It recognises that as the largest of Queensland’s Hospital and Health Services, what we do affects others, and that brings both significant opportunity and responsibility.

It also acknowledges that as part of a larger health system, we need the agility and flexibility to respond and change in line with the demands of the broader system, to ensure safe high quality integrated and connected care for the people of Queensland.

On behalf of the Metro North Health Board and executive, we thank everyone who contributed to the development of this plan and the staff, patients, community, and partners who will work with us to ensure its successful delivery.

Bernard Curran
Board Chair
Metro North Health

Adj Prof Jackie Hanson
Chief Executive
Metro North Health

Opportunities

The following key opportunities will be pursued to deliver on our future directions:

- **Developing our workforce:** Pursue opportunities for new workforce models underpinned by education and training to meet the growing and changing community needs for health services.
- **Strengthening the voice of the patient:** Actively listen to and meaningfully involve patients and community members in the design and delivery of health services to create exceptional care experiences that truly meet their needs.
- **Working with our partners:** By building on current partnerships and alliances, we will develop more networked care throughout the health continuum and across sectors to increase access to effective, integrated and sustainable care.
- **Leading across the state:** Metro North supports statewide service delivery through networked service and workforce models, providing leadership, creativity and agility to influence healthcare delivery across the State.
- **Elevating research and innovation:** Leveraging Metro North’s size and scale, we will build on existing research capabilities to deliver world-leading research, providing tangible benefits for the community in Queensland, Australia and globally.
- **Planning for our community growth:** Well planned infrastructure development and growth, along with innovative service delivery models, will meet the growing health needs of our community.
- **State-Leading Health Equity:** Opportunity to build on progress made in supporting Aboriginal and/or Torres Strait Islander Peoples’ health and broaden the focus to include all priority populations and communities experiencing health disparities.
- **Commitment to sustainability:** Embed environmental sustainability in everything we do.
- **Technology and AI Integration:** Leverage emerging technologies to reduce administrative burden, streamline clinical workflows and improve access to care for patients.

Risks

- **Workforce:** There is a growing gap between workforce supply and community demand with traditional solutions insufficient and no longer fit for purpose. Failure to take a system-wide approach to workforce solutions, considering current staff wellbeing, future demand and technological impacts will result in an ongoing deterioration of the workforce ecosystem.
- **Growing community need:** Increasing financial pressure to meet growing demand while ensuring long-term sustainability through operational excellence and innovation that delivers value for the community and the system.
- **Sustainability:** Lack of attention to natural and built environment in Metro North, the changing climate, natural disasters and the scale and frequency of global events including pandemics and conflicts will impact on our ability to respond to the health needs of our community and capitalise on opportunities when presented.
- **System and Partner Dependencies:** Relationships and interfaces across the system may not be adequately managed to deliver the most effective, efficient and sustainable health services.
- **Digital Transformation and Cyber Security:** Failure to successfully execute digital transformation would adversely impact patient outcomes, service delivery, research and clinical partnerships and organisational viability. Inadequate processes to prevent and/or respond to cyber threats may result in loss or corruption of sensitive information and cause critical service disruption compromising patient care and organisational performance.
- **Assets and Infrastructure:** Ageing infrastructure with inadequate funding may lead to Metro North carrying an increasing liability for building asset performance resulting in impacts on clinical service delivery. Failure to maintain assets and essential systems would adversely impact patient and services outcomes and security of critical infrastructure.
- **Community confidence:** Inability to meet our community expectations can lead to community loss of confidence in Metro North Health which will impact on our reputation and the health and wellbeing of our community.

A Workplace to Be Your Best

Objective

Metro North creates a flexible and respectful workplace focused on team-based interdisciplinary care, where everyone feels valued, empowered to reach their full potential, and supported to build fulfilling careers.

Strategies

- 1.1 Prioritise the physical and psychological health, safety, and wellbeing of Metro North staff.
- 1.2 Embed flexible workforce arrangements to deliver the highest quality care.
- 1.3 Support staff to work to their full scope, while designing and developing new workforce roles.
- 1.4 Embed team-based interdisciplinary care as our way of working.
- 1.5 Enhance partnerships with universities, professional associations and education bodies to create education and development pathways for students and staff.
- 1.6 Strengthen training and career development pathways for Aboriginal and/or Torres Strait Islanders.

Performance Metrics

- Improved staff wellness and safety indicators
- Increased employee reported satisfaction and engagement results
- Our workforce reflects the diversity of the communities that we care for
- Increased proportion of staff who identify as Aboriginal and/or Torres Strait Islanders and are supported in their development
- Demonstrated improvement in staff retention rate
- Increased staff participation in professional development and learning programs
- A safe workplace with reduced occupational violence incidents
- Reduction in vacancy rates within identified critical departments.

Research and Innovation Shaping the Future of Health

Objective

We deliver world class care by boosting healthcare innovation through: supporting staff, conducting transformative research, improving research reach & impact and applying new solutions in practice to improve outcomes for our community and shape healthcare globally.

Strategies

- 2.1 Empower staff to innovate and trial new ideas.
- 2.2 Translating research into practice by enhancing care pathways to meet our communities' needs
- 2.3 Continue world-leading research by supporting transformative technology, innovation and advanced research capabilities.
- 2.4 Harness the capabilities of our innovation and research partners to improve impact and care.
- 2.5 Attract and retain clinician researchers through dedicated training pathways.

Performance Metrics

- Increased innovative quality improvement projects implemented into clinical and operational practice
- Care pathways have been reshaped through quality and innovation initiatives
- Evidence of a translation of research into clinical practices
- Increased reach and impact of quality research projects, research grants and clinical trials across Metro North and our partners.

A Connected Care System

Objective

Build a patient-focused care network by removing barriers and collaborating with partners across health and social care.

Strategies

- 3.1 Ensure services are co-designed with the needs and input of consumers and the community at the centre.
- 3.2 Optimise pathways within Metro North to encourage collaboration and reduce silos across the HHS – act as one.
- 3.3 Partner to deliver connected care in the right setting to alleviate acute care pressure – Acute, Aged Care, Primary, Community, Integrated Mental Health and Disability.
- 3.4 Strengthen the statewide network of care to support quality and access for all Queenslanders.
- 3.5 Expand access to care for patients through virtual, community, and home-based services.

Performance Metrics

- Increased consumer, community and stakeholder satisfaction with their representation in health service design
- Increased number of agreements with private, Primary Health Network, non-government sector, other HHS
- Increased use of virtual, community and home-based modalities in patient care
- Increased staff satisfaction with integration of services across Metro North HHS
- Successfully supported statewide services and other HHS's service and workforce models.

Health Equity

Objective

Build and support empowered communities to achieve equity of health outcomes, access and experience particularly for Aboriginal and/or Torres Strait Islander Peoples.

Strategies

- 4.1 Identify and address drivers of disadvantage to improve access and outcomes.
- 4.2 Grow partnerships and services to bridge gap in health outcomes for Aboriginal and/or Torres Strait Islander Peoples.
- 4.3 Develop stronger partnerships and services with the communities that we serve to build trust and connectivity.
- 4.4 Strengthen cultural awareness and support ensuring the way we deliver services reflects the needs of the diverse community that we care for.

Performance Metrics

- Increased use and integration of cultural and community knowledge across services
- Increased number of partnerships with Aboriginal and Torres Strait Islander communities and organisations
- Increased availability and utilisation of services for diverse communities
- Increased service accessibility for Culturally and Linguistically Diverse communities
- Excellence in cultural safety with demonstrated positive experiences for priority populations.

Delivering Exceptional Care

Objective

Strengthen leadership and accountability to support local decisions, simplify workflows, and focus resources where they are most needed.

Strategies

- 5.1 Strengthen accountability to deliver sustainable quality and safe health services.
- 5.2 Empower Staff through clear and strong governance.
- 5.3 Enhance clinical and administrative efficiency through digital and data platforms to improve care, innovation, flexibility, and productivity.
- 5.4 Ensure that everything we do represents value, is impactful and is operationally sustainable.
- 5.5 Build highly resilient service infrastructure.
- 5.6 Progress towards carbon neutral and environmentally sustainable health service delivery.

Performance Metrics

- Delivery of infrastructure program to meet community health needs on time and on budget
- Reduced environmental impact (e.g. waste reduction and sustainable purchasing)
- Increased proportion of patients accessing services within clinically recommended timeframes
- Delivery of a balanced or surplus financial operating position along with our service target
- Demonstrated improvement in service efficiency and staff & patient experience through digital integration
- Continued recognition of Metro North as an international and national leader in service performance
- Achieve accreditation standards across all domains.

Metro North Values



Respect



Teamwork



Compassion



High performance



Integrity