



## HETI STRATEGIC PLAN

2015 - 2017

[www.heti.nsw.gov.au](http://www.heti.nsw.gov.au)

## MISSION

*To improve the health of NSW and the working lives of NSW Health staff through education and training*

## VISION

*A world-class workforce for NSW Health which supports improved health outcomes*

OUR VALUE PROPOSITION: EDUCATION AND TRAINING FOR EXCELLENT HEALTH CARE



PATIENT CENTRED



LEARNER FOCUSED



SERVICE PARTNERS



CONNECTING PEOPLE

THEME	OUR GOAL IS TO
APPROACH	1. Provide education and training that meets the needs of the NSW Health workforce
DELIVERY	2. Take a responsive, innovative, best practice approach to health training and education
CAPABILITY	3. Have a highly engaged, partner focused capable HETI workforce that can assess and respond to identified needs
GOVERNANCE	4. Manage our resources efficiently and maintain an effective governance framework for our programs

We live the NSW Health CORE values:

Collaboration • Openness • Respect • Empowerment



## OUR APPROACH

## OUR COMMITMENT TO NSW HEALTH

We work as a collaborative team with the NSW Health CORE values at the heart of what we do.

We recognise our role in responding to NSW Health training priorities and in supporting our partners to deliver quality education and training.

We aim to consistently deliver high quality training resources and experiences that respond to partner needs and focus on care.

- We strive to maintain strong, genuine and sustainable relationships with our partners and stakeholders.
- We are customer focused and will take the time to understand our partners' needs and challenges.
- We aim to respond to all requests in a timely manner.
- Our aim is to integrate clinical and education expertise to deliver effective education and training programs that support patient centred care.
- We respect diverse opinions and expertise, and proactively and openly engage with colleagues across HETI in developing innovative programs and resources.
- We accept accountability at all levels of our organisation to ensure our projects, programs and communications are delivered efficiently, on time and to a high quality.



## OUR CONTRIBUTION TO OTHER PLANS

## IMPLEMENTING THE PLAN

## MONITORING AND EVALUATION

The *HETI Strategic Plan 2015 - 17* has been developed within a broader planning framework. It is responsive to and aligned with all current NSW Health Plans, in particular the:

- *NSW State Health Plan: Towards 2021*
- *NSW Health Professionals Workforce Plan: 2012 - 2022*
- *HETI Service Compact with the NSW Ministry of Health.*

Operational plans will outline specific programs and establish targets that drive our implementation of the Strategic Plan.

This Strategic Plan supports HETI's delivery of its education and training responsibilities under HETI's statutory functions and responsibilities and against HETI's Service Compact within the broader NSW Health Planning Framework.

Monitoring and evaluation will be part of a continual improvement process to ensure HETI remains responsive to any new workforce and organisational issues which may arise. As such, the Strategic Plan is a living document that may evolve to remain responsive to NSW Health priorities and goals and to maintain its currency.

The monitoring and evaluation process will be led by the HETI Executive Leadership Team with regular input from our partners and staff.

**GOAL 1: FOCUS ON PROVIDING EDUCATION AND TRAINING TO MEET THE NEEDS OF THE NSW HEALTH WORKFORCE**

**Measures of success**

The NSW Health Workforce seeks out and uses HETI's education and training resources.  
HETI's education and training resources meet the learning needs of NSW Health.

Strategy	Initiatives
<p><b>1.1 Increase our awareness of stakeholder needs</b></p>	<p>1.1.1 Implement best-practice processes to engage and consult with the right people at the right time, including NSW Health entities and workforce and the NSW community</p> <p>1.1.2 Ensure a coordinated approach to collaborating with and supporting partners to improve our understanding of learner needs</p>
<p><b>1.2 Increase stakeholder awareness of the range of HETI services and products available</b></p>	<p>1.2.1 Enhance communications and marketing strategies to actively promote services and products to our partners and the relevant learner segments</p> <p>1.2.2 Develop and implement a HETI strategy to ensure regular academic publications of HETI's work</p>

## GOAL 2: TAKE A RESPONSIVE, INNOVATIVE AND BEST PRACTICE APPROACH TO HEALTH TRAINING AND EDUCATION

### Measures of success

Our training programs are highly regarded and well attended and evaluated.  
 We have adapted or developed quality training resources to meet the emerging and priority needs of our stakeholders.  
 Our training programs use the best technological advances to deliver the most effective training.  
 Our frameworks are endorsed, supported and implemented by our partners.

Strategy	Initiatives
<b>2.1 Develop and deliver cross-disciplinary programs that support identified state-wide priorities</b>	2.1.1 Continue to implement adaptive leadership and people management frameworks to respond to identified needs and challenges across the NSW Health workforce 2.1.2 Develop a clinical supervision framework and continue training support to build the skills and confidence of clinical supervisors 2.1.3 Develop an educator empowerment strategy that supports the ongoing development of NSW Health's workplace trainers and teachers
<b>2.2 Maintain and continue to build evidence based learning products</b>	2.2.1 Implement a knowledge management system to capture and share research and evaluation outcomes, to inform program and service development
<b>2.3 Embrace new and emerging technology to optimise the learner experience</b>	2.3.1 Utilise a range of new delivery modes and technologies to complement existing education and training 2.3.2 Utilise new forms of technologies and media to improve access to HETI's training and education opportunities and learning pathways
<b>2.4 Partner to deliver programs and services that are responsive to joint priorities</b>	2.4.1 Produce timely, evidence based education and training tailored to meet the needs of the NSW Health workforce and flexible enough to accommodate local priorities and pressures 2.4.2 Work in collaboration with NSW Health organisations on joint priorities and initiatives, and with Pillars to ensure alignment and consistency of training and support 2.4.3 Develop and implement programs and services to support the Closing the Gap for Aboriginal and Torres Strait Islander people initiative 2.4.4 Ensure patients, carers, families and the community are appropriately and ethically involved in program development as a part of ordinary business

## GOAL 3: HAVE A HIGHLY ENGAGED, PARTNER FOCUSED, CAPABLE HETI WORKFORCE THAT CAN ASSESS AND RESPOND TO IDENTIFIED NEEDS

### Measures of success

Our performance is high in staff opinion surveys.  
All HETI staff participate in professional development activities.

Strategy	Initiatives
<b>3.1 Develop and embed a culture which encourages and lives the NSW Health CORE values</b>	<p>3.1.1 Increase staff awareness of and embed the HETI Value Proposition and Our Approach and Commitment to NSW Health</p> <p>3.1.2 Engage all staff in developing the HETI culture and defining, describing and promoting desired behaviours associated with the NSW Health CORE values in the workplace</p> <p>3.1.3 Encourage HETI staff to be innovative, identify opportunities, explore challenges and ideas and make recommendations for action</p>
<b>3.2 Develop the capability of our people to develop and deliver relevant, engaging programs and services</b>	<p>3.2.1 Develop a HETI workforce plan that is responsive to the core capabilities required by the organisation and NSW Health</p> <p>3.2.2 Ensure a strong focus of HETI staff engagement with professional development activities</p>
<b>3.3 Encourage collaboration and integration between all parts of the organisation</b>	<p>3.3.1 Support HETI staff to inform and participate in cross-Portfolio programs</p> <p>3.3.2 Develop initiatives to improve our inclusion of HETI staff regardless of geographic location</p>

## GOAL 4: MANAGE OUR RESOURCES EFFICIENTLY AND MAINTAIN AN EFFECTIVE GOVERNANCE FRAMEWORK FOR OUR PROGRAMS

### Measures of success

Our resources are used effectively to deliver against our accountabilities.  
 We meet all of our accountabilities.  
 Our programs are well managed and thoroughly evaluated and we apply our learnings.

Strategy	Initiative
<b>4.1 Undertake robust evaluation to assess and understand the impact of education and training initiatives</b>	<p>4.1.1 Ensure all programs have appropriate targets and outcomes, undertake regular program evaluations to benchmark and demonstrate impact, including value to NSW Health</p> <p>4.1.2 Review and realign programs to ensure they focus on priorities and are effectively managed with minimal duplication</p> <p>4.1.3 Optimise the capability of HETI Online to be the main tool for monitoring and evaluating NSW Health education and training</p> <p>4.1.4 Develop an improved understanding of how data analysis can be utilised to demonstrate the quality and effectiveness of initiatives</p>
<b>4.2 Develop and maintain high quality systems and processes for excellence</b>	<p>4.2.1 Implement the agreed response to <i>Equipping NSW Doctors for Patient Centred Care: Review of the HETI Medical Portfolio Programs</i></p> <p>4.2.2 Regularly monitor progress against the Strategic Plan and Service Compact to ensure agreed commitments are delivered upon</p> <p>4.2.3 Complete the successful transition of the NSW Institute of Psychiatry to HETI</p>
<b>4.3 Maximise revenue and investment opportunities to supplement education and training resources</b>	<p>4.3.1 Continue to focus on opportunities and requirements for the commercialisation of HETI resources for identified markets</p> <p>4.3.2 Identify and appropriately protect intellectual property</p>
<b>4.4 Embed sound program management practices and processes throughout the organisation</b>	<p>4.4.1 Develop sound business processes for program identification, approval and management</p>