

ABOUT US

Established on 1 July 2012 Metro North is an independent statutory body overseen by a local Hospital and Health Board under the *Hospital and Health Boards Act 2011 (Qld)*.

The *Metro North Strategic Plan 2020-2024* (the Plan) outlines our future direction to 2024.

Strategic direction

The Plan contributes to the Queensland Government's objectives for the community – Unite and Recover – on Safeguarding our health to keep Metro North pandemic ready and Backing our frontline services through many strategies including minimising risk by planning for continuity of service delivery and creating an environment that promotes innovative approaches to support our people in continuous improvement and organisational learning.

The Plan aligns to the priorities in My health, Queensland's future: *Advancing health 2026* with a focus on pursuing innovation with a strong emphasis on digital transformation. Through the directions of the Strategic Plan, Metro North has a demonstrated and ongoing commitment to respect, protect and promote human rights for everyone, everywhere, every day.

Vision, Purpose, Values

Vision

Excellent healthcare, working together, strong and healthy communities

Purpose

Together with our community and partners, deliver services informed by research and innovation to improve the health outcomes of our community.

Values

The Metro North values reflect the Queensland Government values of Customers first, Ideas into action, Unleash potential, Be courageous, and Empower people.

Our values are:

- Respect
- Teamwork
- Compassion
- High performance
- Integrity.

Priorities

The Metro North Strategic Plan comprises four objectives:

- To always put people first.
- To improve health equity, access, quality, safety and health outcomes.
- To deliver value-based health services through a culture of research, education, learning and innovation.
- To be accountable for delivery of sustainable services, high performance and excellent patient outcomes.

The *Metro North Health Service Strategy 2021-2026* (the Strategy) has a five-year outlook setting out how Metro North will achieve its Strategic Plan objectives. The Strategy provides staff with key areas of focus to unite efforts on the initiatives to deliver on strategic directions; informs our community and partners of our focus areas for service delivery and opportunities for collaboration and co-design; and it articulates our contributions to achieving the Commonwealth and State governments' objectives.

Our efforts are aligned to the six key reform areas of the *2020-25 National Health Reform Agreement* as well as other key Commonwealth and State government priorities such as Closing the Gap and the *Queensland Health System Outlook to 2026*.

The Strategy is centred on four focus areas:

- Delivering person centred connected and integrated care.
- Effective delivery of healthcare for the growing health needs of the community.
- Living healthy and well.
- Responsible healthcare to meet the high health needs of identified groups.

The Plan objectives are achieved by specific strategies for consumer and clinician engagement:

- *Connecting for Health: Strategy for inclusive engagement, involvement and partnerships 2019-2021*
- *Working Together: Strategy for Inclusive Employee Engagement 2019-2021.*

Aboriginal and Torres Strait Islander Health

The Metro North *Better Together: Aboriginal and Torres Strait Islander Health Plan 2019–2022* is focused on four priority areas: Leadership, Governance and Workforce; Engagement and Partnerships; Transparency, Reporting and Accountability; and Culturally Responsive, Safe and Connected Care.

Key achievements for 2020-2021

- Launched the Better Together Medication Access initiative which covers all out of pocket expenses for prescribed discharge medication to Aboriginal and Torres Strait Islander patients.
- Expanded the Deadly Start traineeship program with 51 students joining in 2021 to kickstart their health careers, building on the 29 students who commenced in 2020.
- Expanded the Aboriginal and Torres Strait Islander Cadetship Program with 18 cadetships offered across the fields of dietetics, occupational therapy, oral health, pathology, pharmacy, physiotherapy, social work, speech pathology, nursing and midwifery.
- Launched the Deadly Opportunities recruitment drive to attract identified talent for 40 positions in the STARS facility at Herston.
- Implemented health campaigns to encourage bowel screening and breast screening through culturally appropriate conversations as well as health promotion activities for mental health and COVID-19 testing and vaccination.
- Commenced the Women’s Business Shared Pathway. A partnership between Metro North and the Institute for Urban Indigenous Health (IUIH) providing access to gynaecology specialist care within the same clinic location at either RBWH, Nundah or Morayfield.
- Continued to provide outreach education, health promotion and health screening services through the Better Together Health Van. Engagements undertaken with the University of Sunshine Coast, 13HEALTH Nursing Service, QUITLINE, Pride Fair Day, the Brisbane North PHN, and Mindle Bygul Aboriginal Corporation.
- Commenced the ‘Kindness, Care and Community’ communications project to encourage Aboriginal and Torres Strait Islander peoples to focus on mental wellbeing and get back on track with physical health since the declaration of the COVID-19 pandemic. A three month social media campaign reached 151,930 people and received 12,006 posts.
- Tried the Better Together Allied Health Ngarrama project which provides three allied health specialists including social work, physiotherapist and dietician to work within the Ngarrama maternity clinics offering consultation, treatment and education to women and their families in the Nundah Community Health Centre.

Our community based and hospital based services

Metro North provides the full range of health services including rural, regional and tertiary teaching hospitals. It covers an area more than 4,000 square kilometres and extends from the Brisbane River to north of Kilcoy.

Metro North provides services to patients throughout Queensland, northern New South Wales and the Northern Territory, incorporating all major health specialties including medicine, surgery, psychiatry, oncology, women's and newborns, trauma and more than 30 sub-specialties.

A comprehensive and diverse range of health services are delivered from:

- RBWH and TPCH: tertiary/quaternary referral facilities, providing advanced levels of healthcare which are highly specialised, such as heart and lung transplantation, genetic health and burns treatment.
- Redcliffe and Caboolture Hospitals: major community hospitals providing a comprehensive range of services.
- Kilcoy Hospital: a regional community hospital.
- STARS: a new 182 bed public health facility opened at Herston in February 2021.
- Mental Health, Community and Oral Health services: provided from many sites including hospitals, community health centres, residential and extended care facilities, mobile service teams and the Oral Health Centre School of Dentistry in partnership with The University of Queensland (UQ).¹
- A dedicated Public Health Unit focused on preventing disease, illness and injury and promoting health and wellbeing across the community.
- Woodford Correctional Centre: provides offender health services.
- The state-wide Clinical Skills Development Service is one of the world's largest providers of healthcare simulation training.

Metro North issued 27,268 passes in 2020-2021 to patients and their families and carers valued at \$301,773.39 under the *Hospital Car Parking – Patient and Carer Car Parking Concessions* standard.

2 Queensland's only school of dentistry.

Targets and challenges

Metro North continues to be challenged by the growing demand for services whilst maintaining our focus on safety and quality.

It is imperative that, through ethical leadership, strong clinical and financial governance, we work with our partners and our diverse community, to deliver responsive, integrated, connected and quality frontline services to strengthen the delivery of public health care for the people and communities we serve.

Our services will support equity of access and health outcomes for all, particularly those who are at most risk of poorer health outcomes. We continue to be absolutely committed to improving the health outcomes of Aboriginal and Torres Strait Islander peoples.

The following key opportunities are outlined in our Plan:

- More networked care across the health continuum and across sectors to increase effective, integrated and sustainable out-of-hospital care models with partners.
- Harness innovation arising from the pandemic.
- Optimising staff potential including their ability to be adaptable and respond to change.
- Lead efforts in achieving health equity for First Nations' people.
- Increased commitment to education, training and research.
- Provide leadership, creativity and agility to influence innovative service delivery across the broader health network.
- Embed environmental sustainability in everything we do.