

2023-2026 Strategic Plan

Health Education and
Training Institute

www.heti.nsw.gov.au

October 2023



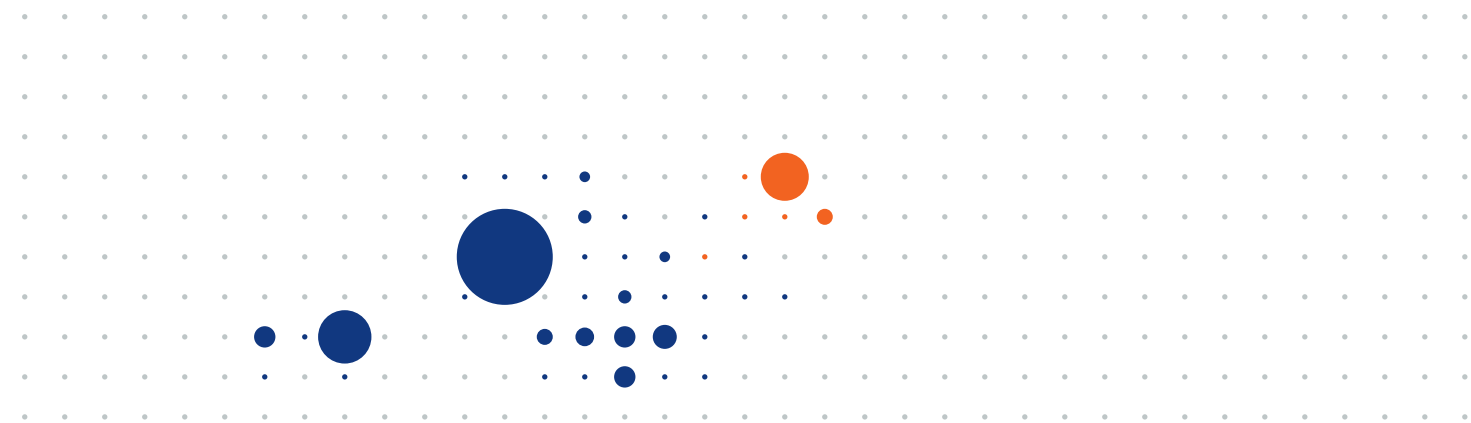
Acknowledgement of Country

We at HETI acknowledge the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

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Educating for better health outcomes



2022 celebrated the tenth anniversary of the formation of the Health Education and Training Institute (HETI), fulfilling a recommendation from the Garling Report into Acute Care Services in NSW Public Hospitals. This decade has seen HETI's role and capability grow and mature within the NSW Health system.

A major source of HETI's strength comes from our engagement with our health partners in co-designing, developing, and delivering contemporary education and training for the NSW Health system and from our staff with their expertise and commitment. Through this engagement and partnering our education is offered extensively across all parts of NSW Health to achieve and maintain high standards of patient care and services.

HETI works collaboratively with the Pillars, NSW Ministry of Health Branches and the broader health system of Local Health Districts and Specialty Health Networks to ensure learning is evidence-based and meets the strategic direction and evolving needs of our various staff audiences due to a changing environment.

The commitment of expert medical professionals to support HETI's medical prevocational accreditation program continues to contribute to excellent standards for the education, training and wellbeing of prevocational trainees in their first two postgraduate years working in NSW Health. Medical staff, undertaking the roles of Clinical Chairs in support of speciality medical education, bring their strengths and expertise to HETI.

HETI continues the strong focus on the needs of those working in regional, rural and remote areas of NSW with partnership programs with rural Local Health Districts training professionals, Rural Generalist Medical Trainees

and General Practitioners in advanced clinical skills. The Sister Alison Bush Mobile Simulation Centre continues to enable simulation scenario training across the rural areas of NSW. Moreover, HETI has focused on building the capacity of staff through a number of Mental Health education awards in Psychiatry, Applied Mental Health and other areas of need.

The collaboration with Local Health Districts and Specialty Health Networks in the development of eLearning modules through District HETI partnerships has seen the creation of high quality, evidence-based contemporary education. This ongoing collaboration sees the expansion of education offerings and resources using a range of modalities including on-line, virtual, face to face and simulation.

The Centre for Genetic Education, since 1989 a trusted source of genetics and genomics information, became a division of HETI in 2021 and continues to have ongoing curation of extensive education resources for NSW Health.

The Brian Tutt Library & Information Service moved from the Ministry of Health to HETI in 2019 and serves a diverse client base of staff across NSW Health. Since joining HETI, the demand for the service has grown significantly due to the focus on evidence-based practices and increased work being undertaken in research, evaluation, education and training activities across NSW Health.

HETI values the significant contribution made by subject matter experts from across NSW Health who provide guidance and advice on clinical content in the development of education programs for NSW Health staff.



HETI's previous strategic plan had three focus areas – Life-Long Learning, Quality and Access, and People and Systems, aimed at enabling the right people with the right skills at the right time for the system. In pursuing this plan, HETI has invested in our people, improved our processes, and adopted new technology to enhance the learners experience and HETI's value to the System.

HETI strategic priorities and strategic initiatives align with NSW Health's Future Health Plan and supports Strategic Outcome 4 that requires NSW Health staff are engaged and well supported. HETI is a strategic enabler for NSW Health organisations to equip their staff with the skills and capabilities to be an agile, responsive workforce.

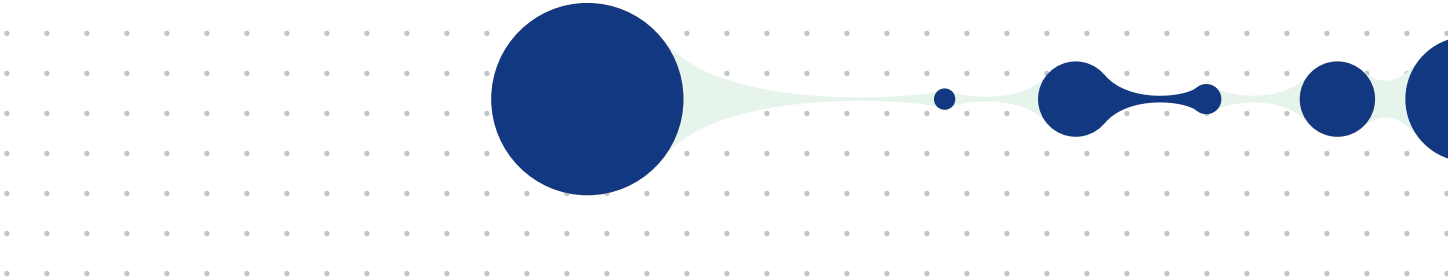
Our engagement with Future Health is a key focus area within HETI, ensuring that our staff are skilled and capable, empowered to work to their full potential, and that HETI can attract, develop, and retain inspired people. Diversity and inclusion are important to HETI, and we have recently embarked on a journey to ensure a feeling of cultural safety for our staff, with the aim of being an employer of choice for First Nations people.

Many of our strategic initiatives are reflected in the NSW Health Workforce Plan 2022-2032 where HETI will partner with the Ministry of Health, other Pillar Agencies, Local Health Districts and Specialty Health Networks with the aim of supporting NSW Health staff deliver safe, reliable, person-centred care driving the best outcomes and experiences for patients, their families and staff.

I am proud to now present the HETI 2023-2026 Strategic Plan. This Plan continues the work previously started and seeks to deliver on our vision of being the first-choice partner for education and training in NSW Health.



Adj Prof Annette Solman
Chief Executive
Health Education and Training
Institute



About HETI

The Health Education and Training Institute (HETI) is a leading provider of high-quality training and education to support more than 130,000 clinical and non-clinical staff, trainers, managers, and leaders across the NSW health system.

Supporting NSW Health

HETI works closely with partners, Ministry of Health, Local Health Districts, Specialty Health Networks, other public health organisations and health professionals to identify education and training needs and design contemporary solutions tailored to the NSW Health work context.

HETI has an important role in the state-wide governance for whole of health education and training, to ensure effective resource allocation and development of best practice education and training.

HETI programs are diverse and support the full range of roles and levels across the NSW Health workforce. These include:

- Workshops on managing health resources and people management to intensive programs designed to develop NSW Health’s future leaders.
- Discipline specific education programs for medical, nursing, allied health and Aboriginal health professionals.
- Managing the production of eLearning education and training content that is provided to all NSW Health employees through the My Health Learning system in partnership with eHealth, including mandatory training and professional development.
- Interprofessional and tailored education programs offered using new technology through simulation learning, experiential learning and virtually online.
- Unique education and networking programs for areas of need including small but critical workforce and the Aboriginal workforce.
- Scholarships, cadetships and grants in areas of need and to enable participation.
- Managing the allocation of medical graduates to intern positions on behalf of the State as well as clinical placements through ClinConnect.
- State-wide programs that support medical professionals in rural and remote NSW.
- TEQSA accredited Postgraduate Certificate, Diploma and Masters level courses in Mental Health.
- Postgraduate courses for Psychiatry trainees at stages one, two and three.
- ASQA accredited Diploma level course in leadership and management

With person-centred care and interprofessional practice at its heart, HETI combines evidence-based research and evaluation with educational design expertise and works.

Contemporary Design

Drawing on the latest technology and techniques, HETI utilises innovative learning methods –eLearning, immersive learning, simulation, gamification, mobile apps, video, work placements, action learning sets, strategic challenges, coaching, mentoring, capability assessment, webcasts, satellite classrooms, train-the-trainer, traditional classroom-style, or a combination of these in the design of learning products.

Registration, Accreditation and Governance

HETI is NSW Health’s Registered Training Organisation (RTO). We are part of a group of providers within Australia who are authorised to deliver quality-assured and nationally recognised training and qualifications.

HETI Higher Education is a TEQSA accredited higher education provider offering nested Mental Health Masters courses and postgraduate psychiatry training.

HETI manages governance functions for education including whole of NSW Health governance for eLearning mandatory and professional education in the state-wide My Health Learning platform.





Professional Practice & Interprofessional Collaboration

HETI designs, commissions, coordinates, and evaluates education and training that includes programs of professional practice to build clinical and professional practice skills to equip NSW Health staff to be an agile, responsive workforce.

Areas of focus also include innovation in developing and delivering curriculum and education resources designed to support interprofessional collaboration. Regular webinars on interprofessional topics are provided across NSW Health using new digital and virtual technology.

HETI collaborates with multiple networks and health services to deliver forums and professional development for specialised services including hosting services for the professional development of the Aboriginal maternal and infant services across NSW and the Centre for Genetic education supporting the genetics and genomics workforce.

When developing programs, HETI works closely with clinicians and experts from Local Health Districts, Speciality Health Networks and other bodies across the state.

HETI's eLearning modules available in the state-wide My Health Learning portal, as well as programs designed for Allied Health, Nursing and Midwifery staff make an important contribution to enabling high-quality, interprofessional, team-based, safe, patient-centred care.

Mental Health

Driven to make a difference in mental health, HETI proudly present progressive, recovery-focused courses and programs.

HETI offer a range of training, education and formal award opportunities that are structured to support multiple career pathways. This includes microcredentials that support individual capability development with future award completion as an option. Qualification pathways in the postgraduate Applied Mental Health Studies course include study in the specialisations of Perinatal Mental Health, Child and Youth Mental Health, Adult Mental Health, Older Persons Mental Health and Medical Mental Health.

Psychiatry trainees are supported through postgraduate training courses from HETI Higher Education. These include formal education courses to meet mandatory requirements for Stage 1 and 2 trainees; Child and Adolescent Advanced Trainees; and for Stage 3 leadership training. Courses for doctors in psychiatry workplace teams prior to formal training will commence in 2023.

HETI supports the NSW Health workforce and communities through responsive programs and resources relating to a broad range of mental health topics including caring for people who may be suicidal, interpreting the Mental Health Act, consumer advocacy and more.



Medical

HETI's Medical Portfolio has a critical role in managing the applications, allocation, and placements of new medical graduates across the NSW prevocational training networks. HETI is accredited by the Australian Medical Council and approved by the Medical Board of Australia as the intern training accreditation authority for New South Wales. The HETI Prevocational Accreditation Program monitors the education, training and welfare of prevocational trainees in their first two postgraduate years (PGY1 and PGY2). This includes the accreditation of facilities employing prevocational trainees in NSW as well as the accreditation of all terms that prevocational trainees may work in. Further, HETI convenes a range of activities supporting education including the JMO Forum and Aboriginal Trainee Doctors Forum.

The Medical Portfolio also supports doctors in training in a range of specialist training programs including basic physician training, paediatrics, radiology, emergency medicine, psychiatry, general medicine and medical administration. The portfolio offers a range of programs to doctors who have not entered a formal College training program, but who provide a critical role in delivering front line clinical services to the community as well as other courses for senior doctors on leadership and management.

Leadership & Management Development

The HETI Leadership, Management and Educational Design team is focused on ensuring NSW Health teams function to the top of their capabilities in collaborative and supportive environments. A key platform for achieving this is focusing on developing individuals, collective talent and leadership capabilities for transformation and cultural change.

HETI offers a range of opportunities to develop the capabilities of health leaders at all levels including Leadership Quarter events designed to provoke thought; a two-year development program for the next generation of leaders; and intensive, immersive executive development to support contemporary, effective and future-focused executives.

People and financial management courses as well as CORE Chat workshops that explore NSW Health values and how to bring them to life in the workplace further enrich and support a healthy workplace culture focused on patient-centred care.

Rural and Remote

HETI is committed to providing opportunities for people working in rural and remote health settings to access innovative and responsive learning programs.

Working in partnership with Local Health Districts, NSW Ambulance Service and other health bodies, HETI programs include rurally contextualised programs such as simulation-based clinical learning through the Mobile Simulation Centre. HETI coordinates the training and placements for junior medical officers wishing to undertake advanced skill training as part of the General Practice training pathway to becoming a Rural Generalist, as well as coordinating places for General Practitioners to further their advanced rural skills training. HETI offers a unique two-year Rural Research Capacity Building Program to build the skills of rural clinicians in undertaking research relevant to their local health districts and patient care.

Educational Research & Evidence-based Practice

Educational research and embedding evidence-based practice to inform the design and delivery of education and training programs is a priority at HETI.

Education evaluation and the monitoring, evaluation and reporting of education projects is a continuous quality improvement process both within HETI and with stakeholders who engage with HETI on education framework design and curriculum development. HETI also hosts regular education research events and webinars as well as conducting rapid literature reviews when researching evidence to inform education design.

HETI manages and publishes an academic journal regularly, the Health Education in Practice: Journal of Research for Professional Learning (HEPJ). This open access peer reviewed electronic journal is one of the ways HETI promote educational research at NSW Health and contribute to scholarly communities.

The HEPJ provides up-to date information about educational approaches within programs of learning in health education and training. The journal links academic and practice-based research to enhance the profile of educational research in NSW Health and contributes to the scholarship of teaching and learning.

2023 - 2026 Strategic Framework

STRATEGIC PRIORITY	Targeted Learning and Pathways	Trusted Partnerships	Inspired People
KEY INITIATIVES	Deliver world class education and training for NSW Health workforce to respond to system priorities	Extend collaborative relationships to drive compassionate, sustainable and safe care and improve patient outcomes and experiences	Support our people to thrive and enable them to deliver exceptional learning outcomes for NSW Health

- 1

Design contemporary approaches to learning and support uplift in workforce capacity
- 2

Elevate education experiences in applying new knowledge, technology and practices for high priority workforce and ensure an agile and responsive workforce
- 3

Develop customised pathways of learning and enhance training networks to improve accessibility, engagement, and optimise practice to enable staff to work to their full potential
- 4

Design and deliver innovative leadership programs and curricula for leaders to sustain progressive, safe and healthy work environments
- 5

Continue to develop strong partnerships to improve learners' educational outcomes and meet future system needs
- 6

Embed collaboration models with partner agencies, establishing engagement at multiple levels including with communities of practice
- 7

Proactively design holistic learning strategies with key partners to drive efficient, effective and sustainable approaches to education and training
- 8

Partner across NSW Health to support development of best practice multidisciplinary teams and patient care
- 9

Develop a HETI workforce strategy to attract, develop and retain diverse, talented leaders and educators
- 10

Prioritise staff wellbeing and inclusiveness to sustain a healthy, resilient and empowered workforce
- 11

Expand education research, teaching and learning capabilities, including virtual delivery, to enhance development opportunities for HETI staff
- 12

Build leadership capabilities of HETI management to ensure a constructive and collaborative work environment and future-fit workforce

OUR VISION

To be the first choice partner for education and training in NSW Health

OUR PURPOSE

We educate for better health outcomes

OUR VALUES

Collaboration
Openness
Respect
Empowerment

OUR FIRST NATIONS COMMITMENT

Prioritising our ongoing cultural capability and actively reflecting this in everything we do.

Enablers

Effective Communication

System-wide communication, planning and co-ordination

Best Practice

Evidence-based approach to training and education programs

Digital Enablement

Virtual learning capabilities and tech-enabled solutions

Diverse & Engaged Workforce

An inclusive and culturally safe working environment

Alignment with NSW Health Strategic Focus Areas

	Future Health Strategic Plan: Strategic Outcomes 2022-2032											
	Patients and carers have positive experiences and outcomes that matter	Safe care is delivered across all settings	People are healthy and well	Our staff are engaged and well supported	Research and innovation, and digital advances inform service delivery	The health system is managed sustainably	Build positive work environments that bring out the best in everyone	Strengthen diversity in our workforce and decision making	Empower staff to work to their full potential around the future care needs	Equip our people with the skills and capabilities to be an agile responsive workforce	Attract and retain skilled people who put patients first	Unlock the ingenuity of our staff to build work practices for the future
HETI Strategic Plan: Key Initiatives 2023-2026												
Strategic Priority 1: Targeted Pathways												
Design contemporary approaches to learning										●		
Elevate education in applying new technology and practice		●		●	●					●	●	
Develop customised pathways and training networks								●			●	●
Deliver innovative leadership programs							●					
Strategic Priority 2: Trusted Partnerships												
Continue to develop strong partnerships						●				●		
Embed collaboration model with partner agencies				●		●				●		
Proactively design holistic learning strategies for efficiency					●			●				
Partner to support multidisciplinary teams									●			
Strategic Priority 3: Inspired People												
Develop HETI workforce strategy				●			●					
Prioritise staff wellbeing and inclusiveness			●	●			●	●				
Expand research, teaching and learning capabilities				●				●				●
Build HETI management leadership capabilities				●	●		●	●		●		

HETI’s Functions

1. Role

The primary role of the Institute is to provide leadership to Local Health Districts, Networks and other NSW public health organisations and training providers on the development and delivery of education and training across the NSW Public Health System. The Health Education and Training Institute ensures education and training across the system:

- i. supports safe, high quality, multi-disciplinary team based, patient-centred care;
- ii. meets service delivery needs and operational requirements; and
- iii. enhances workforce skills, flexibility and productivity.

2. Function

- a. To design, commission, conduct, coordinate, support and evaluate education and training programs for:
 - i. clinical, corporate and support staff, including vocational, undergraduate, professional entry/clinical trainees, new graduates; and
 - ii. such other education and training and workforce development programs as the Secretary may direct from time to time;
- b. To establish governance for whole of health education and training programs for the NSW Health system;
- c. To design, commission, conduct, coordinate, support and evaluate management, leadership and professional development programs;
- d. To support reform and improve workforce capacity and quality of clinical and non-clinical training through:
 - i. identification and development of statewide programs for clinicians to become skilled teachers, trainers and supervisors;
 - ii. managing a registered training organisation;
 - iii. maintaining and administering an online learning management system, including provision of quality assurance standards and resource development;
 - iv. statewide oversight, coordination and implementation of best practice learning including simulated learning environments, and other technologies;
- e. To maintain registration as a higher education provider and develop and deliver as appropriate higher education courses to support identified workforce needs;
- f. To institute, coordinate, oversee and evaluate education and training networks, and ensure they support service delivery needs, meet operational requirements, optimise the use of Statewide and Local Health District education and training resources and are, as far as possible, consistent with, clinical service networks;
- g. To set standards for education and training including medical training and accredit institutions for prevocational education and supervision;
- h. To establish effective monitoring and reporting systems to meet statewide and national reporting requirements for education and training in the health sector;
- i. To ensure education and training programs and other projects it undertakes in performing its functions:
 - i. are responsive to local needs,
 - ii. are cost effective, affordable and accessible,
 - iii. meet both individual local health district, specialty network and whole of system needs,
 - iv. support staff in providing safe, high quality, multi-disciplinary team-based, patient-centred care;
 - v. support inter-professional learning and team-based practice.
- j. To work closely with Local Health Districts, Specialty Networks and education providers;
- k. To develop a three year Strategic Plan and an Annual Work Plan, linking activities and priorities of the Health Education and Training Institute to the statewide directions and priorities of NSW Health and work in accordance with these plans and the Service Compact agreed with the Secretary;
- l. To provide advice to the Secretary on matters relevant to its functions.

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