

2018-2020

# HETI Strategic Plan

Enabling the right people, with the right skills at the right time

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**Foreword**

Our 2020 Strategy places the learner, our health partners and better patient outcomes at the centre of our work

## Enabling a world-class workforce

It is with pleasure that I introduce the Health Education and Training Institute (HETI) 2020 Strategy. Our 2020 strategy places the learner, our health partners and ultimately better patient outcomes at the centre of our work.

The strategy has been developed against rapidly changing health care and education landscapes and following a period of establishment at HETI. It is an ambitious strategy that signals a shift from HETI's foundation years toward that of a mature education and training Institute promoting and supporting a connected learning community within NSW Health.

Driven by the shared pursuit of excellence in health care delivery and focused on increasing quality and safety across the health system, HETI will take a lead role in the design and delivery of NSW Health state-wide learning priorities working closely with the Ministry of Health to identify and respond. This focused approach will see us deliver education and training to prioritised workforce specialities so that they can function to their fullest capabilities in collaborative and supportive environments.

The horizon is one of significant and unprecedented change as data literacy along with the impact of machine learning and robotics is felt within the health workforce. There will be roles that will change and some roles will no longer exist as we now know them into the future. Building capability around change management and an understanding of the shift to digital environments will be critical. HETI will be seeking to support these changes through the integration of key messaging in our program designs and delivery approaches to support staff acquisition of capabilities required for now and into the future.

Delivering education and training to the health workforce can be challenging. The pressure on Local Health Districts and Specialty Networks to consistently deliver safe and high quality patient care means that freeing up staff to attend courses and undertake professional learning is not without effort. To better understand these challenges we have taken deliberate steps in our strategy to further connections with our partners and learners. This understanding will strengthen our design of learning solutions to maximise the accessibility of our programs and broaden our impact toward improving health care outcomes. Supporting this effort, we will work on streamlining the promotion of our products and services, making it easier to navigate through our extensive learning catalogue.

We remain committed to ensuring the currency of our work and endeavour to stay connected with emerging global thinking in education, training and health workforce learning approaches. To this end, we will explore collaboration with external education and health organisations to bolster our knowledge and will seek to adopt these in our learning products and services to maximise the impact of our work.

**Annette Solman**  
Chief Executive



# Supporting the NSW Health System

The primary role of HETI 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 to clinical, corporate and support staff.

This ensures education and training across the system:

- 1** Supports safe, high quality, multi-disciplinary, team based, patient centred care;
- 2** Meets service delivery needs and operational requirements; and
- 3** Enhances workforce skills, flexibility and productivity.



Section from artwork © by Dr Rebecca Davidson, 2017  
See back cover for details

## Our work

HETI's suite of products and services is extensive and constantly evolving informed by global and local changes.

The delivery of products and services is managed across specialised portfolios at HETI. Through these portfolios, we offer education and training that is aligned with the Ministry of Health strategic priorities for the NSW health workforce through customised learning experiences which

are delivered via multiple modes, with elearning modules catalogued and available in the NSW Health learning portal, *My Health Learning*.

Our portfolios are supported in the delivery of education and training by central teams at HETI responsible for enterprise leadership in educational research, evidence based practice and educational design as well as corporate support services and infrastructure.

## Our ways of working

### Health workforce professional development

HETI supports building a better NSW health system through education and training focused on improving quality and safety.

Our education and training programs are tailored to NSW Health and contextualised to meet local workforce needs. The catalogue of programs include professional development, skills training, and mandatory training for medical professionals, nursing and midwifery professionals, and allied health professionals in clinical environments as well as non-clinical corporate and support employees. We are specialists in the delivery of leadership and management development programs for NSW Health.

HETI uses contemporary education and training methods to deliver programs including - elearning, immersive, simulation, gamification, mobile apps, video, work placements, action learning sets, strategic challenges, coaching, mentoring, capability assessment, webcasts, satellite classrooms, train-the-trainer, classroom style or a combination of these.

We also provide NSW Health staff with access to:

- Scholarships and grants
- Educational research
- Specialised skills development and workshops
- Publications.

### Allocation, placement and support for doctors in training

HETI manages the applications, allocation and employment of new medical graduates across NSW's prevocational training networks. Our team supports the needs of Prevocational Trainees by monitoring their education, training and welfare standards. To do this we accredit hospitals to ensure safety and quality standards for JMO education and training. We work closely with the Medical Colleges to support the education, training and welfare of Junior Medical Officers (JMOs) in Medical College training programs. We also support JMOs who have completed the prevocational years but have not yet entered a Medical College training program.

HETI supports the coordination of student placements via ClinConnect.

Further, we accredit and support the recruitment of rural General Practitioners to gain additional specialist skills to work in rural hospitals.

### Networks and conferences

HETI manages a number of important training networks across NSW Health and is responsible for providing a forum for a range of specialist professionals to learn and engage.

These range from:

- Junior Medical Officer Forum
- Aboriginal Trainee Doctors Forum
- Golden Scalpel Awards
- Rural Health and Research Congress
- Health Education in Practice Symposium
- Leadership Quarters.

### Accredited education

HETI is an accredited provider of Higher Education and currently delivers recovery-oriented Postgraduate Certificate, Diploma and Masters level qualifications in Psychiatric Medicine and Applied Mental Health Studies. HETI will seek to introduce new accredited programs related to healthcare in the future.

HETI is accredited to deliver vocational education and training and manages the NSW Health Registered Training Organisation providing health workforce specific and nationally recognised Vocational Education and Training opportunities for NSW Health staff.

### Research and evidence

Educational research and a focus on embedding evidence-based practice informing the design and delivery of our education programs is a priority at HETI. We promote educational research at NSW Health and contribute to scholarly communities by publishing the peer-reviewed journal – *Health education in practice*: journal for professional learning.

We provide a dedicated research capacity building programs for healthcare workers in rural and remote settings, allowing them access to innovative and responsive programs.

# 2020 Strategic Framework

We will focus on:



With a commitment to:

Integrated, contemporary and evidence-based education and training contributing to life-long learning opportunities for the health workforce

Delivering high-quality, accessible education, training and support that has a positive impact on the safety and quality of health service delivery

Embedding contemporary business practices and supporting our staff in the provision of a seamless education and training service

Six strategies will focus our efforts

- 1 Deepen our understanding of workforce learning needs
- 2 Optimise the learning environment

- 3 Mature relationships with our partners
- 4 Connect and innovate

- 5 Invest in and develop our people
- 6 Drive business excellence



HETI supports the development of a life-long learning culture for the current and future health workforce. We are committed to delivering integrated, contemporary and evidence-based education and training.

A deep understanding of our learner, workforce roles and capability will allow a targeted approach in customising our product development, educational design and delivery methods.

## Life-Long Learning

### OUR LEARNER

1

#### Strategy

#### Deepen our understanding of workforce learning needs

We will ensure our products and services are aligned to NSW Health priorities and are learner-centric, with a focus on quality and safety

#### Strategic Initiatives

- Create learner personas for targeted programs to inform our education design incorporating a horizon view
- Design and promote learning pathways for the NSW health workforce based on capability and role
- Design a Diversity Charter and apply principles of diversity and inclusion in the creation of all HETI products and services for our diverse stakeholders
- Provide quality educational experiences and outcomes for NSW Health Indigenous staff through the development of curriculum that recognises and supports participation and success
- Invest in data analytics to enhance insight into the factors that influence learners engagement and success in order to improve and align our products and services for maximum impact

2

#### Strategy

#### Optimise the learning environment

We will take an integrated approach to designing, developing, delivering and evaluating our programs

#### Strategic Initiatives

- Establish an Education framework integrating our approach to learning and teaching, inter-professional program design and learner experiences
- Develop and implement a co-design model for targeted programs that acknowledges inter-generational differences, diversity, builds data literacy and incorporates the views of learners and consumers
- Develop and implement a digital strategy that upports the Education framework accelerated by the use of technology
- Design a process to ensure that insights from educational research informs the learning design of educational resources
- Develop and implement a model for learner support and wellbeing

We are a trusted partner in the delivery of high-quality and accessible education, training and support that has a positive impact on the safety and quality of health service delivery.

As the Pillar leading education and training for NSW Health, we will continue to strengthen relationships with our partners across the state, using best practice co-design methods to ensure the quality, currency and accessibility of our programs

## OUR PARTNERS

3

### Strategy

#### Mature relationships with our partners

We will influence and lead a system wide approach to education, training to support the NSW Health workforce in partnership with the Ministry of Health, LHDs, SHNs and Pillars

### Strategic Initiatives

- Lead, advise and govern whole-of-health education and training for NSW Health
- Design a stakeholder and relationship management framework that articulates an inclusive planning and engagement approach
- Define, develop and implement a consumer engagement strategy that brings the consumer voice into HETI programs and governance
- Establish an approach to enable knowledge exchange and dialogue with LHDs, SHNs and Pillars regarding state-wide education and training priorities and needs

4

### Strategy

#### Connect and innovate

We will grow and sustain a globally connected, contemporary and innovative approach to our work, collaborating with global leaders in health, education and academia to strengthen our products and services

### Strategic Initiatives

- Enhance the search functionality of HETI's online directory for an improved and personalised user experience
- Create an alumni approach for key programs to foster knowledge sharing and learning and keep learners connected beyond their existing networks
- Seek out opportunities for collaboration with industry and established education providers to share in new thinking and approaches to health education



Quality  
and Access

We will embed contemporary business practices at HETI and support our staff in the provision of a seamless education and training service to NSW Health and the health workforce.

## OUR PEOPLE

5

### Strategy

#### Invest in and develop our people

We will connect, align and enable our staff and continue to build a competent, healthy, inspired and motivated workforce

### Strategic Initiatives

- Develop the leadership and management capability of our people
- Enhance the capability of the HETI workforce in education, training and instructional design
- Implement the HETI People and Culture Strategy in partnership with staff, promoting a person-centred culture of quality and safety

## OUR BUSINESS

6

### Strategy

#### Drive business excellence

We will take a quality approach to align our enabling systems and processes to position us for best practice

### Strategic Initiatives

- Enhance business management systems, incorporating strong governance, quality management and sustainability
- Work with eHealth to develop a comprehensive information and communication technology strategy that prioritises infrastructure, knowledge management and enterprise systems
- Establish a strategic approach to regulatory frameworks for Higher Education, Vocational Education and Training programs and the Australian Medical Council
- Develop and implement an Environmental Sustainability Strategy that includes a commitment to embed sustainable thinking in every aspect of our products and services, staff and facilities

# Health education and training – beyond 2020

## **It is an exciting time to lead education and training in health care.**

Globally, we are experiencing a significant transformation of health care delivery through the rapid introduction of new technologies; data informed care, robotics and with inclusion of the consumer voice. Concurrently, educational approaches are evolving, and with it our understanding of the role of neuroscience in learning. For HETI this means there are many teaching and learning advances on the near horizon and our aim is to stay abreast of current and emerging trends in both sectors.

In line with the contemporary era where everything is connected – homes, classrooms and workplaces, HETI seeks to shift to a model of continuous learning for our workforce, and anticipates an evolving emphasis on what we deliver and how, in both agile and adaptive ways.

Working with the Ministry of Health and our key stakeholders we aim to be nimble in our adoption of new learning approaches including Just-in-time learning, Learning-on-Demand and the design of both personalised and team based interventions to best meet workforce needs.



We are confident that a focused implementation of our 2020 strategy will leave HETI well placed to take-up these exciting and emerging advances in health education to meet the learning needs of the NSW health workforce.

## Contact us

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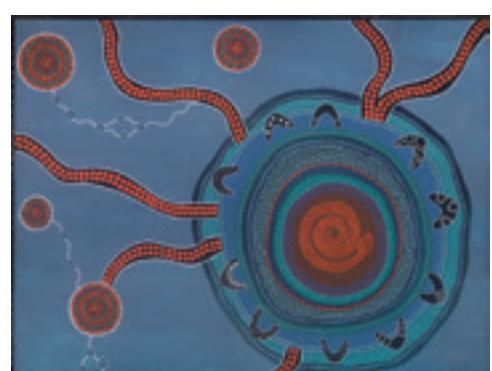
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## Follow us

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This artwork was commissioned in 2017 by HETI's Medical Portfolio, to reflect the unique identity of the Aboriginal Trainee Doctor's Forum. The artist, Dr Rebecca Davidson, is a Kurnai, Dharawal and Dunghutti woman.