

HETI SENIOR EXECUTIVE FORUM REPORT

NOVEMBER 2025



The refreshed NSW Health Facilitation Standards offer a new flexible format that increases accessibility and supports broad workforce participation.

STRENGTHENING FACILITATION CAPABILITY ACROSS NSW HEALTH

ELEVATING FACILITATION PRACTICE TO MEET STRATEGIC PRIORITIES

The Facilitation Development Pathway (the Pathway) is a cornerstone of building facilitation capability across NSW Health. In line with HETI's commitment to continuous improvement, a comprehensive review of the suite of programs has been undertaken to ensure they remain contemporary, evidence-informed, and aligned with NSW Health strategic priorities and international best practice.

"Facilitation is not just a skill, it's a strategic capability that shapes culture, learning, and collaboration across NSW Health." (Christine Busby, Senior Program Manager)

UPDATED FACILITATION STANDARDS

What's New:

The NSW Health Facilitation Standards have been refreshed to align with:

- Culture and Staff Experience Framework
- Global facilitation benchmarks

These revised Standards continue to underpin the Pathway, ensuring consistent, high-quality facilitation across the system.

REFINED PROGRAM STRUCTURE

New Pathway Names & Focus Areas

Program Name	Focus
Facilitation Essentials	Builds foundational skills and self-awareness for effective participant-focused facilitation (formerly Core/Green Band)
Facilitation for Education	Develops capability in structured, content-focused learning contexts such as clinical teaching, training, and practice-based inquiry (formerly Yellow Band)
Facilitation for Complexity	Enhances skills in guiding process-focused group work in complex, dynamic settings where outcomes emerge collaboratively (formerly Blue Band)

“The new structure reflects the evolving complexity and diversity of facilitation across NSW Health.” Michelle Williams, Associate Director Leadership and Management.

ENHANCED DELIVERY MODEL

Starting 2026:

Facilitation Essentials will adopt a blended learning model:

- Five self-paced online modules
- Six-hour virtual workshop

This flexible format increases accessibility and supports broad workforce participation.

WHY IT MATTERS

These enhancements ensure the Pathway continues to:

- Support patient-centred, staff-centred, and community-centred contexts
- Align with NSW Health strategic priorities
- Reflect international best practice

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TRAINING SUPPORT UNIT – STRENGTHENING FOUNDATIONS WORKSHOP



Photo: from left Suzanne Kelsa, Maddison Williams, Jaime Carpenter and Tamara Blanch

The *Strengthening Foundations* workshop, hosted on Dharawal land in Gerringong by HETI's Training Support Unit, brought together Aboriginal Maternal and Infant Health Service (AMIHS) and Building Strong Foundations (BSF) staff for a day of culturally grounded learning.

Commencing with Elders Aunty Gwenda and Uncle Stan Jarret, the program highlighted the importance of cultural connection, deep listening, and allyship in health service delivery.

Participants strongly agreed the workshop was engaging, respectful, and relevant to their roles. Key highlights included the smoking ceremony, health promotion activities, and real-time yarning with Elders.

Many attendees reported feeling more confident in applying strengths-based approaches and developing culturally informed strategies.

Overall, the workshop was described as motivating, impactful, and a valuable opportunity to strengthen relationships and practice across services.

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HIGH PERFORMANCE AND FEEDBACK CULTURE MASTERCLASS SERIES

HETI continues to advance the professional development of leaders and managers across NSW Health through its targeted Masterclass series. In September, high-impact sessions *Leading Your Team to High Performance* and *Creating a Feedback Culture* were delivered and attended by over 940 leaders across the system.

Leading your Team to High Performance (90-minute session) focused on strengthening leadership approaches to build motivated, focused, and effective teams. The session explored evidence-based insights into drivers of team performance and leadership behaviours that make a difference.

Creating a Feedback Culture (90-minute session) supported leaders to build confidence and capability in delivering timely and constructive feedback to drive performance and wellbeing. The masterclass shared practical strategies and evidence-based insights to build a team culture where feedback is expected, safe, and useful.

Evaluation results demonstrated strong alignment with intended learning outcomes for both masterclasses. The majority of participants reported increased confidence and clarity in applying the concepts directly to their workplace contexts. Notably, both masterclass topics achieved 'favourable' Net Promoter Scores, indicating high levels of satisfaction and endorsement.

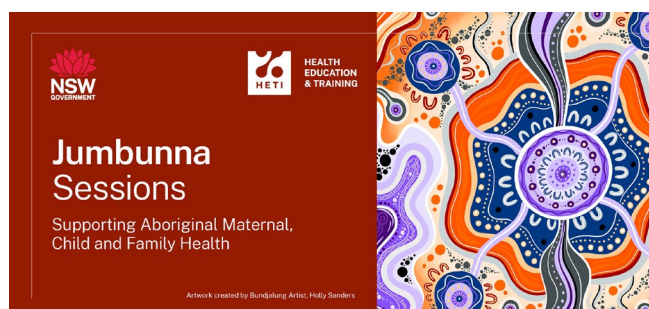
These results affirm the effectiveness of the Masterclass series in building leadership capability and creating a culture of continuous improvement across NSW Health.

HETI's Masterclass series is aligned to the NSW Health Future Health Strategy (2022-2032) and NSW Health Culture and Staff Experience Framework (2024), supporting system-wide goals for leadership, workforce wellbeing, and organisational performance.

Further information can be found [here](#) or through the e-mail below.

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UPCOMING JUMBUNNA WEBINAR – WALKING TOGETHER: CULTURALLY RESPONSIVE SUPPORT FOR PERINATAL WELLBEING



In recognition of Perinatal Infant Mental Health Week (23–29 November 2025), the Training Support Unit will deliver a Jumbunna webinar focused on supporting Aboriginal families during the perinatal period. The session will feature guest speakers from Perinatal Anxiety & Depression Australia (PANDA) and the Perinatal Infant Mental Health Service (PIMHS), sharing culturally responsive approaches to perinatal mental health care. Participants will gain practical strategies and insights to strengthen support for Aboriginal families, with an emphasis on resilience, cultural knowledge, and community strengths.

When: Tuesday 25 November, 1.00pm to 2.00pm AEDT

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UPCOMING WEBINAR, THURSDAY 4 DECEMBER 2025: 'GENOMICS IN FOCUS: ADULT NEUROLOGY'



The Centre for Genetics Education (CGE), HETI will be delivering a webinar on the emerging role of genomic healthcare in adult neurology. This webinar is aimed at healthcare professionals working in adult neurology, including medical officers, nurses and allied health clinicians.

Join neurologists and Clinical Genetics Fellow Dr David Manser as he discusses the role of genomic testing in the diagnosis and management of adult neurological conditions. As neurologists can now order Medicare-funded genomic testing for some neurological conditions, Dr Manser will provide practical guidance and insights about incorporating genomics into clinical practice

Genomics in Focus aligns with the NSW Genomics Strategy to support upskilling of the NSW Health workforce with emerging roles in genomic healthcare delivery. Recordings of past webinars and links to register for upcoming webinars can be found on the [CGE website](#).

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HETI HIGHER EDUCATION MENTAL HEALTH SCHOLARSHIPS - SUPPORTING WORKFORCE CAPABILITY

A PRACTICAL STEP FORWARD FOR MENTAL HEALTH WORKFORCE DEVELOPMENT

The demand for skilled mental health professionals continues to grow across NSW Health.

HETI Higher Education is responding with a suite of targeted scholarships to support clinicians, educators, and service providers in building specialised knowledge through flexible, practice-informed study.

These scholarships ease financial barriers and help professionals apply evidence-based strategies directly into their roles, across child and adolescent services, adult care, aged care, and trauma-informed practice.

SCHOLARSHIP STREAMS AT A GLANCE

Stream	Focus Area
Child & Adolescent Mental Health	Perinatal, infant, and youth mental health
Adult Mental Health	Recovery-oriented care for adults
Older Persons Mental Health	Supporting care in aged care and community settings
Professional Development	Building broad mental health expertise
Trauma-Informed Care	Understanding and responding to complex trauma

Each scholarship supports enrolment in HETI Higher Education's short, stackable microcredential units, which are designed for immediate relevance to practice.

"These scholarships provide a meaningful way for people to strengthen their skills while continuing to deliver high quality care across the NSW Health system."

— Dr Susan Grimes, Director Mental Health and HETI Higher Education

WHY IT MATTERS

These scholarships align with NSW Health's strategic goals by:

- Building workforce capability in high-need areas
- Enabling flexible learning without disrupting service delivery
- Encouraging retention and career progression through accessible professional development

A better-supported workforce means better care for our communities.

NEXT STEPS FOR NSW HEALTH EXECUTIVES

1. Share this opportunity with your teams and professional networks
2. Encourage applications from staff working in priority areas
3. Connect with HETI Higher Education to explore tailored education pathways for your workforce

Applications Opening 14 January 2026

WHAT YOU NEED TO KNOW

- Applications open 14 January 2026 and close on 13 February 2026
- The offer will close as soon as the funding is exhausted, students are encouraged to get their applications in early
- Students have to be admitted to a degree course to apply for any of the Child & Youth, Adult or Older Persons Mental Health award scholarships
- Professional Development scholarship applications do not require admission to degree courses
- A maximum of two units per student applying for a Professional Development scholarship
- The Mental Health, Mental Ill Health and Suicide (8ALK001) unit is available for free, no scholarship required

For details and eligibility visit [HETI Higher Education Scholarships](#)

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MY HEALTH LEARNING



NEW AND REVISED RESOURCES:

TITLE	COURSE CODE
Antimicrobial Resistance: Turn the tide (Refresh)	137891572
Be My Brother (Refresh)	117928307
Brief Smoking and Vaping Cessation Advice for Aboriginal People	622282398
Designated Officer - Case Studies (Refresh)	48952467
Designated Officer - Discretionary authority and decision making (Refresh)	48952332
Designated Officer - Legislation and Policy (Refresh)	48950619
Designated Officer - Organ Tissue Donation and Anatomical Examination (Refresh)	48951452
Designated Officer - Post Mortem Examination (Refresh)	48951657
Designated Officer - The responsibilities of a Designated Officer (Refresh)	48952116
Designated Officer (Reaccreditation) Case Studies (Refresh)	171526990
Designated Officer (Reaccreditation) Discretionary Authority and Decision Making (Refresh)	171446750
Designated Officer (Reaccreditation) Legislation and Policy Context (Refresh)	171440037
Designated Officer (Reaccreditation) Organ or Tissue Donation and Anatomical Examination (Refresh)	171442247
Designated Officer (Reaccreditation) Post Mortem Examination (Refresh)	171444292
Designated Officer (Reaccreditation) Responsibilities of a Designated Officer (Refresh)	171445778
Differentiating Dementias	372460168
ICU Module 8: Caring for patients experiencing other emergency presentations (Refresh)	443948405
LGBTQ+ Conversion Practices Ban: Recognising Harm and Providing Support	612248629
Screening for malnutrition risk in paediatric patients	623390366
Sourcing & Contracts: Contract Viewer eLearning Module	624794568
The Interviewer (Rebuild)	117938423
VPM Trainer Toolkit	625927582
Wound Assessment (Rebuild)	40063891
Wound Management (Rebuild)	42833429

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TO BE THE FIRST-CHOICE PARTNER
FOR EDUCATION AND TRAINING IN
NSW HEALTH