



**Health Education and Training Institute**  
**Higher Education Strategic Plan**  
**2016 – 18**

**Health Education and Training Institute (HETI)**

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## Foreword

The Health Education and Training Institute, on behalf of NSW Health, is embarking on a journey to become a Higher Education Provider.

Higher Education Provider status will enable the Health Education and Training Institute to be proactive and responsive to emerging health workforce needs, to support a contemporary NSW Health workforce to provide evidence based, patient centred care.

The Health Education and Training Institute will be building on the extensive experience and history of the NSW Institute of Psychiatry as a Higher Education Provider and welcomes the NSW Institute of Psychiatry as part of its Mental Health Portfolio.

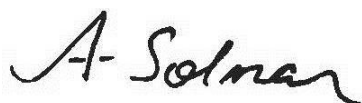
The Health Education and Training Institute Higher Education Strategic Plan aligns directly to the Health Education and Training Institute Strategic Plan 2015 – 17, framed from key NSW Health plans including the NSW State Health Plan, the Rural Health Plan and the Health Professionals Workforce Plan. It outlines the approaches the Health Education and Training Institute will take over the coming years in relation to higher education. This Higher Education Strategic Plan will establish the Health Education and Training Institute as a Higher Education Provider with an initial focus on the delivery of higher education programs focused on the mental health workforce.

The Health Education and Training Institute has engaged in a high level consultation with key stakeholders within NSW Health and identified a number of emerging new areas of practice where a highly knowledgeable and skilled workforce will be required into the future. The Higher Education Provider status of the Health Education and Training Institute will further enable NSW Health to be highly responsive to workforce planning, to meet the needs of a contemporary health workforce more broadly and in so doing assist in improving health outcomes.

This Higher Education Strategic Plan is a culmination of extensive consultation and draws on:

- the Strategic Plans of the Health Education and Training Institute and the NSW Institute of Psychiatry, both developed following consultation with staff, NSW Health organisations, community managed organisations and the public
- consultation with a representative group of key stakeholders within NSW Health
- review of the NSW Institute of Psychiatry, by the Mental Health Commission
- various consultations with the mental health sector to identify and develop the mental health higher education frameworks.

Thank you to all those involved. The Health Education and Training Institute looks forward to continuing on this journey with you.



**Adjunct Professor Annette Solman**  
Chief Executive

# Higher Education Strategic Plan

**Vision** Provide contemporary, evidence based higher education responsive to NSW Health’s current and emerging needs

**Mission** To establish higher education as a critical element of the education available through the Health Education and Training Institute

**Our value proposition** Education and training for excellence in health care



Theme	Our goal is to
<b>Approach</b>	1. Establish the Health Education and Training Institute as a respected and valued Higher Education Provider
<b>Governance</b>	2. Enhance structures and systems to support responsive higher education development and delivery
<b>Delivery</b>	3. Provide contemporary evidence based higher education targeting current and emerging NSW Health workforce needs
<b>Capability</b>	4. Build the Health Education and Training Institute’s higher education capability and capacity

The Health Education and Training Institute lives the

NSW Health CORE values

Collaboration Openness Respect Empowerment

## Contribution to other plans

The Health Education and Training Institute Higher Education Strategic Plan 2016 – 18 (the Plan) outlines the higher education vision and strategic imperatives.

The focus of the two year plan is to establish the Health Education and Training Institute as a Higher Education Provider and deliver higher education, focusing initially on mental health to support the NSW Government's implementation of the Mental Health Commission's Strategic Plan for NSW (2014-2024). In addition it aims to develop and offer higher education programs that are responsive to an identified emerging health workforce capability.

The Plan is responsive to and aligned with all current NSW Health plans, in particular the:

- NSW State and Rural Health Plans: Towards 2021
- NSW Health Professionals Workforce Plan: 2012 – 2022 (Revised 2015)
- The Health Education and Training Institute Service Compact with the NSW Ministry of Health: 2015 - 2016.

## Implementation, monitoring and review

The implementation of the Plan is complementary to and integrated with the Health Education and Training Institute's broad education and training responsibilities and aligns to the vision of the Health Education and Training Institute's Strategic Plan 2015 – 17. This is intentional to drive a consistent, organisation wide approach to education and training.

The monitoring and evaluation process will be led by the Health Education and Training Institute Higher Education Governing Council. Progress will be measured against established key performance measures and reported annually.

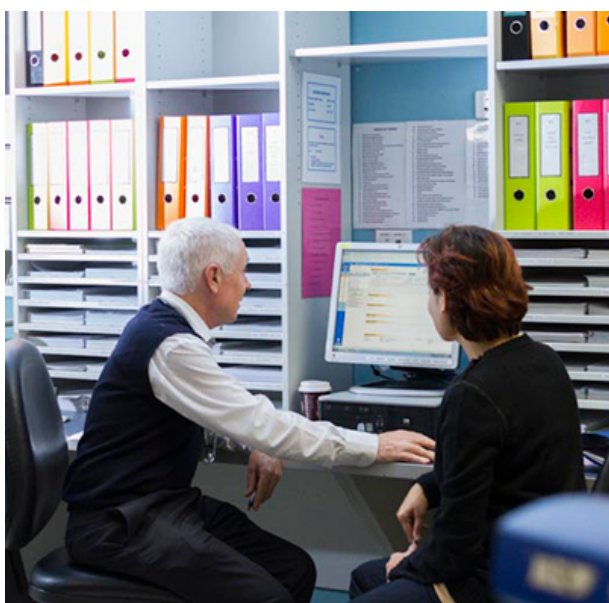
This Plan is an evolving document to ensure it remains responsive to NSW Health priorities and goals and to maintain its currency. Formal review of the Plan will align with the intended review of the Health Education and Training Institute's Strategic Plan 2015 – 17, planned to occur in 2017.

## GOAL 1: Establish the Health Education and Training Institute as a respected and valued Higher Education Provider

### Strategy 1.1:

#### Capitalise on the Health Education and Training Institute's unique position of being a state government health organisation with Higher Education Provider status

- 1.1.1 Partner with NSW Health organisations to quantify and realise the potential benefits provided by the Health Education and Training Institute being a Higher Education Provider and work integrated learning provider
- 1.1.2 Design and embed incentive strategies to attract students from NSW and beyond to the higher education offerings focused on priority NSW Health workforce needs
- 1.1.3 Undertake market analysis to identify trends, learner segments and markets to target for higher education offerings



### Strategy 1.2:

#### Establish the Health Education and Training Institute's higher education reputation

- 1.2.1 Systematise a culture of reflection in higher education delivery as the organisation seeks ongoing feedback from our partners, consumers and students
- 1.2.2 Retain and build upon the legacy and standing of the NSW Institute of Psychiatry
- 1.2.3 Ensure effective promotion of the higher education programs to partners within health and the relevant learner segments

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#### Performance measures include:

- ▶ Incentive strategy developed
- ▶ Student intake in line with projections
- ▶ Data sources established
- ▶ Marketing strategy developed
- ▶ Regular satisfaction surveys of partners, consumers and students

## GOAL 2: Enhance structures and systems to support responsive higher education development and delivery

### Strategy 2.1:

#### Ensure effective corporate and academic governance

- 2.1.1 Establish a sound governance model to ensure the quality and academic rigour of higher education programs
- 2.1.2 Embed effective and efficient higher education policies and procedures which meet NSW Government, NSW Health and the Higher Education Standards Framework of the Tertiary Education Quality Standards Agency
- 2.1.3 Ensure all higher education programs developed reflect national regulatory requirements



### Strategy 2.2:

#### Provide the infrastructure to deliver higher education

- 2.2.1 Continue to provide the higher education and training of the NSW Institute of Psychiatry as usual during the transition to the Health Education and Training Institute
- 2.2.2 Establish a Mental Health Portfolio in the Health Education and Training Institute to deliver mental health higher education programs
- 2.2.3 Transition the reporting systems from the NSW Institute of Psychiatry to the Health Education and Training Institute and ensure their compliance with the Higher Education Standards Framework
- 2.2.4 Identify ongoing infrastructure needs as higher education programs are developed

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#### Performance measures include:

- ▶ Audit of governance model
- ▶ Policies and programs meet regulatory requirements
- ▶ Transition plan in place
- ▶ Mental Health Portfolio established
- ▶ Compliance with Higher Education Standards Framework

## GOAL 3: Provide contemporary evidence based higher education targeting current and emerging NSW Health workforce needs

### Strategy 3.1:

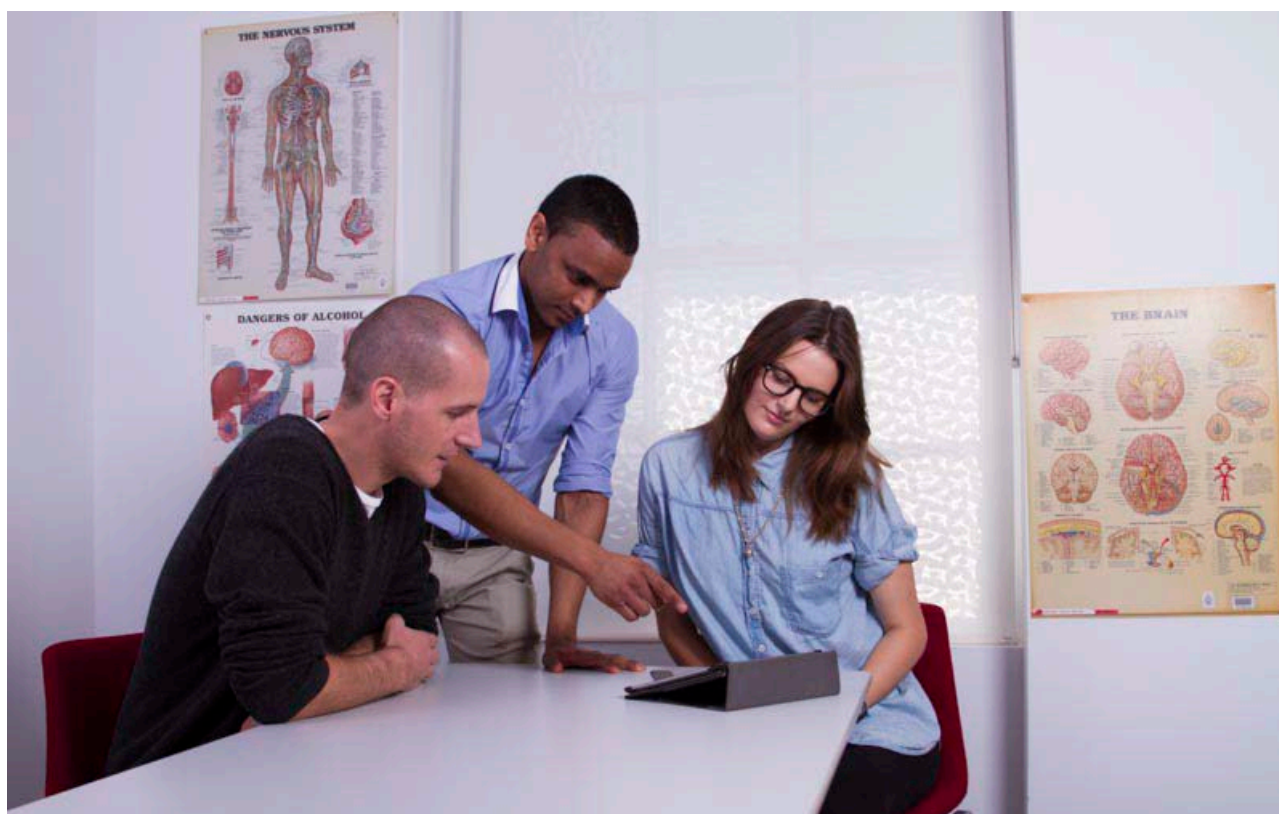
#### Higher education to support NSW Health workforce needs

- 3.1.1 Deliver new higher education programs to support improved outcomes in mental health
- 3.1.2 Establish and embed processes to recognise and respond to priorities for higher education to support positive outcomes for the NSW Health workforce and the NSW community

### Strategy 3.2

#### Evidence based development of programs

- 3.2.1 Develop flexible, responsive and contemporary higher education programs informed by national and international best practice and research
- 3.2.2 Implement best practice approaches to engage and consult with key partners, the NSW Health workforce, students and the NSW community in the development, delivery and evaluation of higher education programs
- 3.2.3 Embed benchmarking practice into the evaluation of higher education programs





## GOAL 3: Provide contemporary evidence based higher education targeting current and emerging NSW Health workforce needs

### Strategy 3.3

#### Tailored delivery of programs to enhance learning

- 3.3.1 Utilise a range of delivery modes and technologies to complement existing education and training, including a range of delivery modalities
- 3.3.2 Partner with NSW Health organisations to provide workplace integrated learning

### Strategy 3.4

#### An approach underscored by the student experience

- 3.4.1 The higher education programs equip graduates with skills, capabilities and attributes for their future work
- 3.4.2 Design and deliver higher education programs tailored to student needs
- 3.4.3 Increase student participation in the evaluation of programs
- 3.4.4 Foster approaches to lifelong learning



#### Performance measures include:

- ▶ New mental health frameworks developed and implementation plan conceived
- ▶ Additional program/s proposed and accredited
- ▶ Ongoing evaluation of programs
- ▶ Blended learning incorporated in programs
- ▶ Programs with workplace integrated learning
- ▶ Ongoing review of graduate attributes
- ▶ Student experience survey

## GOAL 4: Build the Health Education and Training Institute's higher education capability and capacity to respond to emerging NSW Health workforce needs

### Strategy 4.1

#### Enhance the organisation's higher education capability

- 4.1.1 Develop and implement a workforce plan for higher education capability development of HETI staff
- 4.1.2 Ensure a strong focus on internal staff engagement with professional development activities and with a focus on higher education and research capability development

### Strategy 4.2

#### Establish a world class faculty of learning

- 4.2.1 Develop a strategy to attract educational leaders
- 4.2.2 Invest in the capability development of current educational staff to support them to respond to emerging higher education opportunities

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#### Performance measures include:

- ▶ Workforce plan developed and implemented
- ▶ Attraction strategy developed
- ▶ Engagement of faculty in professional development





